

## **Appendix Five: Revised Members Personal Development Planning Process**

### **Introduction**

Set out below is the revised planned approach for developing elected member Personal Development Plans (PDPs). This also includes the process for elected members to undertake if they wish to access their PDP budget to complete individual learning and development activities.

The approach involves a number of stages all of which will be coordinated by Corporate Human Resources in liaison with individual members.

### **Step 1:**

In order to avail of the individual annual PDP budget a self-assessment exercise must be completed on an annual basis.

- Elected members will be invited to complete a PDP self-assessment exercise against the agreed suite of members' role profiles and the Members' Knowledge and Skills Framework.
- The self-assessment will identify if the elected member considers his/her development needs, across a range of themes, to be fully met, partly met, or not yet met.

### **Step 2:**

- This stage of the proposed approach is **optional**.
- Each elected member will be offered the opportunity to have a structured, independently facilitated, PDP discussion.
- The elected member will be able to choose a facilitator from a select list which will be provided to him/her by Corporate Human Resources. If an elected member chooses to have a facilitated PDP discussion Corporate Human Resources will, in liaison with the member, arrange for the meeting to take place.
- The purpose of the facilitated discussion will be to allow a two way conversation to focus on the elected member's achievements to date and for the facilitator to offer support, advice and guidance on future direction and suggested areas of focus for learning and development.

### **Step 3:**

- Corporate Human Resources on completion of stages 1 and 2 will complete a Training Needs Analysis of all elected members' PDPs to identify emerging common learning and development themes.
- Simultaneously, individual needs will be reviewed to determine appropriate and relevant learning and development activities aligned to the elected members' role profiles and the Knowledge and Skills Framework.

#### **Step 4:**

- Corporate Human Resources will develop a modular Elected Members' Capacity Building programme which will be available to all elected members.
- The modules will be delivered using a mix of internal expertise and, where appropriate, external learning and development providers.
- All modules of the Capacity Building programme will be offered on at least two different dates and times in order to make it as accessible as possible to all members.

#### **Step 5:**

- Individual requests from members to undertake learning and development activities using their dedicated PDP budget should be communicated to Corporate Human Resources who will advise members of the information required to enable a request to be considered. A self-assessment exercise needs to be completed on an annual basis to avail of the annual PDP budget and the requested activities must be aligned to the self- assessment and agreed PDP.
- Each individual request will be assessed by Corporate Human Resources using a set of agreed criteria and taking account of the learning and development needs identified in the elected member's PDP and value for money considerations.

#### **Step 6:**

- The elected member will be notified of the outcome of the approvals process. Should approval not be given the rationale for the decision will be provided, for example, the requested development need is not linked to PDP needs based on elected member role(s).
- Corporate Human Resources, where feasible, will offer alternative suggestions to meet the Member's learning and development needs for example, using in-house expertise.

#### **Step 7**

- Following the completion of an individual member's learning and development activity, Corporate Human Resources, for the purpose of evaluation and shared learning, will seek feedback from the member on the quality and usefulness of the learning and development activity and how in practice the learning will be applied.

#### **PDP process: Types of development activities which will be supported by the annual PDP budget allocation:**

- Attendance at conferences, seminars, workshops whereby an individual elected member has requested to attend
- Best practice visits requested by an individual elected member to undertake
- One to one coaching, mentoring or tailored training and development sessions
- Accredited training
- Party group development activities

- **Development activities/areas which will not be supported by the annual PDP budget allocation:**
- Those linked to an elected member's personal profession or occupation or for further progression within their respective personal profession or occupation
- Activities which could be perceived to support party political objectives, positions or strategies
- Have tenuous links only to the elected member role(s)
- Members attendance at conferences, seminars, workshops or best practice visits agreed by a council committee or events hosted by the council.



# **Elected Member Personal Development Planning**

## **Self-Assessment**

**&**

## **Personal Development Plan (PDP)**

**Councillor / Alderman:** .....

**Date of PDP:** .....

**Facilitated by:** .....

# Elected Member Personal Development Plan

## Personal Reflection

### Introduction

Set out below are a number of questions for consideration which will help contextualise your Personal Development Plan (PDP). The questions are designed to allow you to reflect on your experience to date, the skills which you currently have, the learning & development activities you have undertaken in the past year and how you have applied the learning. Going forward it will help you to consider what range of knowledge and skills you will require taking particular account of the need to deliver the objectives of the Belfast Agenda and the council's corporate priorities.

