

Agenda Item	21
Report No	HC/46/19

## THE HIGHLAND COUNCIL

**Committee:** Highland Council

**Date:** 5 September 2019

**Report Title:** Members' Training and Development Programme

**Report By:** Chief Executive

### 1. Purpose/Executive Summary

1.1 The following report proposes a new training and development programme for elected Members. The programme draws on the discussions at Members' seminars in January and June this year, a focused workshop in August, and discussions at the Governance Review Steering Group as well as learning gained from other local authorities and engagement with the Improvement Service. The purpose is to develop a CIPFA accredited training and development programme focused on the needs of the organisation whilst also capable of being tailored towards the individual interests and learning preferences of Members.

1.2 The need for improved Member training and development has emerged as a major theme of the Council's internal Governance Review and Members' focus has largely been around strengthening Member scrutiny and governance as well as having access more opportunities for professional and personal development. This fits well with the importance that Best Value Audit places on Member training generally and effective scrutiny in particular.

1.3 The proposed Programme will provide the opportunity for Members to undertake wide ranging training and development options, delivered face to face, online and through webinars by using a self-assessment tool, based upon a model designed by the Improvement Service. These modules will be accessible all year round, with the option of coming together for a training and development week in the Spring of each year. The Programme also identifies a number of mandatory training courses, aimed at providing improved scrutiny and oversight for specific subject committees.

### 2. Recommendations

- 2.1 Members are asked to:
- i. Approve the proposed outline Training and Development Programme for elected Members of the Council;

- ii. Agree to the establishment of a Member Mentoring Scheme;
- iii. Agree that joint Member/officer training will also be developed;
- iv. Approve a bid to the Change Fund for £53,000 to provide additional resource to develop and deliver the programme, with a view to mainstreaming much of this over time.

### **3. Implications**

#### **3.1 Resource**

The report seeks funding from the Change Fund of £53,000 to resource the development and delivery of the training programme over the next 12 months. The resource will be used for a fixed term Learning and Development Advisor and also to work with external expert advisors like CIPFA to develop new training modules for subjects like Audit, Scrutiny & Assurance and Financial Management. These will build towards the Council achieving external accreditation.

#### **3.2 Risk**

A failure to follow appropriate governance and scrutiny routes in making decisions at committee and council presents potentially significant legal, financial and reputational risks for the Council that the new suite of mandatory training modules is designed to address and mitigate.

#### **3.3 Community (Equality, Poverty, Rural and Island)**

The new Programme and delivery methods will be screened to ensure there are no adverse equalities impacts.

#### **3.4 Legal, Climate Change / Carbon Clever and Gaelic**

There are no other implications arising from the proposals in this report.

### **4. Summary of Member engagement and emerging themes**

4.1 In the course of Member seminars in January and June 2019; a Member workshop in August 2019; and ad hoc one to one meetings with Members and officers; the following priorities have emerged and informed the proposals which have been agreed at the Governance Review Steering Group to come forward to Council for approval:

- Improving Member scrutiny at Council and committees
- Making access to training easier
- Sharing good practice
- Support and mentoring
- Shared development sessions with officers – i.e. leadership and culture, collaborative working, community engagement
- Support for case study/lessons learned based training

### **5. Outline of Programme Proposal**

5.1 The new Training and Development Programme will be a mix of voluntary continual professional development (CPD), based upon the use of self-assessment tool developed by the Improvement Service; and a number of mandatory sessions linked to

specific committee memberships. In brief, it comprises:

- CPD delivered through annual training week/fortnight; face to face throughout the year; on demand online, and at locations across Highland;
- Mandatory training will be a requirement for membership of certain committees;
- Records of attendance at training will be kept and reported annually;
- Creation of Members' Sounding Board for review and continuous improvement;
- Equalities screening and Impact Assessment will be undertaken.

