

**PERTH AND KINROSS COUNCIL****COUNCIL MEETING****1 October 2008****JOB DESCRIPTIONS, COMPETENCY FRAMEWORK AND  
PERSONAL DEVELOPMENT PLANS FOR ELECTED  
MEMBERS****Report by Head of Democratic Services****ABSTRACT**

The purpose of this report is to recommend amendments to job descriptions, adoption of a competency framework and personal development plans for elected members.

**1. RECOMMENDATION**

It is recommended that the Council: -

- (i) Agree to adopt the role profiles / description proposed by the Scottish Local Authorities Remuneration Committee (SLARC) and as set out in Appendix 1 to this report, in place of the existing job descriptions for Councillors;
- (ii) Agree to adopt the competencies framework proposed by the SLARC and as set out in Appendix 2 to this report;
- (iii) Agree to introduce personal development plans, based on the above competencies framework, as recommended by SLARC and as set out in appendix 4 to this report, by the end of December 2008, with a review at the end of December 2009.

**2. BACKGROUND**

- 2.1 In November 2003 Perth and Kinross Council agreed to the introduction of job descriptions for councillors. Since that time there have been several developments affecting the role of councillors including; the review of remuneration arrangements for local authority councillors by SLARC, elections to multi-member wards in 2007, the introduction of Single Outcome Agreements (SOA) and increased emphasis on partnership working and community leadership.
- 2.2 The SLARC published a Review of Remuneration Arrangements for Local Authority Councillors in 2006 which set out role profiles and a

competencies framework for councillors; councillors with significant additional responsibilities and council leaders.

2.3 The SLARC report also made the following recommendation:

*“Recommendation 8*

*We recommend that all councillors should have a role description, participate in a training needs assessment, and have a personal development plan in place once they are in receipt of the new remuneration package, and that they should strive to find ways of working more efficiently to avoid their role expanding unnecessarily.”*

2.4 In its response to the SLARC report, the then Scottish Executive accepted the above recommendation and added that they would like to see Councils publish a list of councillors who have undertaken training when they publish information about councillors’ salaries and expenses. All of this was encapsulated in the guidance issued by the SLARC on the new remuneration arrangements:-

*“11. Training and Development*

*Each councillor should, within a reasonable timescale after being elected:*

- *Have a role description in a format determined by the council;*
- *Have participated in a training needs assessment;*
- *Have a personal development plan*

*It is envisaged that Councils should develop their own training and development packages to suit their needs rather than rely on a generic format. Training is seen as vitally important given the fundamental changes which will come into effect from 3 May and should be ongoing for all councillors based on their individual development needs.*

*Councils will wish to ensure that sufficient mechanisms are in place to allow councillors to take these opportunities.*

*12. Publication of Training*

*At the same time as councils publish information on councillors' expenses on their website, they will be expected to publish details of any training undertaken by councillors in the previous year. This does not mean that a councillor's personal development plan should be published. As a minimum it is suggested that a reference to the number of councillors undertaking training and the various training courses/conferences attended should be included as a footnote.”*

- 2.5 Since May 2007 elected members in Perth & Kinross Council have taken part in a comprehensive programme of awareness raising sessions and other development activities. Although that programme is now largely complete, other sessions will be arranged as requested or felt necessary by elected members.
- 2.6 Building on the knowledge gained from that programme and from elected members' experience in office since May 2007, it is felt that it is now appropriate to consider how the Council can implement the recommendation referred to at 2.3 above. It should be noted that the Council's external auditors have submitted a return to be completed for Audit Scotland entitled 'Elected Member Training and Development Return 2008' which may be reported in the 2008 Local Government Overview Report.

### **3. JOB DESCRIPTIONS/ROLE PROFILES**

- 3.1 The role profiles set out by SLARC are attached in Appendix 1. The roles are grouped into three main profiles - *councillors; councillors with significant additional responsibilities; and council leaders.*
- 3.2 The current job descriptions for elected members in Perth and Kinross Council are grouped into four main roles - *councillors; councillors with significant additional responsibilities; opposition spokesperson; and leader of the administration.*
- 3.3 All elements of the current job descriptions for Councillors are encompassed in the SLARC role profiles.