#### Knowledge Skills and Experience gained outside of the Council environment

What knowledge, skills and experience have you gained outside of Council that helps contribute to your role as an elected member? (May include membership of external organisations, voluntary or community groups, lobbying, campaigning etc.).

#### Achievements

What do you feel you have achieved over the last year either individually, as a party group member or as a member of a Council committee or working group which has contributed to the Council's priorities and the aims/ambitions of the Belfast Agenda?

What achievements or contributions are you proud of over the last year at a constituency level for the communities you represent? (May include securing funding, delivering projects, working with other agencies for successful outcomes etc.).

**Recent Learning and Development Activities**

What learning and development activities have you recently undertaken/participated in either individually or as a party group member that you feel has been useful to you in your role as an elected representative?

What recent learning and development have you undertaken/participated in either individually or as a party group member that you would not recommend to other members, if any?

**Future Ambitions**

What do you hope to achieve as an elected representative over the next year both in terms of delivering the council's objectives and making a positive impact at a community level?

## Preferred Learning and Development Activities

To help determine the most appropriate learning and development activities which best meet your needs please indicate on the list below what type of learning and development you personally consider you gain most benefit from. Please tick as appropriate.

- |                           | Yes                      | No                       |
|---------------------------|--------------------------|--------------------------|
| • One-to-one training     | <input type="checkbox"/> | <input type="checkbox"/> |
| • Workshops               | <input type="checkbox"/> | <input type="checkbox"/> |
| • Briefings               | <input type="checkbox"/> | <input type="checkbox"/> |
| • Conferences/seminars    | <input type="checkbox"/> | <input type="checkbox"/> |
| • Accredited courses      | <input type="checkbox"/> | <input type="checkbox"/> |
| • Party Group Development | <input type="checkbox"/> | <input type="checkbox"/> |
| • e-learning              | <input type="checkbox"/> | <input type="checkbox"/> |

- Other (please detail)

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# **Members' Knowledge & Skills Framework**

## **Self- Assessment**



## Self-Assessment

The Members' Knowledge and Skills Framework is a bespoke political skills framework which takes account of all the roles members are tasked with discharging and the corresponding knowledge, skills and behaviours which are necessary to be effective in the role.

Please refer to the Members' Role Profiles and Members' Knowledge and Skills Framework and complete the self-assessment (considering both knowledge and skills required) indicating whether **you** feel your learning and development needs are:-

1. Fully met – no learning and development is needed as full knowledge and required skills are met.
2. Partly met – learning and development would be useful as full knowledge and required skills are partially met.
3. Not yet met – further learning and development is required as full knowledge and required skills not yet met.

## Personal Development Plan (PDP)

Please also indicate in each PDP section for each element any learning and development needs you wish to address.

Note: this aspect may be facilitated by an independent facilitator, if desired.

**Personal Development Plan (PDP) – Element 1 – Understanding our city, our council and our customers – understanding the city of Belfast, the political nature of our organisation; and the member role in addressing the needs of constituents and customers within the city.**

<b>As an Elected Member, I know and understand:</b>	<b>Fully met</b>	<b>Partly met</b>	<b>Not yet met</b>
The various roles undertaken by an elected member.			
The issues affecting our city and neighbourhoods and particularly within my own district electoral area (DEA).			
The demographic profile of Belfast and the associated socio/economic issues to be addressed.			
Elected member role in relation to local government finance and budgetary controls.			
The Belfast Agenda and the wider council agenda in the city context.			
The priority areas and objectives for service delivery as outlined in the Corporate Plan.			
Core processes such as Business and Financial Planning, Risk Management, Health and Safety and Human Resources.			
The Council's decision-making processes.			
The council's community planning role and how this links to the Local Development Plan.			
The structure and work of the council, including the remit and plans of the Council's Committees.			
The process for identifying and prioritising physical development initiatives including the stage approval process relating to capital investment.			
Senior officer roles and responsibilities and key contact points.			
The Council culture and values and how these impact on decision-making.			