## **6. Voluntary CPD Self Assessment - Detail**

- 6.1 The self assessment tool being proposed for Highland Council Members is based on the Improvement Service model, to which 22 Scottish Councils are already signed up. The model sets out 10 competencies, underpinned by 55 behaviours and existing training opportunities and materials have been mapped against these (Appendix 1). These involve a variety of delivery methods (face to face, online, webinars) and mix of providers. The intention is to establish a Members' Sounding Board to develop the content further and to identify high, medium and low priorities based on Members' own consideration of the requirements of their role.
- 6.2 In addition to the year-round training, there was a lot of support in the seminars and workshop for the idea of having training week for all Members to come together and choose from a menu of training sessions across 5-10 days. This would also be voluntary so Members could come to all, some or none of these. As the programme would be developed following feedback from Members' own CPD assessments over the proceeding year, it is hoped that most Members would find something of interest to them and also enjoy the networking and opportunity to share knowledge and best practice with one another. Where there was sufficient demand, training weeks would also be delivered as a rolling programme on an area basis.
- 6.3 The course material for this element of the programme will not be mandatory but as Members will be closely involved in its development it is hoped it will be seen to be helpful and useful and so take up will be good.

## **7. Mandatory Training – Detail**

- 7.1 Mandatory, committee-specific training will form a part of the new T&D Programme. It is already mandatory for Planning and for Licencing and most recently, for Audit and Scrutiny Committee. It is now proposed to add mandatory training for members of PRB and Corporate Resources Committee and to extend the requirement for all Members to undergo planning training if they wish to participate in special Council meetings called specifically to determine planning matters.
- 7.2 Where none of the dates are convenient, one-to-one training will be offered. There will also be annual refresher sessions for committee-specific training focusing on changes to legislation or policy and using case study based materials. Mandatory Training will

be offered over a range of training dates but with deadline for completion.

- 7.3 Whilst not mandatory, there would also be an expectation that all Members will undertake training on Governance and Scrutiny; Financial Management; Equalities and Diversity; Corporate Parenting; Information Management; Culture and Leadership, and Code of Conduct as a priority. In addition, once the revised committee structure has been agreed through Governance Review recommendations to Council, training will also be developed for all of the Strategic Committee remits. These modules would also be considered a priority for Members of those committees.
- 7.4 All mandatory and priority courses will conclude with the completion of a self assessment tool to enable Members to identify any areas where they require further explanation of key policy or legislative requirements and ensure they are confident in their understanding of their role and remit on the committee. Records will be kept of the assessment having been taken, though not the results, in order to ensure Members have undertaken the required training for specific committee membership and also to be able to track the uptake of mandatory and priority training more generally. Licensing Committee Members will continue with the current practice which requires a test to be passed before a Member can participate in formal meetings.
- 7.5 Equalities screening will be undertaken and mitigating action taken if needed, to ensure no barriers are put in the way of Member participation. Every assistance will be offered to Members in terms of their learning preferences – face to face, online, or adapted technology for example – and dedicated support will be provided to Members for using the new tools. A bid has consequently been made to Phase 4 of the Change Fund to ensure Members have a single point of contact to provide assistance as the new programme beds in and to focus on developing tailored training materials that Members genuinely feel add value.

## **8. Delivery Model – Interim, Post Election and By-Election Induction**

- 8.1 For the period up to the next local government elections in 2022, all of the CPD based training will be made available to Members over a series of dates and locations all year round, commencing from January 2020. The mandatory training will be a focus for the Learning and Development team to develop so that its ready to roll out as soon as possible. The expectation is that this will be completed by all Members for whom it is a requirement for committee membership by early summer 2020. The first Member training week will then concentrate on the priority areas identified in paragraph 7.3. This will include the roll out of the new leadership and culture development training which will also be a focus for Council staff and is a part of the organisational transformation and transition programme referred to in the report at Item 13 on the Council agenda.
- 8.2 For all new Members returned following the local government elections in 2022, these mandatory and priority recommended training modules will be delivered via the

Members' induction training programme from mid-May to end June. Mop up sessions, if required, will be provided immediately after summer recess to enable Members to fully and effectively participate in Committees. In addition, new Members will receive all of the other induction material provided previously such as Know Your Council and how to be a councillor presentation and materials; Members Notebooks; and Member Briefing Notes.