### **4. COMPETENCIES FRAMEWORK**

- 4.1 The competencies framework set out by SLARC reflects the elements identified in the role profiles and matches to the three identified roles of councillors; councillors with significant additional responsibilities and council leaders.
- 4.2 The SLARC competencies framework, together with identified areas of development support, is attached at Appendix 2.

### **5. TRAINING NEEDS ASSESSMENT**

- 5.1 In February and March 2008, elected members in Perth and Kinross Council participated in a Development Needs Survey. The valuable information gained from this survey has been matched to the SLARC competencies framework, resulting in a comprehensive list of development support as shown in Appendix 3.

## **6. PERSONAL DEVELOPMENT PLANS**

- 6.1 Every elected member has a unique combination of individual skills, previous and personal experience and knowledge gained from development opportunities they have already undertaken. Personal development plans help individuals to identify and prioritise the areas where they would most benefit from further development support.
- 6.2 In order to assist with and support the personal development plan process, staff from the Chief Executive's Service and from Corporate Services, Learning and Development Team propose to meet with elected members on an individual basis over September and October 2008. It is not expected that elected members will wish to develop in each competency area and may indeed wish to focus on only one for the first year based on their own skills, knowledge etc.
- 6.3 It should be stressed that the plans themselves will be retained by elected members and that it will be their responsibility to record the development they undertake. Although elected members may choose to seek support from members' services in this, the detail of the plan will be personal information in terms of data protection legislation and will therefore be subject to the requirements of that legislation. In terms of the guidance on the publication of training referred to at 2.4 above, the return will indicate how many elected members have personal development plans in place but these plans will not be published.
- 6.3 Given that elected members have already participated in a significant number of development opportunities, each personal development plan can be pre-populated with this information. An example of a plan with that information included is attached at Appendix 4.
- 6.4 As the implementation of the new remuneration package is being kept under review by SLARC who are reporting back to Scottish Ministers, it is considered that the introduction of personal development plans should be reviewed by the Council after a year i.e. by the end of December 2009.

## **7. CONCLUSION**

- 7.1 By introducing a competencies framework and a personal development plan process for elected members, the Council will meet all the requirements of SLARC recommendation.
- 7.2 Furthermore, by adopting the SLARC role profiles and competencies framework a clear connection can be traced from the role profiles, through the competencies to each personal development plan.
- 7.3 The overall aim is to provide all elected members with development opportunities relevant to their individual needs and requirements.

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### **Perth & Kinross Council Elected Members' proposed role profiles/description**

#### **All councillors:**

#### **Key purpose/roles**

- To represent the views and interests of your Ward and its individual constituents and deal with their enquiries and representations fairly and without prejudice
- To contribute actively to the formulation and scrutiny of the Council's policies, budgets, strategies and service delivery
- To champion the best interests of the council and the community as they relate to the improvement of the quality of life, social, economic and environmental well-being of the community and its citizens
- To work in partnership with others in the Council, partnership organisations at council and community level to help to achieve the above.

#### **Key tasks/accountabilities**

- To represent and act as an advocate for the interests of your Ward, liaising and working with local organisations and representative groups to further the interests of the Ward and its individual constituents
- To be available to represent and deal effectively with constituents' enquiries and representation on individual and community interests
- To contribute effectively to the debates and decision making activities of the Council prior to setting policies, budgets, strategies and service delivery targets
- To participate effectively as a member of any committee or panel to which you are appointed, including related responsibilities for the services/ resources falling within the committee's terms of reference such as human resource issues, staff appointments, setting fees and charges
- To participate in the scrutiny or performance review of the services of the Council including the scrutiny of policies and budgets and their effectiveness in achieving the Council's objectives
- To support the creation of an inclusive working environment and develop effective working relationships with other elected members and officers of the Council.
- To support the creation of a constructive working relationship with the others councillors representing the same ward.
- To participate in the activities of any outside body or partnership forum to which you are appointed by the Council, providing two way communications between the Council and the body. Also to develop and maintain a working knowledge of the Council's policies and practices in relation to that body and of the community's needs and aspirations in relation to that body's role and functions
- To liaise on behalf of the Council and represent and promote the Council's interests with other public bodies to promote better understanding and partnership working
- To fulfil the statutory and locally determined codes of conducts and standards for elected members and maintain the highest standards of conduct at all times

