

CYNGOR SIR POWYS COUNTY COUNCIL

DEMOCRATIC SERVICES COMMITTEE

15th July, 2013

REPORT AUTHOR: Interim Head of Democratic Services

SUBJECT: Personal Development Plans [PDRs] –
Report on the pilot

REPORT FOR: Discussion and Decision

- 1.1 The Member Development Working Group [MDWG] completed the Personal Development Plans [PDRs] pilot and the attached report gives details of the PDR process and the outcomes of the pilot.
- 1.2 The MDWG recommends to the Democratic Services Committee the implementation of PDRs.

Recommendation:	Reason for recommendation:
<p>That the Democratic Services Committee agrees</p> <p>a) That the PDR process [undertaken in the first and third year of a Council term and where officers meet with members for their reviews] and revised paperwork be adopted</p> <p>b) That PDRs are undertaken by Members in receipt of a senior salary including the Leader and that these are completed by November 2013</p> <p>c) That PDRs are offered to all other Members and that these are completed by February 2014.</p>	<p>1. To ensure that a PDR process is implemented for Members in line with the requirements in the Local Government (Wales) Measure 2011</p> <p>2. To meet the objectives in the Powys Change Plan - under Council in respect of Workforce Transformation.</p>

Relevant Policy (ies):	
Within Policy:	Y / N
Within Budget:	Y / N

Relevant Local Member(s):	
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Person(s) To Implement Decision:			
Date By When Decision To Be Implemented:			
Contact Officer Name:	Tel:	Fax:	Email:
Wyn Richards	01473 826375		wyn.richards@powys.gov.uk

CYNGOR SIR POWYS COUNTY COUNCIL
MEMBER DEVELOPMENT WORKING GROUP
10th July, 2013

REPORT AUTHOR: Interim Head of Democratic Services

SUBJECT: Personal Development Plans [PDRs] –
Report on the pilot

REPORT FOR: Discussion and Decision

2. Summary

- 2.1 The Wales Charter for Member Support and Development [first level], awarded to the Council in November 2011, required that Personal Development Reviews [PDRs] are undertaken by Members in receipt of senior salaries. A PDR is an assessment by a member of their training and development needs.
- 2.2 The Local Government (Wales) Measure 2011 now places a requirement on authorities to offer all Members an opportunity to have their training and development needs reviewed on an annual basis.
- 2.3 The Pilot PDRs were based on information developed by the Welsh Local Government Association. This has been adapted by the Member Development Working Group [MDWG] to fit local needs. A pilot was to be undertaken during the latter part of the previous Council in 2012 but this was not achieved prior to the election.
- 2.4 This report considers the outcomes, the lessons learned and issues which need to be considered in taking PDRs forward.

3. The Pilot PDRs

- 3.1 The nine Members of the MDWG completed the pilot during the period 5th February and 15th March 2013. The reviews were undertaken by officers, in accordance with Members' wishes. Three officers each met with three Members.
- 3.2 Outcomes

The skills and knowledge development identified by the Pilot are summarised in Appendix A. Where possible, needs have been grouped into areas and includes an indication of the number of Members requesting each.

These needs will drive the Member Development Programme, which will be based on general requirements for Members. Individual Member's needs will need to be recorded and implemented separately from the main programme.

3.3 Lessons learned

- i. Time needed by Members to complete their PDR – the average time taken by Members to prepare was 1½ hours. The average interview time was 1 hour.
- ii. Paperwork – Appendix B details the paperwork provided for the pilot. Officers suggest that the final table in Section One of the Interviewee and Interviewer forms [Part 8] and the table in Section Two be combined, as the information recorded is repeated.
- iii. Completing the paperwork after the interview – after the interviews Officers typed up Sections One and Two. This took on average ½ hour for each PDR. The drafts were sent to the Members to confirm the content. Members received both sections for future reference and Section Two was used to record the needs of Members.
- iv. Arranging meetings – meetings were arranged via email or phone calls. Wherever, possible they were arranged at times when Members were already in County Hall, so reducing their need to travel.

The MDWG is asked to consider the following:

- a. What are your views about the PDR process? – arrangements, time required to prepare and undertake interviews, outcome in identifying development needs
- b. What did you like about the information provided to you to prepare for your PDR? – Is there a need for additional guidance and if so what?
- c. What improvements could be made to the process and information provided?

4. Issues to consider to take PDRs forward

- i. Members receiving a senior salary - Who undertakes interviews?

17 Members currently receive a senior salary. However, the Local Government Measure excludes the Leader from having to undertake a PDR. However, should the Leader be offered a PDR?

Should officers undertake the interviews or should interviews be undertaken by peers?

Issues – time available for officers/peers, training for peers, who are peers – MDWG Members or from own political group?

ii. Offering PDRs to all Members – Who undertakes interviews?