- 8.3 By-election Members will be provided with online materials for all mandatory and priority recommended modules with availability of face to face training for any that are a requirement for Committee membership.
- 8.4 Members will submit completed CPD by January of each year to enable training materials for the Training Week to be developed and delivered in the Spring and also to develop online refresher self assessment tools. The Training Week would be replaced by the new Member induction programme in an election year.

## **9. Mentoring Scheme**

- 9.1 There was widespread support for the introduction of a Members' mentoring scheme so that new Members returned at the local government elections in 2022 and any Member returned in a by-election is able to access peer support as soon as they are elected. This was considered to be particularly helpful for Members returned at a by-election and especially in the early days of taking up their new role, but with benefits for all Members over a longer period as well. Training and support will be provided for Members volunteering to be Mentors.

## **10. Improvement and Review**

- 10.1 Feedback on the quality and effectiveness of current training and induction offered to Members is that it is mixed. There was support for using external providers for many of the mandatory subjects or for the staff that currently deliver these modules to receive training themselves to develop their effectiveness in the presentation of materials and content. Case study based training was considered to be particularly effective and so this will be incorporated into the development of future training materials.
- 10.2 This is a new process for Member training and development and so it will be important to review its operation as we go. Feedback forms will be issued after all training events which will be used to review performance and improve content and delivery. Members were supportive of the proposal to establish a short life Sounding Board to involve Members in the development of the programme generally and the content and delivery of the training materials in particular, as well as to feedback on the roll out of the programme.
- 10.3 It is intended to initiate the following programme of review, the outcomes of which will be taken to the Member Sounding Board and then reported to Resources Committee:

- April/May 2020 for Committee-specific mandatory modules;
- End June 2020 for priority training modules listed at paragraph 7.2
- End June 2021 for the whole Programme
- October 2021 for CIPFA Accreditation
- Annually thereafter, reporting to Council in October each year

## 11. Resources

- 11.1 The current review, development of the programme and draft CPD Framework have been developed using existing resources. However, once approved there will be a need to augment the resources in the Learning and Development Team to ensure this can be delivered in the timescales outlined above, to provide direct support to Members as the new arrangements are rolled out and to incorporate lessons learned through the review process. A bid has been made to the Change Fund to support the appointment of a fixed term Learning and Development Advisor.
- 11.2 Change Fund resources are also requested for the delivery of core training in support of the mandatory training modules. This would include working with external providers like CIPFA to develop locally delivered courses on subjects including Governance And Scrutiny and Financial Management & Financial Resilience. There will also be opportunities to develop and deliver combined Member/officer training where appropriate, particularly around the leadership and culture strategy. The intention would be to establish an external best practice baseline and an improvement plan for the next 12 months post assessment in order to gain CIPFA accreditation.
- 11.3 The total resource being sought from the Change Fund is £53,000

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## Highland Council Elected Members CPD Framework Self-assessment