## **Senior councillors**

In addition to the roles/tasks and accountabilities expected of all councillors the following are expected of councillors with significant additional responsibilities:

### **Key purpose/roles**

- To provide leadership in relation to policy formulation, implementation and monitoring of the Council's policies, budgets, strategies and service delivery in relation to your specific area of responsibility, and to contribute to the effective governance of the Council
- To ensure that your area of responsibility contributes to promoting the best interests of the Council and the community and improve the quality of life, social, economic and environmental well-being of the community and its citizens.

### **Key tasks/accountabilities**

For your area of responsibility:

- To facilitate policy development via appropriate mechanisms – committees, working groups, working with officers and working in partnership with partner organisations
- To give political direction to senior officers of the council in your area of responsibility
- To chair effectively relevant committees, sub-committees and working groups
- To take responsibility for decisions taken within these committees or other forums
- To support and encourage participation and debate by all councillors in relevant forums including committees, scrutiny panels and working groups and respond to scrutiny of decisions and service delivery/performance
- To ensure that effective working relationships with all councillors, officers and relevant partner organisations are developed and maintained
- To represent and communicate the views and best interests of the council in relevant forums including the community, the media, partnership organisations and national bodies
- To monitor, review and comment on performance and budget, to ensure that Council policies are implemented; and where necessary initiate relevant action
- To be fully aware of relevant legislative and national and local policy frameworks

In contributing to the effective governance of the council:

- To work with the Council leadership to ensure the effective governance of the authority
- To contribute to policy formation on corporate strategy, policies and overall budget matters and participate constructively in relevant forums
- To represent the Council at appropriate civic and/ or other engagements including as a substitute for the Council Leader or Civic Head of the Council

## **Council leaders:**

In addition to the roles/ tasks and accountabilities expected of all councillors the following are expected of Council Leaders.

### **Key purpose/roles**

- To lead the political administration of the Council
- To provide leadership in relation to policy formulation, implementation and monitoring of the council's policies, budgets, strategies and service delivery and to contribute to the effective governance of the Council
- To provide strategic leadership and clear political direction and guidance to promote the best interests of the Council and the community and improve the quality of life, social, economic and environmental well-being of the community and its citizens.
- To ensure that effective working relations are developed throughout the Council and between the Council and external partners in order to promote the best interests of all its communities.

### **Key tasks/accountabilities**

- To provide strategic, political and cultural leadership for the Council in partnership with the Chief Executive
- To give direction to the Chief Executive on political matters and participate in the performance review and development of the Chief Executive
- To have an overview and facilitate corporate and cross cutting policy formulation, strategy development and financial planning
- To promote partnership working with partner organisations and other service providers, including Community Planning partners
- To act as the principal Council representative in discussions and negotiations with national bodies
- To ensure that the political decision making structures of the Council operate effectively
- To take responsibility for, and promote the Council's policy and political decisions
- To be the political figurehead and provide an external focus for the Council including handling media and press enquiries
- To develop and maintain effective working relationships with councillors and senior officials

**Perth & Kinross Council Elected Members’ proposed competencies framework**

The competencies shown in this framework are cumulative – that is, the competencies shown for councillors will also be held by councillors with significant additional responsibility and by Council Leaders.