**Personal Development Plan (PDP) – Element 1– Understanding our city, our council and our customers – understanding the city of Belfast, the political nature of our organisation; and the member role in addressing the needs of constituents and customers within the city.**

<b>Area(s) for development need</b>	<b>Agreed action to meet development need</b>	<b>Desired outcome i.e. how will you know when your development needs have been met?</b>

**Personal Development Plan (PDP) – Element 2 - Strategic Leadership – Strong, fair and trusted leadership aimed at/focusing on developing ambitions for the city for better outcomes for those who live in, work in and visit the city.**

<b>As an Elected Member, I know and understand:</b>	<b>Fully met</b>	<b>Partly met</b>	<b>Not yet met</b>
The issues to be addressed within the city particularly as detailed in the Belfast Agenda.			
Understand the causes of these issues and when, where and how to share expert advice in relation to these as necessary.			
Knowledge of council aspirations, priorities, objectives, plans and processes.			
The type of Council we need to be to deliver Members' ambitions.			
The importance of engaging on a cross-sectoral basis and how this can best be utilised to maximise benefits for citizens.			
How to work across party political boundaries to influence the Programme for Government and position Belfast as pivotal to the economic success of the region.			

**Personal Development Plan (PDP) – Element 2**

<b>Area(s) for development need</b>	<b>Agreed action to meet development need</b>	<b>Desired outcome i.e. how will you know when your development needs have been met?</b>

**Personal Development Plan (PDP) – Element 3 – Community Leadership – engages enthusiastically and empathetically with the community in order to learn, understand and act upon issues of local concern; mediates fairly and constructively, encouraging trust by representing their district electoral area and the city as a whole.**

As an Elected Member, I know and understand:	Fully met	Partly met	Not yet met
What is required of me to gain the confidence and trust of communities in order to act as a community leader and deliver tangible results?			
The current issues faced by my local community and how I can contribute to multi-agency strategies and action plans to address the problems being experienced.			
Equality and diversity issues including responsibilities under legislation.			
How to deal effectively with the complex and diverse range of issues faced by individual constituents.			
How the NI Assembly's Programme for Government and national government developments will affect individual citizens and communities.			

**Personal Development Plan (PDP) – Element 3**

Area(s) for development need	Agreed action to meet development need	Desired outcome i.e. how will you know when your development needs have been met?

**Personal Development Plan (PDP) – Element 4 - Working with others – Working together with officers, partners and other stakeholders to deliver excellent service delivery and ensure Belfast city is a successful place where people love to live, work and visit and which attracts investment and talent.**

<b>As an Elected Member, I know and understand:</b>	<b>Fully met</b>	<b>Partly met</b>	<b>Not yet met</b>
The requirements of the Member-Officer Working Relationship Protocol.			
The priorities of stakeholders and how these can be aligned to council priorities to deliver benefits for the city.			
The roles of officers, members and different partners and agencies.			
How the benefits of collaborative working assists Belfast citizens.			
The relevant equality and diversity legislation and the importance of advancing the equality agenda.			
The importance of recognising and embracing the differences between people for the benefit of the council, its employees and stakeholders.			

**Personal Development Plan (PDP) – Element 4**

<b>Area(s) for development need</b>	<b>Agreed action to meet development need</b>	<b>Desired outcome i.e. how will you know when your development needs have been met?</b>

**Personal Development Plan (PDP) – Element 5 – Good governance and due diligence – Understands and performs the role by following/adhering to standing orders and protocols; evaluates arguments and makes decisions that balances public needs and local policy; acts ethically, consistently and with integrity when communicating values or representing group views in decisions and actions; and ensures progress by monitoring and intervening where appropriate.**

<b>As an Elected Member, I know and understand:</b>	<b>Fully met</b>	<b>Partly met</b>	<b>Not yet met</b>
The detail of the Council's Constitution and the Council's governance arrangements, including the Standing Orders.			
How the Council manages its money including the rate setting process.			
The requirements of the Councillor's Code of Conduct and Planning Guidance.			
The relevant legislation and regulations which determine how the Council performs its role.			
Audit, governance and risk management processes.			
Performance management and performance Indicators.			

