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Taking CPD for Elected Members Forward

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The Purpose of the Masterclass Series

- To allow elected members to engage directly with the IS on issues relevant to local government
- To allow elected members from different councils to engage in debate and learning with one another

Workshop

- Context for Elected Member CPD
- Identifying your learning style
- Developing a structured approach to CPD
- The benefits and challenges of CPD
- Planning and reviewing your development activities

The Context

- Incredibly tight financial environment
- SOA's & partnerships – are they 'fit for purpose'?
- Performance & improvement – scrutiny against outcomes
- Leading change

Challenges

- Getting high quality low cost options in supporting members – local/ regional/ national
- Greater collaboration & sharing across councils in supporting members
- Is the political culture right for CPD ?

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Identifying your learning style

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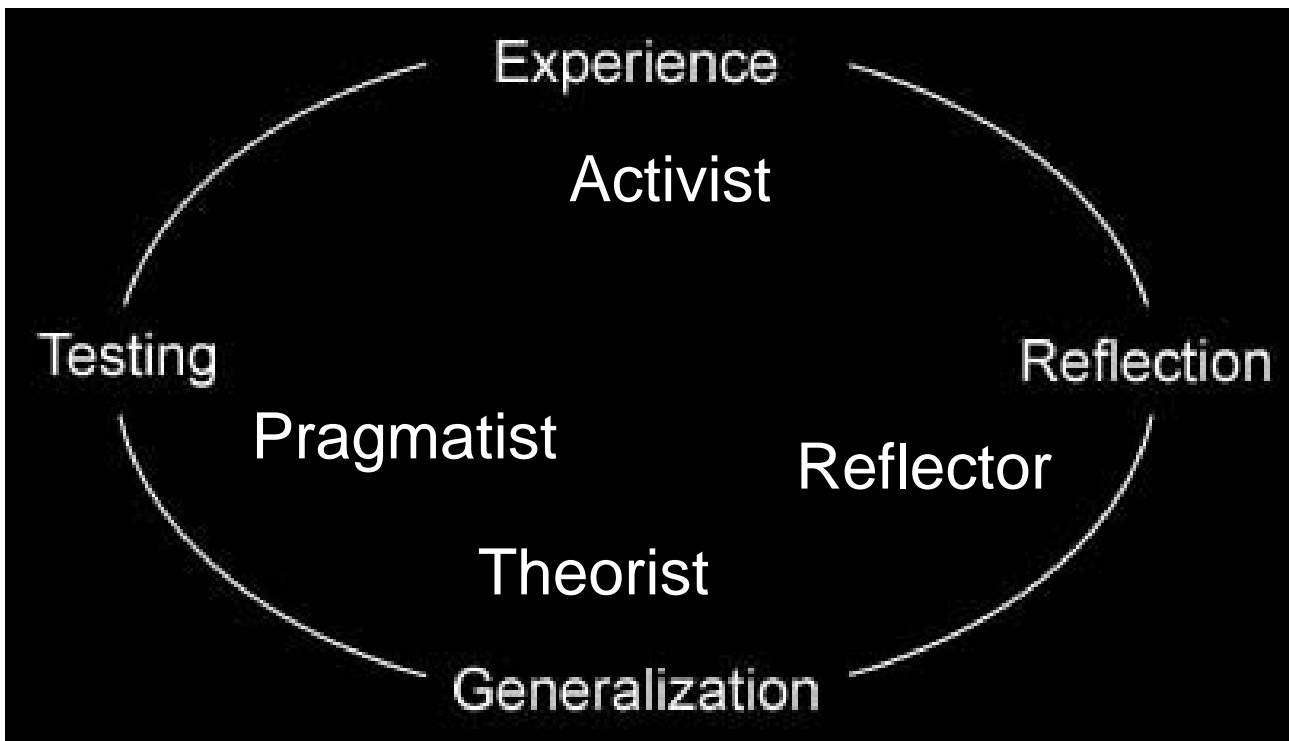
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Identifying your learning style

- Preferred learning styles can be adapted
- Knowing your learning style can help you:
 - accelerate your learning
 - become better equipped to learn from a range of experiences
- Honey & Mumford Learning Styles Questionnaire

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Honey and Mumford Learning Cycle



Honey & Mumford's Learning cycle

Activist

- Seeks challenge & immediate experience
- Enjoys 'here and now'
- Open minded, enthusiastic, flexible
- Acts first, considers consequences later
- Bored with implementation

Reflector

- Stands back & observes
- Cautious & takes a back seat
- Collects & analyses data
- Delays reaching conclusions
- Adopts a low profile & appears distant

Theorist

- Logical, rational & objective
- Assimilates disparate facts into theories
- Detached & analytical
- Uncomfortable with subjective judgements & lateral thinking

Pragmatist

- Puts ideas & techniques into practice
- Practical & down to earth
- Acts quickly and confidently on ideas & gets straight to the point
- Impatient with endless discussion

Group exercise

- Was your preferred learning style what you expected?
- How readily do you think you will be able to adapt your learning style?
- Thinking of your preferred learning style, what type of development opportunities would you like to be able to choose from?