The framework has eight competencies:

- **Change** – adapting to and leading change and improvement
- **Communication** – communicating using appropriate media to different groups
- **Corporate focus** – taking collective responsibility for decisions affecting the Council as a whole
- **Decision making** – problem solving, analysis and the decision making cycle
- **Leadership and team working** – working with others and providing leadership and direction
- **Partnership working** – providing community leadership and working in partnership with other organisations
- **Personal effectiveness** – skills and techniques of managing and developing personal skills
- **Political awareness** – working effectively within the political environment

**1. Change – adapting to, and leading change and improvement**

<b>Councillors</b>	<b>Senior Councillors</b>	<b>Leaders</b>
<p>Responds positively to change and promotes the change process</p> <p>Supports others in responding to change</p> <p>Has an understanding of the modernising government agenda, including the role that councillors should play in promoting Best Value</p>	<p>Supports the change process and encourages the strategic development of own area</p>	<p>Initiates and supports change across the council</p> <p>Builds support for change across the council</p> <p>Promotes a culture in which people are encouraged to identify and try out new ideas</p>

**The above will be supported by the following training:**

- Improvement agenda
- Change management
- Awareness raising sessions
- Officer presentations

**2. Communication – communicating using appropriate media to different groups**

<b>Councillors</b>	<b>Senior Councillors</b>	<b>Leaders</b>
<p>Expresses self clearly and concisely in writing and in oral presentations</p> <p>Debates objectively when challenging a position</p> <p>Adapts communication style appropriate to recipients and situations</p> <p>Approachable and easy to talk to</p>	<p>Identifies information needs of audiences/groups</p> <p>Deals effectively with conflicting interests and is able to summarise competing arguments</p> <p>Demonstrates the ability to negotiate and manage discussion at appropriate level</p> <p>Demonstrates an ability to influence others, on a one to one basis and/ or in meetings</p>	<p>Demonstrates the ability to negotiate and to manage discussions on controversial issues at the highest level</p> <p>Deals effectively with conflicting interests where there are hidden or competing agendas</p> <p>Demonstrates ability to communicate using appropriate media to a wide cross section of groups, internal to the council and external</p> <p>Is capable of influencing others at the highest level either on a one to one basis and/or in meetings</p>

**The above will be supported by the following training:**

- Effective speaking
- Presentation skills
- Media skills
- Handling complaints

### 3. Corporate focus – taking collective responsibility for decisions affecting the council as a whole

Councillors	Senior Councillors	Leaders
<p>Has a good understanding of the Council's Corporate Plan and other strategic plans</p> <p>Has a good understanding of how the Corporate Plan translates into Departmental/ Service Plans</p> <p>Promotes the council's services</p> <p>Contributes to the monitoring and scrutiny of the council's performance and budget</p>	<p>Has a high level of awareness of how the corporate plan translates into the clear and achievable plans for their area of responsibility</p> <p>Has a high level of awareness of how their area of responsibility can contribute to the council's Objectives</p> <p>Demonstrates the ability to work effectively with senior officials to ensure that their area of responsibility contributes to, and that the relevant Departmental/ Service Plans are implemented in accordance with, the council's corporate objectives</p>	<p>Is able to set and promote the corporate vision and direction for the council</p> <p>Assumes corporate political responsibility for achieving the Council's Corporate Plan and meeting performance objectives</p> <p>Promotes the Corporate Plan and vision across the council and to external agencies and partnership bodies</p> <p>Translates the Corporate Plan into core values and corporate organisational priorities and policies</p> <p>Identifies and supports strategic level partnerships key to achieving the council's corporate objectives</p>

#### The above will be supported by the following training:

- Single Outcome Agreement
- Scrutiny and Governance
- Best Practice Training
- Policy and procedures training
- Budgetary awareness
- Performance management

