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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  27 February 2014 | AGENDA ITEM  REPORT No HLH/ /14 |

## **DIRECTOR PERSONAL DEVELOPMENT PLAN PROCESS**

## **Report by Company Secretary**

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| **Summary** This report suggests a process for Director Personal Development Plans as proposed by the Board Effectiveness Workshop held on 23 August 2013.  It is suggested that the Board agree the Director Personal Development Plans process as set out in this report and detailed in **Appendix 1**. | |
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| **1.** | **Business Plan Contribution** |
| 1.1 | This report contributes to the achievement of outcome seven of the High Life Highland (HLH) Business Plan “A growing company”. |
| **2.** | **Background** |
| 2.1  2.2  2.3 | A second Board Effectiveness Workshop was held on 23 August 2013 where Directors were able to review the Board’s effectiveness and benchmark performance against best practice standards. Arising from the facilitator’s summary of the session a number of proposed actions were agreed by the Board at its meeting on 2 October 2013.    One of the actions was the proposal for High Life Highland to introduce a Director Personal Development Plan system, conducted by the Chair to provide constructive feedback to Directors on their contribution to Board life and provide a forum for them to discuss any concerns. A Personal Development Plan process also provides an opportunity to ensure each Director is meeting required standards and to identify development needs and support etc  The process will, it is hoped, ensure High Life Highland carries out an effective assessment of Directors in relation to collective governance and individual performance. |
| **3.** | **Proposed Appraisal Process** |
| 3.1  3.2  3.3  3.4  3.5 | Each Director will be required to fill in a self-assessment form, as set out in **Appendix 1**. This willensure that Directors can assess their own performance and assist in the process of determining support, development and targets for the year ahead. The format proposed is flexible enough to accommodate the different levels of experience of Directors. An alternative method is for the Director to be assessed by people they have regular dealings with in their role but participation in this type of assessment would be voluntary.  The Framework focuses on the way in which Directors display and practice the skills that they have and those that can be acquired by increasing experience, gaining knowledge and participating in development opportunities. It will also enable Directors to receive feedback about their performance and provide them with professional and personal development opportunities that will enable them to enhance their effectiveness as a Director.  Director Personal Development Plan interviews would be carried out by the Chair of the Board. Directors will wish to consider how often this is carried out but it is suggested that this should take place every year. The one-to-one meeting with the Chair will also allow Directors to have an opportunity to discuss the organisation in general. The Chair of the Board will also complete the same process but the interview will be carried out by the Vice Chair.  Following the meeting with the Chair (or, in the case of the Chair, the meeting with the Vice Chair), the Director will receive feedback, outlining his/her strengths and development areas. The Director will then be provided with appropriate learning opportunities whether this be in the form of e-learning, case studies, online resources, courses etc. At the second and subsequent meeting the Director and Chair will review how the Director is progressing with the objectives/training identified in their previous meeting.  The benefits of participating in a Personal Development Plan process will vary from Director to Director depending on a variety of factors such as experience, seniority and role. However, the process will:-   * improve a Director’s understanding of their strengths, weaknesses and developmental needs; * provide them with a better understanding of their role and responsibilities; * develop them in their existing role; * prepare them for greater responsibilities; * provide them with transferable skills which can be utilised in other roles; * enable them to set priorities for the year ahead; * identify areas where problems may be occurring and to identify strategies to resolve these; * identify areas where they feel they have skills which are not being utilised to their full extent; * identify how these can be better exploited; and * provide a forum for them to discuss the performance and development of the Board and Company. |
| 3.6 | The Finance and Audit Committee was consulted, at its meeting on 6 February 2014, on the process and made the following comments:-   * the Chair of the Nominations Committee plus one other Director carry out the Personal Development interview of the Board Chair; and * to ensure the Description Section of the assessment form was to be used as a guide, it be renamed “Guidance Notes/Prompts”. |
| **4.** | **Implications** |
| 4.1  4.2  4.3 | Resource Implications – there are possible resource implications in terms of costs of meeting training needs identified for individual Directors. There will also be potential staff time involved in helping to facilitate arrangements, on behalf of the Chair, to meet with individual Directors.  Legal Implications – there are no legal implications arising from the content of the report.  Risk Implications - there are no risk implications arising from the content of the report but there are risks in not implementing a process which would enable Directors to develop and respond to the needs of an evolving Board and Company. |
| **Recommendation** It is recommended that the Board agree the Director Personal Development Plans Process as set out in this report and detailed in **Appendix 1** and that the process commences as soon as possible after the new Chair of High Life Highland has been appointed. | |