**Personal Development Plan (PDP) – Element 5**

<b>Area(s) for development need</b>	<b>Agreed action to meet development need</b>	<b>Desired outcome i.e. how will you know when your development needs have been met?</b>

**Personal Development Plan (PDP) – Element 6 – Personal impact – Is self-aware, acts proactively, is responsible for own actions with a focus on continued learning and development and communicates effectively.**

As an Elected Member, I know and understand:	Fully met	Partly met	Not yet met
The council’s Media Relations Protocol and the importance of upholding the reputation of the Council.			
The Council’s member personal development planning process.			
How to access developmental opportunities which will enhance and improve their skills and capabilities.			
How to best use information and technology to maximise communication and improve personal efficiency and effectiveness.			

**Personal Development Plan (PDP) – Element 6 – Personal impact**

Area(s) for development need	Agreed action to meet development need	Desired outcome i.e. how will you know when your development needs have been met?



**Looking ahead – Summary of Learning and Development requirements**

Refer to self-assessment and for each element of the PDP, please outline:-

<b>Development area</b>	<b>Suggested activity/activities</b>	<b>Desired outcome i.e. how will you know when development need has been met?</b>

**Signed Councillor/Alderman..... Date.....**

**Appendix Six: List of facilitators invited to be included in call-off list for elected member PDP facilitation.**

**The following suggested facilitators have experience and expertise in providing one to one or group facilitation for elected members and design and delivery of elected member training sessions and/or programmes.**

- Wavell Moore, PSM Consulting
- Anne McMurray Consulting
- Stratagem
- Time Associates
- Copius Consulting
- Ricky O'Rawe
- Harry McConnell
- Judi Billing, former Head of Leadership, Improvement and Development Agency (recommended by Anne McMurray Consulting)
- Ian Bottrill, former Leader of Warwickshire Council (recommended by Judi Billing, former Head of Leadership, Improvement and Development Agency)
- North West Employers, Member Charter accrediting organisation

## **Appendix Seven : Elected Members' Assistance to Study Scheme**

### **1.1 Introduction**

Belfast City Council is fully committed to ensuring that all elected members are given the opportunity to develop the relevant knowledge, skills and capacity to enable them to effectively fulfil their role. Elected member learning and development benefits the individual member, the Council in driving forward its corporate priorities, and the wider Belfast Agenda and as a consequence benefits the communities we serve.

As part of this commitment Members can, on a part-time basis, undertake accredited courses of study. This should result in achieving recognised qualifications which will support them in their role and further enable them to undertake their roles and responsibilities. Members' individual Personal Development Plans (PDPs) are the means by which learning and development needs are identified and the suggested activities/interventions to meet these.

This scheme sets out the guidelines for approving requests from members to undertake part-time study and outlines the assistance available. All applications under the Members' Assistance to Study Scheme must lead to a nationally recognised qualification. Otherwise all other individual learning and development requests will be progressed using the approved Members' PDP process.

Funding for part-time study will be met from the member's designated PDP budget and cannot exceed the annual amount of that budget (currently £730) for each academic year.

**Given the individual annual PDP budget allocation it is anticipated that the types of qualifications that could potentially be supported by the Assistance to Study Scheme includes awards, certificates and diploma type qualifications.**

### **1.2 Conditions of assistance**

A course of part-time study which a member requests to undertake must always, in the first instance, be able to be linked clearly to the role of an elected member as detailed in the members' role profiles and the corresponding knowledge and skills framework. In addition, the following conditions must also be met:

- the course of part-time study will assist the member in performing their role and in so doing enable them to contribute to the achievement of the objectives detailed in the Belfast Agenda
- the development need has been identified in the member's PDP and a course of study is the most appropriate method to acquire the requisite knowledge and skills
- assistance is granted on an annual basis only and therefore an application must be made each year and must be within the limits of the annual PDP budget provision

- part-time study must lead to a nationally recognised qualification or credits which can be off-set for future studies.
- studies must be undertaken in an educational/training establishment located in Northern Ireland
- value for money is achieved by selecting the provider with the most competitive costs for undertaking and completing the study
- subsequent applications for continued study will be considered in line with the available budgets.