**4. Decision making – problem solving, analysis and the decision-making cycle**

<b>Councillors</b>	<b>Senior Councillors</b>	<b>Leaders</b>
<p>Has a positive attitude to problem solving</p> <p>Identifies and can evidence the selection of appropriate information on which to base a decision</p> <p>Demonstrates the ability to interpret and analyse relevant information to support decision making</p>	<p>Demonstrates the ability to reason logically and can evidence reasons behind decision making</p> <p>Has ability to bring others alongside when taking decisions</p> <p>Demonstrates ability to confront difficult or awkward decisions</p> <p>Encourages environment within committees for effective decision making</p>	<p>Provides leadership in decision making and has highly developed negotiation skills to bring others alongside at the highest level</p> <p>Demonstrates the capability to take decisive and appropriate action required to ensure that Corporate decisions are implemented</p> <p>Is able to encourage an environment across council conducive to effective decision making</p> <p>Has the ability to take decisive action by assessing risk and reaching a clear conclusion</p>

**The above will be supported by the following training:**

- Decision making/problem solving
- Scenario Planning
- Risk management

**5. Leadership and team working – working with others and providing leadership and direction**

<b>Councillors</b>	<b>Senior Councillors</b>	<b>Leaders</b>
<p>Has the capability to work and contribute effectively across multi-party and multi-agency teams</p> <p>Works with and contributes effectively to partnership agencies and organisations at community and council wide levels</p>	<p>Generates enthusiasm and commitment within multi-party and multi-agency teams</p> <p>Demonstrates ability to lead in own area of responsibility</p> <p>Is capable of working with councillors and officers to deliver on departmental and service objectives</p> <p>Is capable of working effectively with cross function groups and disparate professional teams</p>	<p>Is able to command respect across the council and at the highest levels of outside agencies and partner organisations</p> <p>Leads the council by setting a clear direction and a positive example for other to follow and by providing visible leadership</p> <p>Fosters a culture which encourages effective working across the council</p> <p>Is capable of working with the Chief Executive and other senior officials to deliver the council's objectives</p>

**The above will be supported by the following training:**

- Leadership skills
- Team working
- Negotiating/influencing skills

**6. Partnership working – providing community leadership and working in partnership with other organisations**

<b>Councillors</b>	<b>Senior Councillors</b>	<b>Leaders</b>
<p>Is able to command respect in the local community and can provide community leadership</p> <p>Contributes to partnership initiatives as required at community and council wide levels</p> <p>Works effectively with partner agencies at a ward level</p>	<p>Demonstrates the ability to work in partnership, establish joint working practices to support achievement of objectives</p> <p>Is able to support the creation and development of internal and external partnerships and lead them meeting the council's objectives</p> <p>Makes an effective contribution to partnership working in own area of responsibility</p>	<p>Promotes and supports partnership working at council level</p> <p>Provides clear leadership on partnership bodies</p> <p>Supports external partnerships and is able to promote the interests of the council in such partnerships at the highest level</p> <p>Initiates opportunities to work with partner agencies to meet council objectives</p>

**The above will be supported by the following training:**

- Partnership working
- Networking
- Partner agenda briefings
- Facilitation skills

## 7. Personal effectiveness – skills and techniques of managing and developing personal skills

Councillors	Senior Councillors	Leaders
<p>Maintains effective working relations with colleagues and partners</p> <p>Manages own time effectively</p> <p>Deals effectively with paperwork and record keeping</p> <p>Carries out personal development appropriate to improve own performance in fulfilling councillors' role</p>	<p>Able to develop effective working relationships with senior officers in order to ensure that goals and objectives are met</p> <p>Sets challenging standards of performance for self and others and leading by example</p>	<p>Able to respond effectively when faced with complex, contradictory or competing situations</p> <p>Able to develop effective relations and represent the council at the highest level outside the council</p> <p>Highly respected by all members of the council</p> <p>Supports senior councillors through a process of evaluation and feedback</p>

### The above will be supported by the following training:

- Time management
- Chairing skills
- Effective meetings
- IT skills
- Facilitation Skills
- Oral/written communication
- Recruitment and selection
- Handling violence and aggression

