

FALKIRK COUNCIL

Subject: LEADERSHIP DEVELOPMENT
Meeting: EXECUTIVE COMMITTEE
Date: 18 March 2014
Author: DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

1. INTRODUCTION

- 1.1 This report seeks Member approval to undertake a review of the current process in place for Chief Executive and Chief Officer leadership development and assessment. In addition, it is suggested that the assessment process currently in place for elected Members is reviewed to ensure it remains fit for purpose and meets Members' needs, and that an assessment of options for leadership development for Members be undertaken.

2. CHIEF EXECUTIVE AND OFFICER LEADERSHIP DEVELOPMENT

- 2.1 In September 2005 the then Policy & Resources Committee considered a report which set out a framework for Chief Officer leadership development. In particular, it was agreed that an Assessment Panel should be established to develop and undertake an assessment process for the Chief Executive, with the assistance of an external facilitator.
- 2.2 In taking forward this work, the first stage was the appointment of an external facilitator to work with the Assessment Panel. This was not however, progressed and the Assessment Panel did not meet.
- 2.3 In the absence of the Assessment Panel, the Chief Executive currently meets with the Leader and Depute Leaders. In addition, all employees, including Chief Officers, now have the facility of assessment through the process contained within the Achievement and Personal Development Scheme (APDS). The Peer Review process also assesses performance of Service Management Teams.
- 2.4 Given however, the seniority of the Chief Executive and Chief Officers, it is suggested that the current arrangements be reviewed. If agreed, it is suggested that the previous report of September 2005 be considered along with current good practice, current arrangements in other public and private sector organisations and any other organisational development arrangements which support an effective assessment process for senior officers in an organisation such as the Council.
- 2.5 If agreed, a proposal in this regard will be brought back to the Executive for Member consideration.
- 2.6 Work is also currently being undertaken to assess the options for a leadership programme for the Chief Executive and Chief Officers. This work will progress and a programme will be introduced to support any assessment process and to respond to needs identified through the assessment process.

3. ELECTED MEMBER DEVELOPMENT

- 3.1 Members will be aware of the CPD Framework for elected Members which was developed by the Improvement Service in 2008. The Framework is based on 14 political skills which are underpinned by 73 behaviours that an effective elected Member should display, and is flexible enough to accommodate the different levels of experience and seniority of Members.
- 3.2 The Framework is based on the principles of self-assessment with participating Members completing an on-line tool in relation to each of the behaviours. They also have the option to undertake a 360 degree feedback process, although this is entirely voluntary. Those who choose to participate in 360 degree feedback nominate between 4 and 6 reviewers who assess how they think the participating Member is performing against each of the behaviours using the on-line tool. A fundamental principle of 360 degree feedback is that reviewers are guaranteed complete confidentiality. This means that the participating Member receives a report showing the “average assessment” for each of the behaviours assessed. Support is also provided to assist the Member in developing a personal development plan.
- 3.3 Since its launch in August 2008, five elected Members have undertaken self assessments and a further seven have undertaken the 360 degree assessment. In total 10 individual Members have participated as two have chosen to participate on two occasions to assist them in updating their personal development plan.
- 3.4 As Members agreed to include this CPD Framework within the Council’s Learning & Development Policy as the identified means of assisting Members in determining their learning needs, it may be prudent to review the current CPD Framework to ensure that it remains fit for purpose and meets the needs of Members. If the Executive agree to this review being undertaken, a report will be brought back to Council for Member consideration.
- 3.5 In addition, and given the work already undertaken through the CPD Framework, a further possible area for development which Members may wish to consider is a leadership programme for Members, which is focused on their role as a Member. There is a potential option to consider the Institute of Leadership & Development (ILM) model for this purpose. This has already been used very successfully by the Council for line managers and middle managers. It also gives the option to have any such programme accredited. It is unclear however, whether similar programmes are currently delivered within other Councils and it is suggested that further research is undertaken regarding the options for such a programme. If this is considered appropriate, work will be undertaken on the options available and a report will be brought back to Council for Member consideration.

4. RECOMMENDATION

4.1 It is recommended that Members:

- (i) Consider whether a review of the current arrangements for the assessment of the Chief Executive and Chief Officers should be undertaken;
- (ii) Note the work being undertaken to develop a leadership programme for the Chief Executive and Chief Officers;
- (iii) Consider whether a review of the current CPD Framework for elected Members should be undertaken;
- (iv) Consider whether work should be undertaken on the options for a leadership programme for elected Members.

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DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

Date: 06 March 2014
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LIST OF BACKGROUND PAPERS

None.