

ABERDEEN CITY COUNCIL

COMMITTEE	Education, Culture and Sport
DATE	23rd February 2012
DIRECTOR	Annette Bruton
TITLE OF REPORT	EC&S Leadership Development Policy
REPORT NUMBER:	ECS/12/002

1. PURPOSE OF REPORT

To seek the approval of the Education, Culture & Sport Committee to implement the new Leadership Development Policy for all staff within the Education, Culture & Sport Service.

2. RECOMMENDATION(S)

To approve the new policy and instruct officers to carry out the necessary work to ensure its successful implementation.

3. FINANCIAL IMPLICATIONS

Any costs arising from the implementation of the policy, including the costs of providing appropriate leadership development opportunities for staff, will be met using existing funds within the directorate's Continuing Professional Development (CPD) budget.

4. OTHER IMPLICATIONS

The policy has been planned in order to articulate with existing corporate policies, and will ensure greater coherence and equity of access to development opportunities for the diverse groups of staff within the Education, Culture and Sport Service.

5. BACKGROUND/MAIN ISSUES

A need has been identified within Education, Culture & Sport to introduce a Service-wide strategic approach to leadership development. It is recognised that we all operate within an ever-changing context that brings with it changing and competing demands for staff at all levels. As a result there is an urgent need to bring coherence and make explicit our intentions and expectations of staff.

Fundamental to our approach is a model that creates capacity and resilience in ourselves and in others and which builds on existing good practice and expertise. This model will be supported by a programme of the highest quality and most relevant continuing professional development experiences.

The Leadership Development Policy will allow us to equip individuals at all levels to meet the challenges through a leadership development programme that offers flexible and coherent pathways to leadership.

6. IMPACT

An Equality and Human Rights Impact Assessment has been carried out in relation to the draft policy, and no negative impacts have been identified. No actions or changes to the policy have been made as a result of the assessment.

7. MONITORING

The implementation of the Leadership Development Policy will be regularly monitored to ensure the desired outcomes for the policy are achieved.

Monitoring will be carried out using existing procedures, including the corporate appraisal and teacher professional review and development schemes, to measure the effectiveness and impact of individuals' professional development.

All events and opportunities offered through the Leadership Development Framework will be evaluated, with a focus on the impact that these activities have on employees' professional practice.

8. BACKGROUND PAPERS

The draft Leadership Development Policy is attached to this report.

9. REPORT AUTHOR DETAILS

Anne Darling
Quality Improvement Officer
adarling@aberdeencity.gov.uk
523873

Andrew Jones
CPD Coordinator
ajones@aberdeencity.gov.uk
522886



ABERDEEN CITY COUNCIL

ABERDEEN CITY COUNCIL
Education Culture and Sport

Leadership Development Policy

Version Number: 4.2
Date: January 2012

Lead Officer: Anne Darling / Andrew Jones
Head of Service: Charlie Penman

Policy and Performance Team
Policy Template v1
September 2011

Template Review Planned - September 2012

Contents

Section 1 Introduction and Purpose of Policy (Rationale)

- 1.1 Background
- 1.2 Purpose of Policy
- 1.3 Scope of Policy

Section 2 Policy Principles

Section 3 Expected Outcomes

Section 4 Roles and Responsibilities

Section 5 Links

- 5.1 To Council Values and Priorities
- 5.2 To Community and Business Plans
- 5.3 To Other Policies

Section 6 Distribution and Publication

Section 7 Review

Section 8 Organisation and Responsibility

- 8.1 Director
- 8.2 Heads of Service/Service Managers/Head Teachers/Line Managers
- 8.3 All Employees

Section 9 Planning and Implementation

Section 10 Communication

Section 11 Strategic Environmental Assessment

Section 12 Equality and Human Rights Impact Assessment

Section 13 Approval

Section 14 Agreed Review Date

Appendices

1 INTRODUCTION AND PURPOSE OF POLICY (Rationale)

Key to the quality and effectiveness of value we are able to add both now and in the future is a highly skilled, motivated and adaptable workforce which demonstrates strong, dynamic leadership at every level.

Leaders need to find solutions to the challenges of change. As leaders are agents of change and improvement, leadership has to inspire and innovate. At its best leadership will be democratic and build active trust through the change process. It should embrace information, be transparent and informed by evidence. It should encourage responsibility in others, be systemic and sustainable, driven by clarity of purpose and a deep awareness of conditions.