**8. Political awareness – working effectively within the political environment**

<b>Councillors</b>	<b>Senior Councillors</b>	<b>Leaders</b>
<p>Demonstrates an understanding of the Council’s decision making and how services are delivered</p> <p>Demonstrates an awareness of the diversity of needs within the community</p> <p>Has a basic understanding of local and national politics, policy and financial frameworks</p>	<p>Demonstrates a sound understanding of local and national politics, policy, financial and legislative frameworks</p>	<p>Demonstrates an excellent knowledge and understanding of local and national politics, policy, financial and legislative frameworks</p> <p>Demonstrate the ability to exert influence at local, regional and national levels</p>

**The above will be supported by the following training:**

- National policy briefings
- Modernising government agenda
- Effective representation

### Areas of Development to Support Competencies

Development Support	Competency supported
Improvement Agenda	1
Change Management	1
Awareness Raising Sessions	1
Officer Presentations	1
Effective Speaking	2
Presentation Skills	2
Handling Complaints	2
Media Skills	2
Scrutiny and Governance	3
Budgetary Awareness	3
Single Outcome Agreement	3
Best Practice Training	3
Performance Management	3
Policy and Procedure Training	3
Best Value Training	3
Scenario Planning Skills	4
Decision Making/Problem Solving	4
Risk Management	4
Leadership Skills	5
Team Working	5
Negotiating/Influencing Skills	5
Partner Agenda Briefings	6
Facilitation Skills	6
Networking	6
Partnership Working	6
Counselling Skills	7
Time Management	7
Effective Meetings	7
IT Skills	7
Chairing Skills	7
Oral/Written Communication	7
Recruitment and Selection	7
Handling Violence and Aggression	7
National Policy Briefings	8
Effective Representation	8
Equal Opportunities/Diversity	8
Modernising Government Agenda	8



**Elected Members**  
**Personal Development Plan**  
**And**  
**Record of Development**



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# Section 1

## Development Needs Analysis

<b>Name:</b>	<b>Contact Details:</b>
<b>Ward:</b>	<b>Convenerships:</b>
<b>Committee(s):</b>	<b>Other Groups (e.g. Member/Officer Groups):</b>
<b>Outside representations:</b>	
<b>Taking stock:</b>	
1. In carrying out my roles and responsibilities as a Councillor my strengths are:	

2. The areas where I would most like to develop my skills are:

**Looking forward:**

3. My priorities and challenges over the next 12 months are:

5. I would like to develop the following knowledge, skills, attitudes, behaviour to help me meet those challenges and priorities:



## **Section 2**

# **Personal Development Plan**

Example

## Personal Development Plan

Development objective	I plan to meet this objective through: ( <i>e.g. training course, members seminar, guided reading, e-learning etc</i> )	These resources are available:	Further Support (Optional)	I aim to complete this by (Date):

## Personal Development Plan

Development objective	I plan to meet this objective through: <i>(e.g. training course, members seminar, guided reading, e-learning etc)</i>	These resources are available:	Further Support (Optional)	I aim to complete this by (Date):



## Section 3

### Record of Development

- 3a) Elected Member Development  
Workshop/Information Sessions**
- 3b) Attendance at Conferences/Events**
- 3c) Self-directed development/research**

## Elected Member Development Workshops/Information Sessions

Topic	Date
Receipt of Induction Pack	7/5/07
Session 1 General Induction	7/5/07
Session 2 General Induction	9/5/07
Planning Induction Training (morning)	11/5/07
Session 3 General Induction	14/5/07
Full Council	16/5/07
Dave Roberts - Corporate Plan	21/5/07
Licensing	22/5/07
Community Safety	4/6/07
CIPFA - Governance and Scrutiny	21/8/07
CIPFA Audit	28/8/07
CIPFA - Local Government and Finance	4/9/07
Affordable Housing	29/10/07
The Corporate Parent	19/11/07
Audit of Best Value - Audit Scotland	13/12/07
Performance Management	4/2/08
Community Planning - NHS Tayside	8/2/08
Councillors New Signing Duties	20/2/08
Community Planning - Tayside Fire & Rescue	25/2/08
UHI/Perth College and Community Planning	26/5/08
Corporate Risk Management	3/6/08
Civil Contingencies	17/6/08
Equalities and Diversity	24/06/08