When PDRs are offered to the remaining 56 Members, who should undertake the interviews?

Issues – time available for officers/peers, training for peers, who are peers – MDWG Members or from own political group?

iii. Core skills and knowledge

From the pilot a range of skills and knowledge were identified. To support the development of PDRs should we develop a core set of knowledge and skills for each role/committee?

The Member Development Questionnaire [Part 2] of the PDR pack only looks at knowledge and does refer to some skills. As PDRs are undertaken by all Members having details of core skills would support this process.

iv. Developing Members for and in specific roles

Members taking on or aspiring to take on for example, Chair and Vice Chair roles, may need more in depth development than committee members. Should core skills and knowledge be developed for these?

v. Supporting Members aspiring to specific roles

The Member Development Questionnaire asks Members to consider what committees and roles they would like to undertake in the future. Where Members aspire to be Cabinet Member we need to consider how we support this.

[Supporting a Member in the majority Group may be easier than supporting someone outside this. May need discussion with current Leader/Cabinet/Group Leaders. Needs of members/political group vs organisation].

vi. Supporting non-aligned Members

Non-aligned Members do not have the support system of those in Groups. Could we develop mentoring and/or coaching to support them?

vii. Developing mentoring/coaching/buddying

Council has agreed a mentoring scheme. This needs to be rolled out by providing Members interested in becoming mentors with the appropriate training and support.

Council also has coaching training, available for officers. We need to assess whether this would be suitable training for Members.

Recommendation:	Reason for Recommendation:
<ol style="list-style-type: none"> 1. That the Member Development Working Group [MDWG] reviews the pilot PDR process and paperwork and 2. recommends to the Democratic Services Committee <ol style="list-style-type: none"> d) That the PDR process and paperwork be adopted e) That PDRs are undertaken by Members in receipt of a senior salary and that these are completed by November 2013 f) That PDRs are offered to all other Members and that these are completed by February 2014. 	<ol style="list-style-type: none"> 1. To ensure that a PDR process is implemented for Members in line with the requirements in the Local Government (Wales) Measure 2011 2. To meet the objectives in the Powys Change Plan - under Council in respect of Workforce Transformation.

Relevant Policy (ies):			
Within Policy:	Y / N	Within Budget:	Y / N

Relevant Local Member(s):	
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Person(s) To Implement Decision:	
Date By When Decision To Be Implemented:	

Contact Officer Name:	Tel:	Fax:	Email:
Wyn Richards	01473 826375		wyn.richards@powys.gov.uk

Pilot Personal Development Plan Reviews Summary

SKILLS

The skills identified can be grouped as follows. The numbers next to each indicates the number of members who identified this as a need.

Communication

- Public speaking techniques/presentation -1
- Compiling and writing reports/communication – 4
- Media/writing for the media – 3

Managing workload and tools to support this

- Time management – 3
- IT/excel spreadsheets – 2
- Using tools to organise diary, follow up work – 3
- Workload management – 1
- Speed reading - 2

Supporting Members in their development

- Mentoring/coaching - 1
- Confidence building - 1

Developing skills to support scrutiny/questioning etc

- How to source and collect information - 1
- Analytical Work/interpretation - stats and complex information - 1
- Effective scrutiny-drilling down to get information/ Using information for scrutiny - 1
- Questioning techniques - 1

KNOWLEDGE

Procedures - 2

- Code of conduct/council/ legal procedures

Scrutiny - 4

- Scrutiny role and purpose
- Need to know when suitable items from Cabinet should come for scrutiny/role of scrutiny

Local and Welsh Government - 5

- Political/ Council information
- Welsh Government relationship with PCC
- National issues
- Welsh Government / National Government policy impact on the Council

- Further knowledge of Central and Welsh Government policies and how they relate to local government

Finance - 3

- Local Govt finance/prudential borrowing/base budget
- Pensions and investment - investment of funds/benchmarking
- Understand Finance and Budgeting

PCC - 4

- Learning about services provided
- Knowledge of local issues and partners
- Audit Committee role - internal audit and risk management
- IT / Performance Management

Developing councillors for different roles - 3

- Development as a councillor to take on specific roles Committee Chairman etc
- Cabinet Development

Equalities and diversity - 1

Members' preparation time for PDR - The average was 1hr 30 mins

Interview times – the average time was 1 hour

Pilot PDR paperwork

The booklet contains the following information:

- Part 1 – Details of Pilot participants
- Part 2 - Member development questionnaire
- Part 3 - PDR form Interviewee example
- Part 4 - PDR form Interviewer example
- Part 5 - Questioning techniques
- Part 6 - Learning styles diagram
- Part 7 - PCC & WLGA PDR Guidance
- Part 8 - Blank PDR Interviewee and Interviewer forms