### **1.3 Application Process**

A member wishing to undertake accredited part-time study should first discuss the detail with the relevant officer in Corporate Human Resources:

Julie McCormick, Democratic Services Officer, Corporate Human Resources  
 Telephone: 02890 270607 ext. 6321  
 email: [mccormickjulie@belfastcity.gov.uk](mailto:mccormickjulie@belfastcity.gov.uk)

On receiving the request, Corporate HR will be responsible for ensuring that the part-time study is appropriate, is identified as a development need in the member's current PDP, and is within the financial limits of the member's annual PDP budget allocation.

Should approval be given for a member to undertake a course of part-time study Corporate Human Resources will make all the necessary administrative arrangements, including the payment of the appropriate fees.

The application process and relevant forms are set out.

### **1.4 Members' Responsibilities**

An accredited course of part-time study will provide personal benefits to a member in terms of their learning and development given this a degree of commitment is expected from members choosing to undertake part-time study. This includes:

- raising his/her interest with the relevant Corporate Human Resources officer and discussing suitability of the course of part-time study at the earliest opportunity, ideally at a facilitated PDP meeting
- completing and submitting all relevant forms, including enrolment/registration forms by the required date
- attending classes/activities scheduled as part of the programme of study

- advising the relevant officer Corporate Human Resources officer as soon as possible, and, no later than within two weeks, if, for any reason, they may have cause to discontinue the course of study.

### 1.5 Assistance available

A member's annual PDP budget (currently £730) can be used to meet the cost of the following associated with the agreed course of study:

- Tuition / registration fee
- Examination fees
- Residential fees associated with any compulsory residential element to the approved programme or course of study
- Textbooks and other materials subject to a maximum cost of £75 per year\*
- Travel costs.

### 1.6 Recoupment of costs

#### 1. Completion of Study

Members will be expected to complete the part-time study within the agreed academic timetable unless special circumstances occur. Special circumstances are considered as:

- illness (personal/family)
- maternity/paternity leave
- adoptive leave
- long-term caring responsibilities
- family bereavement
- changes to employment status/working patterns