Competency	Behaviours	Strength	Area for development	Development Resources (F2F – face to face, MOL – available on My Online Learning)
<b>Organisational awareness and understanding</b>	Demonstrates an awareness of how political dynamics work in the council			<a href="#">Best Value (IS webinar)</a> <a href="#">Challenging Yourself (MOL)</a> <a href="#">Change Techniques (MOL)</a> <a href="#">Child Poverty (IS webinar)</a>
	Scans the environment and identifies threats and opportunities			<a href="#">Climate Change and Sustainable Development (MOL)</a> <a href="#">Communicating Effectively as a Leader (MOL)</a> <a href="#">Community Participation (IS webinar)</a> <a href="#">Developing as a Leader (MOL)</a>
	Has a good understanding of how council services are performing			<a href="#">Developing your personal Creativity (MOL)</a> <a href="#">Effective Change Management (MOL)</a> <a href="#">Effective Networking (MOL)</a> <a href="#">Effective Questioning (MOL)</a>
	Has a good knowledge of UK and Scottish Government policies and their impact on local communities			Hate Crime - Police Scotland (F2F) <a href="#">ICT Acceptable Use Policy (MOL)</a> <a href="#">Introduction to the Planning System (MOL)</a> <a href="#">Introduction to the Planning system for elected members (IS webinar)</a>
	Works effectively across political affiliations			<a href="#">Managing Risk and Uncertainty (MOL)</a> <a href="#">Managing your key relationships (MOL)</a> <a href="#">Mental health representative (F2F)</a> <a href="#">Mentally Healthy Workplace (F2F)</a> <a href="#">Mentor training (F2F)</a>
	Is effective in building relationships with officers and providing them with relevant support and advice			<a href="#">Negotiating Better Outcomes (MOL)</a> <a href="#">Partnership &amp; Joint Working (MOL)</a> <a href="#">Process Improvement (MOL)</a> <a href="#">Project Management Governance (MOL)</a> <a href="#">Public Health Reform (IS webinar)</a> <a href="#">Recruitment for Elected Members (MOL)</a> <a href="#">Role of the Administration (IS video)</a> <a href="#">SPSO Complaints training modules (MOL)</a> <a href="#">The Impact of Trading Standards (CTSI video)</a> <a href="#">The Role of an Opposition Councillor (IS video)</a> <a href="#">Understanding Risk Analysis (MOL)</a>

				<p>Violence Against Women - Violence Against Women Partnership (F2F)</p> <p><a href="#">What do Councillors do? (IS video)</a></p> <p><a href="#">What is Excellence? (MOL)</a></p> <p><a href="#">Working Collaboratively (MOL)</a></p> <p><a href="#">Working with Consultants &amp; Advisers (MOL)</a></p> <p>Workshop to Raise Awareness of Prevent – WRAP (F2F)</p>
<b>Competency</b>	<b>Behaviours</b>	<b>Strength</b>	<b>Area for development</b>	<b>Development Resources</b>
<b>Representation</b>	Deals with ward issues and represents constituents' needs effectively			<p><a href="#">BSL Awareness (MOL)</a></p> <p><a href="#">Championing Change (MOL)</a></p> <p><a href="#">Communicating Effectively as a Leader (MOL)</a></p> <p><a href="#">Community Empowerment Scotland Act (2015) (MOL)</a></p> <p><a href="#">Community Participation (IS webinar)</a></p> <p><a href="#">Deaf Awareness (MOL)</a></p> <p><a href="#">Dementia Awareness modules (MOL)</a></p> <p><a href="#">Effective Questioning (MOL)</a></p> <p><a href="#">Engaging with Constituents through the use of Social Media (IS Webinar)</a></p> <p><a href="#">Ensuring Results (MOL)</a></p> <p><a href="#">Giving Constructive Feedback (MOL)</a></p> <p><a href="#">LGBT People &amp; Public Services (MOL)</a></p> <p><a href="#">Negotiating Better Outcomes (MOL)</a></p> <p><b>On Board Governance training programme (F2F)</b></p> <p><a href="#">Plain English (MOL)</a></p> <p><a href="#">SPSO Complaints training modules (MOL)</a></p> <p><a href="#">Ward Role (IS video)</a></p> <p><a href="#">What do Councillors do? (IS video)</a></p> <p><a href="#">Working with Consultants &amp; Advisers (MOL)</a></p> <p><a href="#">Working with Interpreters and other types of communication support (F2F)</a></p>
	Has a detailed working knowledge of the geography, character and people of ward and of key public services and contacts in ward			
	Engages with people and groups within local communities to understand and reconcile their differing needs			
	Encourages and enables local people to play an active role in their communities			
	Works effectively with other members in the multi-member ward to offer improved representation to the community			