2 POLICY PRINCIPLES

We need leaders at all levels in the ECS service who have the knowledge, skills, dispositions and readiness to be effective agents of change and improvement and effective leaders of learning.

The aims and objectives of our leadership development policy will articulate with those in our Strategy for Learning and Service Plan. We want to equip more individuals at all levels to meet the challenges through a leadership development programme that offers flexible and coherent pathways to leadership and that structures leadership development most relevant to the leadership of learning.

Central to this is the need for us to create, grow and sustain a number of essential '*Leaders of Learning*' communities.

- We will **create the culture** through consistent systems, processes and conditions.

This will include enhanced, more rigorous recruitment and selection procedures to ensure the appointment of the highest calibre of candidates to leadership positions.

- We will **grow the culture** through the facilitation of skills-based learning, transfer of knowledge and experience, building capacity through trust and mutual support.

This will include capitalising on existing skills, experience and expertise within and out with the organisation. It will also include 'early identification'/ 'talent spotting' of future leaders.

- We will **sustain the culture** through induction and involvement of new personnel, embedding collaborative practice in our improvement processes and through ongoing evaluation of our effectiveness.

This will be underpinned by ongoing quality professional development to keep and further develop skills and expertise of our staff.

We will focus on:

1. Prioritising our most important *Leaders of Learning* communities:

We will provide appropriate development opportunities for aspiring leaders, new leaders and experienced leaders at all levels in our service. This includes more rigorous recruitment and selection processes, formal induction and support, and coaching and mentoring programmes.

2. Prioritising our most important *Leadership Partners*:

We will continue to develop mutually beneficial partnerships with a range of local and national organisations.

3. The development of generic core leadership and management skills

These will apply to all members of staff, in an incremental way to provide a progressive programme ranging from introductory to advanced levels.

4. The development of a standards and outcomes based Leadership Development Framework.

We will provide a coherent structure which includes all leadership development opportunities centred around three progressive levels of leadership: Early Leadership, Middle Leadership and Senior Leadership. This will be available electronically, and will articulate with Professional Review & Development / appraisal processes.

The Leadership Framework will be applicable to all members of staff, regardless of the point they are at on their leadership development journey, and will consist of a range of types of professional development opportunity.

The Framework can be found on the Zone:

http://thezone/directorate_zone/education_culture_and_sport/cpd_team/ecs_training/ecs_leadership_development.asp

3 EXPECTED OUTCOMES

- All staff accessing, using and benefiting from a meaningful programme of CPD experiences, including accredited training, action research, learning on-the-job, coaching and mentoring.
- Expertise within our own staff is identified, shared and built upon to continue to develop and sustain leadership capacity at all levels.
- The retention of a highly motivated and resilient workforce, delivering a higher quality and more effective service.

4 ROLES AND RESPONSIBILITIES

We all have a responsibility to develop leadership in our service.

Specifically, **employees** will:

- Be aware of and adhere to the Leadership Development Policy;
- Be aware of the leadership development opportunities available to them, make best use of them and actively contribute to the evaluation and on-going improvement of the development programme;
- Take ownership of their own leadership development and actively seek out opportunities to develop themselves and others;
- Be prepared to share information and expertise with others;
- Embrace a positive culture which recognises the need to learn from mistakes and celebrates achievement and success.

In addition, **Managers** will:

- Promote the Leadership Development Programme and support participation in appropriate development opportunities by all members of their team;
- Actively engage in the Professional Review & Development / appraisal processes and ensure all team members have access to the appropriate process;
- Evaluate and feed back on the impact of leadership development activities on the work of their team(s);

5 LINKS

5.1 To Council Values and Priorities

This policy supports and promotes the following Council Values:

- *Fostering a workforce where every employee is valued and given the opportunity to play a full part*
- *Raising performance to a higher standard*
- *Providing strategic leadership for the community*

It also contributes to the Education, Culture and Sport Service Plan 2011-16, and specifically within the plan it supports Strategic Priority 9 – “Skilled and Trained Staff”, which outlines the Service’s aims to:

- *Ensure our leaders at all levels in the service have the knowledge, skills, dispositions and resilience to be effective agents of change and improvement, and effective leaders of learning*
- *Develop and deliver comprehensive, high quality professional development programmes*
- *Develop an enabling culture throughout the workforce.*

5.2 To Community and Business Plans

The policy contributes to Priority 6 of Aberdeen City Council’s Corporate Business Plan, to “ensure efficient and effective delivery of services by the council with its partners”.