Signature:

Designation: Company Secretary

Date: 6 February 2014

**APPENDIX 1**

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| Director Personal Development Plan |

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| **Name:** |  |
| **Responsibilities** |  |
| **Period From:** |  |

## Skills – CPD Framework for Director

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| **Skill** | **Strength or Gap** | **Learning Objective** | **Development Method** |
| Promoting Change and Improvement   1. Promoting and leading change 2. Providing and improving services |  |  |  |
| **Skill** | **Strength or Gap** | **Learning Objective** | **Development Method** |
| Political Understanding   1. Political awareness 2. Representation 3. Personal integrity and values |  |  |  |
| Working Collaboratively   1. Working with stakeholders 2. Effective partnership working |  |  |  |
| Effective Communicator   1. Effective communication |  |  |  |
| **Skill** | **Strength or Gap** | **Learning Objective** | **Development Method** |
| Effective Decision Maker   1. Negotiation and diplomacy 2. Decision making 3. Analysis and innovative problem solving |  |  |  |
| Effective Leader   1. Corporate focus 2. Providing leadership and direction |  |  |  |
| Personal Effectiveness   1. Personal Effectiveness |  |  |  |

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

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| **Skills** | **Description** |
| **Promoting Change & Improvement**  Promoting & Leading Change  Providing & Improving Services | The focus here is on the extent to which you promote and lead change and improve services. You will be asked to consider situations when you have identified a need for change and secured commitment to change. You will also be asked to consider your role in scrutinising the delivery of HLH services, and the role you play in the monitoring of the performance of these services. For example, do you have a good understanding of how HLH services perform overall and do you know what performance information is available and how to access it? |
| **Political Understanding**  Political Awareness  Representation  Personal Integrity & Values | Key to political understanding is your level of political awareness and skill – you will be asked to consider your knowledge and understanding of political issues at local and national levels. Equally important is advocacy and representing their views and supporting them to take action. You will also be asked to think about how you live out and make visible to others your values, attitudes and beliefs, for example, how effective are you at turning your words into actions and following through on commitments? |
| **Working Collaboratively**  Working with stakeholders  Effective partnership working | This focuses on how effective you are at working and engaging constructively with others. For example, to what extent do you recognise and appreciate the views of others? How effective are you at establishing a common ground, even if that means that you have to adapt your own approach? You will also be asked to think about how effective you are at building relationships with partners. For example, are you sensitive to partners’ values? Are you effective at creating a shared purpose and vision with partners? |
| **Effective Communicator**  Effective Communicator | The focus here is on your communication and personal effectiveness skills. You will be asked to consider how effectively you communicate with others – are you able to get you points across clearly? Do you listen to and take into account the views of others? Are you effective at explaining difficult issues? You will also be asked to think about how you manage yourself and your time, and the thought you give to the impact of your behaviours and actions on others. |
| **Effective Decision Maker**  Negotiation & Diplomacy  Decision Making  Analysis & Innovative Problem Solving | This focuses on your approach to decision-making – for example, do you make informed and timely decisions and how effective are you at making decisions when under pressure, or when you know the decision will be unpopular? Equally important is negotiation and diplomacy – you will be asked to consider how effective you are at striking the balance between sticking to your position and compromising your position and the approach you adopt to persuading and influencing others. You will also need to think about how you analyse situations and resolve problems. |
| **Effective Leader**  Corporate Focus & Direction  Providing Leadership & Direction | The focus here is on how you lead and direct the behaviour of others to deliver HLH’s purpose, key business objectives and corporate values. You will be asked to consider how you interact with officers and how effective you are at providing them with clear direction. You will also be asked to think how approachable and visible you are to those you are responsible for leading. Equally important is corporate focus and direction – do you make a contribution to corporate policies? Do you understand the key priorities? Do you understand what outcomes need to be achieved and how you will achieve these? |
| **Personal Effectiveness**  Personal Effectiveness | The focus here is on your personal effectiveness skills. You will be asked to consider how you manage yourself and your time, and the thought you give to the impact of your behaviours and actions on others. You will also be asked to think about how you make the most of the personal resources at your disposal. |