	Deals with complaints constructively by considering the underlying cause of a complaint and ensuring the necessary action is taken to prevent it from happening again			
<b>Competency</b>	<b>Behaviours</b>	<b>Strength</b>	<b>Area for development</b>	<b>Development Resources</b>
<b>Effective communication</b>	Skilled in drawing out, listening to and taking into account other people's views			<a href="#">Assertiveness Skills (MOL)</a> <a href="#">Championing Change (MOL)</a> <a href="#">Communicating Effectively as a Leader (MOL)</a> <a href="#">Courageous Conversations (F2F)</a> <a href="#">Cultural Awareness in the Workplace (MOL)</a> <a href="#">Dealing with Challenging Behaviour (F2F)</a> <a href="#">Effective Change Management (F2F)</a> <a href="#">Effective Interventions (MOL)</a> <a href="#">Effective Networking (MOL)</a> <a href="#">Effective Questioning (MOL)</a> <a href="#">Engaging with Constituents through the use of Social Media (IS Webinar)</a> <a href="#">Finding the right words (MOL)</a> <a href="#">Gaelic Toolkit (MOL)</a> <a href="#">Giving Constructive Feedback (MOL)</a> <a href="#">Influencing Skills (MOL)</a> <a href="#">Learn Gaelic (MOL)</a> <a href="#">Negotiating Better Outcomes (MOL)</a> <a href="#">Plain English (MOL)</a> <a href="#">PowerPoint design tips (MOL)</a> <a href="#">Prepare and Deliver a Presentation (MOL)</a> Presentation Skills (F2F) <a href="#">Providing Purpose &amp; Direction (MOL)</a>
	Determines what messages need to be communicated, the nature of the audience and how to communicate with that audience for optimal effect			
	Skilled in getting points across clearly and concisely, both verbally and in writing			
	Is adept at public speaking and holds the attention of the audience			

	Is effective at using digital mediums to communicate and engage with people			<a href="#">Speaking without words – the art of body language (MOL)</a> <a href="#">Understanding Conflict (MOL)</a> <a href="#">Working Collaboratively (MOL)</a> <a href="#">Working with Interpreters and other types of communication support (F2F)</a>
	Skilled in handling and building positive working relationships with the media, dealing with media enquiries effectively and convincingly			
<b>Competency</b>	<b>Behaviours</b>	<b>Strength</b>	<b>Area for development</b>	<b>Development Resources</b>
<b>Analysis and problem-solving</b>	Is effective in analysing information and data to identify key issues			<a href="#">Decision Making &amp; Problem Solving (MOL)</a> <a href="#">Effective Questioning (MOL)</a> <a href="#">Process Improvement (MOL)</a> <a href="#">Understanding Risk Analysis (MOL)</a>
	Critically evaluates arguments and challenges the views of others rather than taking them at face value			
	Is able to make connections between issues and identify appropriate solutions			
<b>Competency</b>	<b>Behaviours</b>	<b>Strength</b>	<b>Area for development</b>	<b>Development Resources</b>
<b>Negotiation and lobbying</b>	Is skilled in picking up on the agendas and issues that other people face			<a href="#">Assertiveness Skills (MOL)</a> <a href="#">Championing Change (MOL)</a> <a href="#">Developing as a Leader (MOL)</a> <a href="#">Effective Networking (MOL)</a>