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Developing a structured approach to CPD

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CPD Framework for Elected Members

- Developed in consultation with elected members
Based on review of existing CPD Frameworks & consultation exercise
- Based on 14 political skills and associated behaviours
‘the skills, knowledge, experience, attributes and behaviours that an individual needs to perform a job effectively’

Key definitions

Skill

Proficiency that is acquired or developed through training or experience (e.g. communication, decision-making, leadership)

Behaviour

The actions/reactions of an individual – conscious/unconscious; overt/covert; voluntary/involuntary (e.g. leads by example in driving change)

Competency

Ability to perform a specific task, action or function (e.g. chair a meeting)

Key elements of CPD Framework

- Appropriate to Members of different seniority, experience & role
- Can be flexibly & consistently applied
- Voluntary with all councils

Key elements of CPD Framework

- Build a development profile – identify existing skills & development needs, identify development supports (appropriate training, coaching, e-learning etc)
- Self-assessment – but 360 degree option available

360 Degree Feedback

- Process by which an Elected Member's behaviours are assessed confidentially by individuals with whom they have regular dealings
- Undertaken in conjunction with the Elected Member also assessing their behaviours
- Effective process for helping you understand how your behaviour is perceived by others and how this compares with your own perceptions

Relies on trust and respect

Piloting the CPD Framework

- 6 pilot councils – East Lothian, Falkirk, Fife, Scottish Borders, South Ayrshire, West Dunbartonshire
- Pilot governed by CPD Pilot Project Board
- Refined behaviours & prepared Development Profile
- Established partnership with Brightwave

Piloting the CPD Framework

- Launched in summer 2008 (Fife Council launched in February 2009)
- 65% take-up of CPD Framework
- One-third participated on a 360 degree basis
- Online Development Profiles issued

Piloting the CPD Framework

- Development Profile reports issued
- One-to-one Personal Development Planning meetings between members and officers
- Phased launch of CPD development programme
- Annual review for Elected Members

Evaluation of pilot project

- Stage 1 (Spring 2009)

Evaluation of launch, guidance, Development Profiles & reports

- Stage 2 (Summer 2009)

Evaluation of one-to-one meetings and personal development planning

- Stage 3 (Winter 2009)

Evaluation of CPD Development Programme

Phased launch of CPD Framework

- Launch Development Profile & PDP framework - Autumn 2009
- Launch Development Programme in early 2010
- **£2k** contribution to match pilot council funding and to contribute to ongoing development of CPD Framework and Development Programme
- Commitment to sign up to entire CPD Framework package

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The CPD Framework

Development Profile

Mini development profile

Rate the importance of each behaviour to your role as an Elected Member using very important, important, neither/nor, unimportant, very unimportant

Rate how effective you think you are at demonstrating each behaviour on a scale of 1 to 9, with 1 being not effective and 9 being highly effective

For example:

Skill: Providing and Improving Services		
Behaviour	Importance to role	How do you rate yourself?
Has a good understanding of how council services are performing		

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The benefits and challenges of CPD

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Group exercise

- How do you think you would benefit from participating in CPD? How would the council benefit?
- What challenges do you think you would face in taking forward CPD?
- What challenges do you foresee in applying 360 degree feedback within a political context?

What's in CPD for Elected Members?

- Improved understanding of strengths and developmental areas
- Better understanding of role and responsibilities
- Facilitates development in existing role
- Facilitates preparation for greater responsibilities
- Enables the setting of priorities for the year ahead
- Identifies where problems may be occurring and strategies to overcome
- Identifies areas where skills are not being utilised to their full extent
- Provides professional and personal development opportunities
- Enables members to take responsibility for their own development
- Provides members with transferable skills
- Enables members to track progress on annual basis

What are the benefits to the Council?

- Availability of up-to-date information regarding the expectations and aspirations of members
- Availability of consolidated information about members' development needs
- Stronger political skill base within the council
- Ensuring members development priorities built into council development priorities

What are the challenges of CPD?

- Pressures of time
- Public perception/reaction – i.e. prioritising and investing public money in own development
- Geographical constraints
- CPD versus ‘real life experience’
- Timing – when is CPD most useful?

What are the challenges of 360 degree feedback within a political context?