#### 2. Repayment of Expenses Incurred

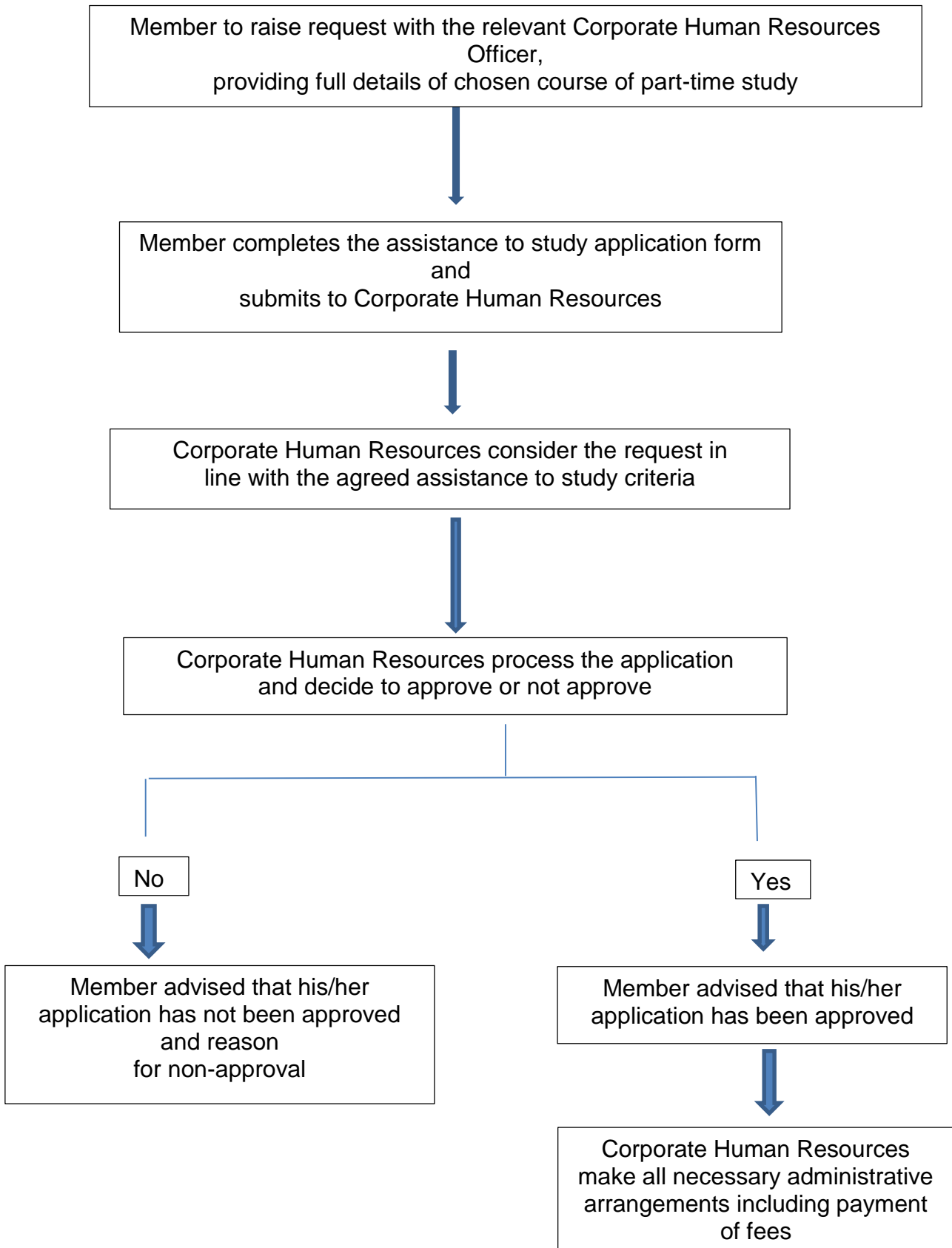
Members will be asked to complete an agreement that they will repay the costs incurred by the Council up to the point at which they discontinue their studies. Recoupment of costs will be sought in the following circumstances:

- resignation during the Council term; and
- discontinuing study for any other reason other than those outlined in point 1.

Recoupment of expenses **will not** be sought in the following circumstances. The Member is not:

- selected by his/her Party to stand for re-election;
- elected to the Council for another term; and
- illness or any other extenuating personal circumstances preventing the Member standing for re-election (this will be considered on a case by case basis).

## Elected Members' Assistance to Study Scheme Application Process



# Elected Members' Assistance to Study Scheme Application Form

*To be completed **each year** when applying for support for a course or programme leading to a recognised qualification.*

<b>Section 1 – Personal Details</b>
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**Alderman/Councillor:** \_\_\_\_\_

**Political Party:** \_\_\_\_\_

<b>Section 2 – Course, programme and qualification details</b>
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**Course / programme title:** \_\_\_\_\_

**Qualification title and level to be studied:** \_\_\_\_\_

**Overall duration:** \_\_\_\_\_

**Academic year (e.g. 1 of 3 year course):** \_\_\_\_\_

**Details of start and end date for**

**Start date:** \_\_\_\_\_ **this academic year:**

**End date:** \_\_\_\_\_

<b>Section 3 – Business case</b>
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Detail how the course of study will contribute to your role as a local elected representative taking account of the members' role profiles and the knowledge and skills framework (including areas identified in your personal development plan):

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Detail how the course of study will assist you in contributing to the achievement of one or more of the council's priorities as detailed in the corporate plan and the objectives set out in the Belfast Agenda:



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**Section 4 – Financial details**

Should costs exceed the amount in your annual PDP budget allocation (£730) you will be required to personally cover the surplus amount. Financial assistance required for the course of study:

**Tuition / registration fee:** £ \_\_\_\_\_

**Textbooks / materials:** £ \_\_\_\_\_

**Examination fees:** £ \_\_\_\_\_

**Other (please specify):**  
£ \_\_\_\_\_

**Residential fees:** £ \_\_\_\_\_

Other (please specify reason for other costs, where applicable)

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**Section 5 – Condition of assistance**

I am aware that I will have to repay to the council all costs associated with the course of study in the following circumstances:

- choosing to discontinue course or programme of study for reasons **other than** illness, maternity/paternity leave, adoptive leave, long-term caring responsibilities, family bereavement, changes to employment status /pattern
- resignation during council term

I understand further that I may be required to **repay all** the financial assistance I have received for the course if I fail to comply with the conditions of assistance.

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Appendix Eight: Delivery of the Belfast Agenda- member capacity building 2017-2018

Elected Member Capacity Building Plan					
Induction and ongoing elected member development programme	Belfast Academy – developing understanding and leadership			Planning Committee Continuing Development Programme	Women Leaders Programme
<p><b>Short sessions on:</b></p> <ul style="list-style-type: none"> <li>Understanding our city, council &amp; customers and delivery of the Belfast Agenda</li> <li>Decision making structure Processes and procedures</li> <li>Managing our finances and investment in the city</li> <li>The Local Development Plan and the physical regeneration of the city including city wide site visits</li> <li>Delivering services for the city and communities</li> <li>Council communications and working with the media</li> <li>Equality and good relations</li> <li>Information governance</li> <li>Chairing skills</li> <li>On Board training</li> <li>Good governance and due diligence</li> <li>Declarations of interest</li> <li>Consultation and engagement</li> </ul> <p><b>Belfast Agenda themed sessions:</b></p> <ul style="list-style-type: none"> <li>Growing the Economy</li> <li>Living here</li> <li>City Development</li> <li>Working and Learning</li> </ul>	<p><b>Day one:</b></p> <p><b>Community leadership and working with others</b></p> <ul style="list-style-type: none"> <li>Community leadership- your role working with and understanding communities to address community issues</li> <li>Community, city and the future- delivering shared city vision and tangible results</li> <li>In this together- working with partners, stakeholders, new models for joint working</li> </ul>	<p><b>Day two:</b></p> <p><b>Strategic leadership and understanding our city, our council and our customers</b></p> <ul style="list-style-type: none"> <li>The big picture- delivering the Belfast Agenda,</li> <li>Council strategic framework- structures, services, corporate plan, investment and budgets, performance outcomes</li> <li>Working with others including council officers</li> </ul>	<p><b>Day three:</b></p> <p><b>Personal Leadership and impact</b></p> <ul style="list-style-type: none"> <li>Understanding leadership; leadership role &amp; styles and impact on others</li> <li>Inclusive leadership and personal effectiveness</li> <li>Developing my leadership role</li> <li>Personal development planning</li> <li>Effective working relationships</li> </ul>	<p><b>Short sessions on:</b></p> <ul style="list-style-type: none"> <li>Transport and highways issues</li> <li>Principles of decision-making</li> <li>Developer contributions</li> <li>Heritage issues and urban design</li> <li>Local Development Plan</li> <li>Planning enforcement</li> <li>Best practice study visit</li> </ul>	<p><b>Themed sessions on:</b></p> <ul style="list-style-type: none"> <li>Gender lens on leadership</li> <li>Me and my leadership</li> <li>My value leadership network</li> <li>Inclusive leadership</li> <li>Leader of Leaders</li> <li>Planning my future</li> </ul> <p>Including leadership assessment and coaching sessions</p>
	<p><b>Delivering the Belfast Agenda- projects</b></p> <p>Implementing the Belfast Agenda- joint member-officer activities and programmes around:</p> <ul style="list-style-type: none"> <li>delivering outcomes</li> <li>partnership and community thinking</li> <li>the evolving organisation, and new powers</li> </ul>				
<p><b>Member Portal</b></p> <p>Learning and development resource for members on information on the council and the city- nominated members to participate in a pilot exercise; review and implementation</p>					
<p><b>E-learning-</b> members to participate in a pilot exercise of the Information Governance e-learning module</p>					