	Is able to persuade and influence others to adapt their position by explaining the benefits of a different position or idea			<a href="#">Effective Questioning (MOL)</a> <a href="#">Engaging with Constituents through the use of Social Media (IS Webinar)</a> <a href="#">Influencing Skills (MOL)</a> <a href="#">Negotiating Better Outcomes (MOL)</a> <a href="#">Providing Purpose &amp; Direction (MOL)</a> <a href="#">Ward Role (IS video)</a> <a href="#">What do Councillors do? (IS video)</a> <a href="#">Working with Consultants &amp; Advisers (MOL)</a>
	Knows when to stick to a position and when to seek an alternative way forward			
<b>Competency</b>	<b>Behaviours</b>	<b>Strength</b>	<b>Area for development</b>	<b>Development Resources</b>
<b>Effectively working with others</b>	Has effective working relationships in place with a wide range of stakeholders			<a href="#">Communicating Effectively as a Leader (MOL)</a> <a href="#">Community Empowerment Scotland Act (2015) (MOL)</a> <a href="#">Community Participation (IS webinar)</a> <a href="#">Courageous Conversations (F2F)</a> <a href="#">Cultural Awareness in the Workplace (MOL)</a> <a href="#">Dealing with Challenging Behaviour (F2F)</a> <a href="#">Effective Networking (MOL)</a> <a href="#">Engaging with Constituents through the use of Social Media (IS Webinar)</a> <a href="#">Managing your key relationships (MOL)</a> <a href="#">Partnership &amp; Joint Working (MOL)</a> <a href="#">The Role of an Opposition Councillor (IS video)</a>
	Shows respect for, and values, what other Elected Members bring to the council			
	Is open and willing to work with others to help achieve local outcomes			

	Identifies and nurtures partnerships that help deliver better outcomes			<a href="#">Understanding Conflict (MOL)</a> <a href="#">Working as a team online (MOL)</a> <a href="#">Working Collaboratively (MOL)</a> <a href="#">Working with Consultants &amp; Advisers (MOL)</a> <a href="#">Working with Interpreters and other types of communication support (F2F)</a>
	Ensures partners have a shared sense of vision and priorities for local communities			
	Shows sensitivity to the values held by partners and the context in which they are working			
<b>Competency</b>	<b>Behaviours</b>	<b>Strength</b>	<b>Area for development</b>	<b>Development Resources</b>
<b>Making good judgements and effective decision-making</b>	Has a broad understanding of the financial, risk and control and corporate governance issues facing the council			<a href="#">Decision Making &amp; Problem Solving (MOL)</a> <a href="#">Effective Questioning (MOL)</a> <a href="#">Making Better decisions (MOL)</a> <a href="#">Process Improvement (MOL)</a> <a href="#">Working with Consultants &amp; Advisers (MOL)</a>
	Identifies where further information is needed for a decision and acquires it			
	Reviews available options and takes these into account when making a decision			

	Is effective at scrutiny and asks tough but constructive questions about council and public service partners policies and service delivery.			
	Not afraid to make tough or unpopular choices where necessary			
	Allows people to discuss the issues fully before seeking a decision			
	Accepts responsibility for decisions and explains why they were taken			
<b>Competency</b>	<b>Behaviours</b>	<b>Strength</b>	<b>Area for development</b>	<b>Development Resources</b>
<b>Personal integrity and values</b>	Demonstrates honesty and openness in dealing with people fairly and impartially			<a href="#">Assertiveness Skills (MOL)</a> <a href="#">Challenging Yourself (MOL)</a> <a href="#">Communicating Effectively as a Leader (MOL)</a> <a href="#">Cultural Awareness in the Workplace (MOL)</a> <a href="#">Developing as a Leader (MOL)</a> <a href="#">Developing your personal Creativity (MOL)</a> Self-awareness diagnostics <a href="#">Speaking without words – the art of body language (MOL)</a>
	Shows consistency between words and actions, following through on commitments			
	Takes appropriate action if others lack integrity in their approach			