- Feedback based on how the Elected Member's political group behaves and on decisions made by the group
- Feedback based on exceptional, not typical behaviour
- Lack of honesty – 'point scoring'
- Unwillingness to accept critical feedback

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Planning & reviewing your development activities

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PDP & Review

- Personal Development Plan meeting with council officer to discuss Development Profile report & development needs
- Complete a Personal Development Plan covering:
 - Development areas
 - Development activities
 - Support and resources required
 - Priority of development activity
 - Timescales
 - Measure of success

PDP and Review

- Record **all** development activities in Personal Development Record (PDR)
- Annual review – complete development profile (with 360 degree option) & review PDP and PDR

Group exercise

- How comfortable will you feel discussing your Development Profile report & development needs with a council officer? Do you foresee any issues?
- What challenges do you think officers undertaking the PDP meetings will face and how can you support them in that role?
- How do you envisage the annual review process working? What incentives/sanctions are in place for progressing development activities?

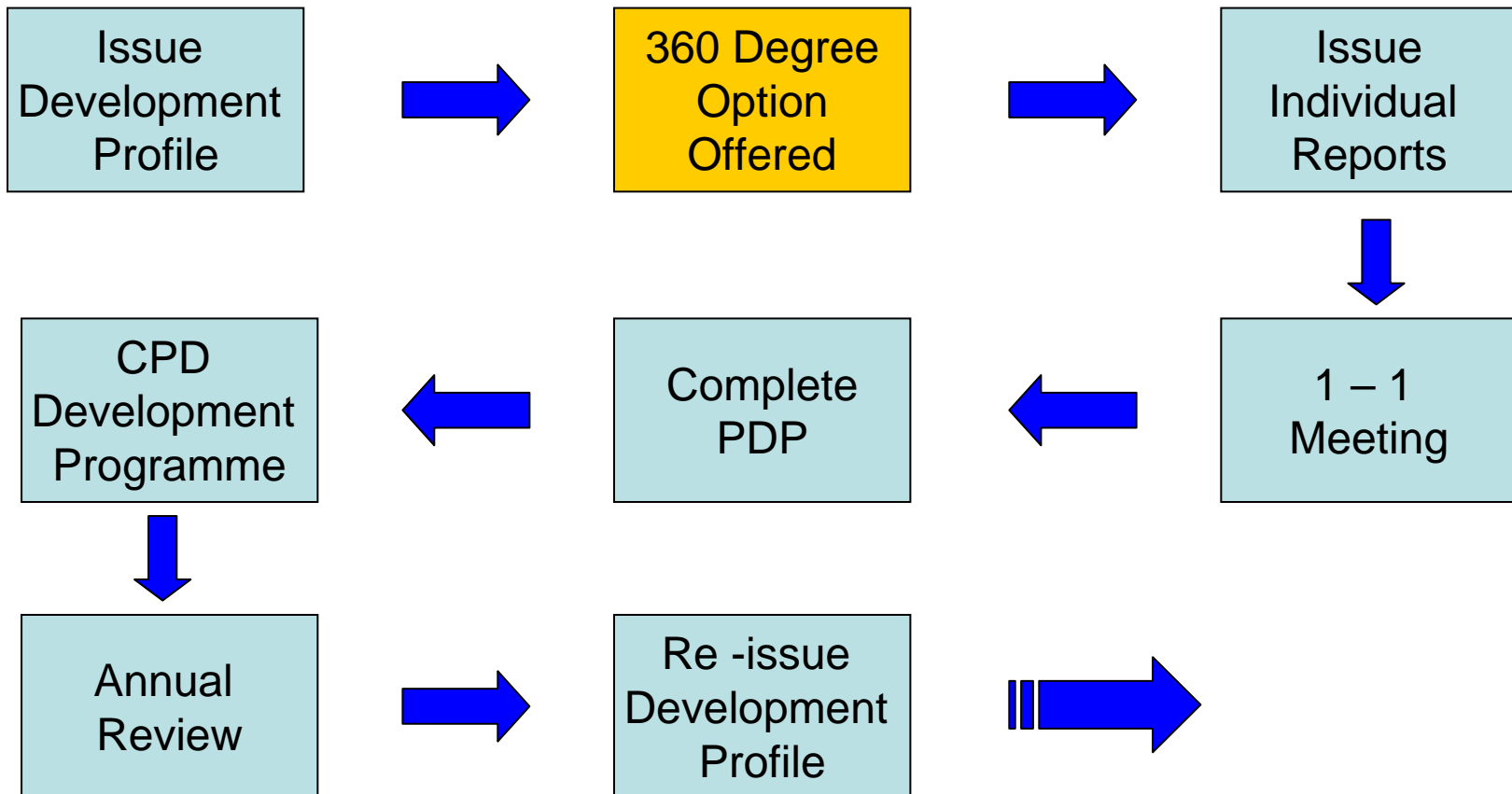
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Taking CPD for Elected Members Forward: Summary

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CPD Framework



Why get involved?

- Benefits to Elected Members
- Shared learning
- Reduced costs – potential for collaborative procurement of an online Development Profile
- Development of a consistent CPD Framework – enables you to compare your own profile and development needs within your own and other councils