5.3 To Other Policies

The leadership development policy is closely linked to the service’s “Policy for the Professional Review and Development and Continuing Professional Development of Teaching Staff”, a copy of which can be found on the Zone: <http://thezone/nmsruntime/saveasdialog.asp?IID=21944&SID=8251>

6 DISTRIBUTION AND PUBLICATION

This policy applies to all members of staff within the Education, Culture & Sport Service. It will be made available for colleagues to access electronically on the Zone and on Glow.

Copies will be sent by email to all managers and head teachers, who will be asked to ensure that members of their teams are aware of the policy and

supporting materials, as outlined in Section 4 above. All staff will be expected to adhere to the policy with immediate effect.

7 REVIEW

This policy will be reviewed on a three year cycle.

8 ORGANISATION AND RESPONSIBILITY

8.1 Director

The Director is responsible for:

- The implementation and monitoring of this policy within the Directorate, and ensuring good communication with employees at all levels;
- Motivating and empowering employees to establish their own leadership development pathways, and to actively seek out and take advantage of appropriate leadership development opportunities.

8.2 Heads of Service/Service Managers/Head Teachers/Line Managers

Heads of Service are responsible for:

- Implementing and complying with this Policy as it relates to their areas of operation and control;
- Ensuring that all of their staff are conversant with and accept their responsibilities under this Policy, as outlined in Section 4 above, and are provided with adequate support and resources to undertake these responsibilities;
- Motivating and empowering employees to establish their own leadership development pathways, and to actively seek out and take advantage of appropriate leadership development opportunities.

Service Managers/Head Teachers/Line Managers are responsible for:

- Implementing and complying with this policy in their area of responsibility;
- Ensuring that all staff under their direct control acknowledge and accept their responsibilities under this policy, as outlined in Section 4 above, and are provided with adequate support and resources to carry out their responsibilities;
- Motivating and empowering employees to establish their own leadership development pathways, and to actively seek out and take advantage of appropriate leadership development opportunities.

8.3 All Employees

All employees have a responsibility for:

- Adhering to this policy at all times and ensuring they carry out their responsibilities listed in Section 4.

9.0 PLANNING AND IMPLEMENTATION

The implementation of this policy will be managed and monitored by the Education, Culture & Sport Leadership Development Steering Group. The group consists of head teacher representatives from all three school sectors, a senior manager from the Culture & Sport teams, the CPD Coordinator, and a representative from Human Resources. It is chaired by the Quality Improvement Officer with lead responsibility for leadership development.

The overall progress of policy implementation and the roll out of the leadership development programme will be monitored by the Head of Educational Development, Policy and Performance, through regular meetings with the chair of the Leadership Development Steering Group.

10.0 COMMUNICATION

A briefing note will be sent to all staff to inform them of the publication of this policy. The approved policy will also be shared with senior managers at improvement conferences and head teacher meetings, and managers will be asked to ensure the staff for whom they are responsible are aware of its existence.

The leadership development framework which supports this policy is available for all staff to access via the Zone and Glow. This resource will be continually reviewed and updated to ensure it is fit for purpose. The contents of the framework will be discussed with staff and senior managers regularly and colleagues will be encouraged to provide feedback and suggest additions or changes as appropriate.

11.0 STRATEGIC ENVIRONMENTAL ASSESSMENT

A strategic environmental assessment is not required for this policy, as its implementation will have no effect on the environment.

12.0 EQUALITY AND HUMAN RIGHTS IMPACT ASSESSMENT

An Equality and Human Rights Impact Assessment has been carried out and no negative impacts have been identified.

13.0 APPROVAL

Approval for this policy will be requested from the Education, Culture & Sport Committee on 23rd February 2012.

14.0 AGREED REVIEW DATE

This policy will be reviewed on or before 30th June 2015.

15.0 APPENDICES

Appendix 1 : Leadership Development Framework

The Leadership Development Framework is an electronic interactive resource which can be found on the Zone:

http://thezone/directorate_zone/education_culture_and_sport/cpd_team/ecs_training/ecs_leadership_development.asp

DRAFT