Competency	Behaviours	Strength	Area for development	Development Resources
<b>Providing leadership, focus and direction</b>	Has a clear understanding of the key priorities of the local area and the outcomes to be achieved			<a href="#">Assertiveness Skills (MOL)</a> <a href="#">Championing Change (MOL)</a> <a href="#">Communicating Effectively as a Leader MOL</a> <a href="#">Community Empowerment Scotland Act (2015) (MOL)</a> <a href="#">Community Participation (IS webinar)</a> <a href="#">Cultural Awareness in the Workplace (MOL)</a> <a href="#">Effective Change Management (F2F)</a> <a href="#">Engaging with Constituents through the use of Social Media (IS Webinar)</a> <a href="#">Ensuring Results (MOL)</a> <a href="#">Giving Constructive Feedback (MOL)</a> <a href="#">Introduction to the Planning System (MOL)</a> <a href="#">Introduction to the Planning system for elected members (IS webinar)</a> On Board Governance training programme (F2F) <a href="#">Prepare and Deliver a Presentation (MOL)</a> <a href="#">Providing Purpose &amp; Direction (MOL)</a> <a href="#">Recruitment for Elected Members (MOL)</a> <a href="#">SPSO Complaints training modules (MOL)</a> <a href="#">The Power of Imagery (MOL)</a> <a href="#">Visual thinking (MOL)</a> <a href="#">Ward Role (IS video)</a> <a href="#">Working Collaboratively (MOL)</a>
	Contributes to the development of key strategic planning processes of the council and their outputs, such as the corporate plan, Local Outcomes Improvement Plan, financial strategies and annual budget			
	Identifies where change is needed and, where appropriate, drives change by breaking with, and helping others break with existing approaches			
	Understands how to turn strategies visions into concrete action			
	Understands the budget preparation process and ensures that resource allocation is in line with the key strategic plans (e.g. corporate plan, Local Outcomes Improvement Plan) and financial strategies			

	Shows understanding of how own area of responsibility fits in wider picture			
	Communicates the vision to officers, providing them with a clear sense of direction and purpose			
	Supports colleagues to help maintain common purpose and direction			
	Instils confidence and morale in internal and external stakeholders			
	Encourages and supports honest self-assessment and learning that drives improvement			
<b>Competency</b>	<b>Behaviours</b>	<b>Strength</b>	<b>Area for development</b>	<b>Development Resources</b>
<b>Personal Effectiveness</b>	Keeps the bigger picture in mind when dealing with matters of detail			<a href="#">Assertiveness Skills (MOL)</a> <a href="#">Challenging Yourself (MOL)</a> <a href="#">Communicating Effectively as a Leader (MOL)</a> <a href="#">Courageous Conversations (F2F)</a> <a href="#">Cultural Awareness in the Workplace (MOL)</a> <a href="#">Cyber Security Awareness (MOL)</a> <a href="#">Dealing with Challenging Behaviour (F2F)</a> <a href="#">Developing as a Leader (MOL)</a> <a href="#">Developing your personal Creativity (MOL)</a> <a href="#">Effective Interventions (MOL)</a> <a href="#">Embracing Change (MOL)</a> <a href="#">Intro to HSW at Work (MOL)</a> <a href="#">Lone working (F2F)</a> <a href="#">Making Better decisions (MOL)</a> <a href="#">Managing your key relationships (MOL)</a>
	Demonstrates good self-awareness and understands the impact of behaviour on others			
	Copes with pressure effectively and draws on support where necessary			
	Responds in a calm and professional manner in the face of challenge			

	Encourages and makes time for own self-development activity and that of others			<a href="#">Plain English (MOL)</a> <a href="#">PowerPoint design tips (MOL)</a> <a href="#">Prevention of Violence &amp; Aggression (MOL)</a> Self-awareness diagnostics <a href="#">Stress Awareness (F2F)</a> <a href="#">Time Management (F2F)</a> <a href="#">Understanding Change (F2F)</a> <a href="#">Working with Consultants &amp; Advisers (MOL)</a> <a href="#">Working with Interpreters and other types of communication support (F2F)</a>
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