



Welcome to the Solace CPD Membership Statement

You might ask why Solace has decided to implement a CPD framework for leadership and management? It is a legitimate question and one that as a Solace member, we expect you should be asking. There are of course many CPD offerings available to you from different providers. This framework does not replace these. Rather, it adds value to existing professional frameworks and organisational leadership strategies. But, there are several reasons why we, as your professional body have decided to stake out a clear and compelling position on leadership and management.

We recognise that public sector leadership today needs leaders and managers who are able to operate effectively in increasingly complex and ambiguous circumstances. We are no longer called on to focus on our own organisations. Rather, we have to collaborate with partners across systems to deliver place-based leadership but working within the policies and priorities National Government sets out.

Local public services deliver a substantial – and often invisible – range of services. Increasingly our services are targeted towards the most vulnerable in society who have increasingly complex needs. It cannot and should not be forgotten however, that there are services that need to be delivered to every citizen in this country.

Developing and supporting leaders and managers who can remain resilient and adaptive to current and emerging challenges; are able to anticipate and shape sector responses to these challenges is a strategic imperative for the sector. In essence, developing 21st Century leaders and managers who are able to work in partnership with citizens, employees, politicians and providers to deliver services is essential.

As the membership body for Local Government and wider public services, we are delighted to be setting out a CPD framework that establishes what it is to be a professional public service leader and manager.

You will find, in the remainder of this commitment, a membership proposition and the CPD principles that underpin our CPD framework.

Solace looks forward to supporting you throughout your career journey.

Graeme McDonald, Managing Director Solace



The Solace Membership CPD Proposition

Solace offers its members access to a community of vibrant, diverse, passionate local government public servants where mutual challenge, support, networking and commitment to ongoing CPD with the aim of developing the highest quality of leaders and managers is key.

This CPD membership statement applies to all Solace membership levels.

Solace Membership Levels

We offer three different membership levels. At each level we expect all of our local public services leaders to invest in their own professional development and that of those around them.

Early Career Leader	As an early career leader you will be in the first three years of your managerial leadership career within local government or the public sector.
Established Leader	As an established leader, you will have at least three years' management experience within the sector (or its supply chain). You may have more years' service and have recently decided that the time is right for you to take a step up to more visible, influential leadership.
Executive Leader	As an executive leader, you will be working within the top two tiers of your organisation, with strategic accountability.

Solace CPD Principles

Our CPD framework is underpinned by a series of key principles which are wholeheartedly supported by Solace Board.

- A commitment to undergo regular CPD is not a pre-requisite of Solace membership but CPD is a Solace strategic priority
- Solace will work proactively with related membership associations to ensure that CPD is reflected in role and person specifications and that CPD should be rewarded
- CPD is recognised as being a combination of approaches and activities that can support an individual to manage their learning and growth
- CPD pathways will align with Solace membership levels
- Regular investment of time and learning is an essential part of professional life; not an optional extra (CIPD)



- The focus of CPD will be on results, so that professional development is seen as a necessity for performance in a member's current role and a route to future roles

Members should demonstrate their commitment to developing their proficiency through regular reflection and assessment

- A framework will be developed which reflects development stretch across all Solace membership levels.

These principles ensure that the framework we have developed will stand the test of time. For example, they will enable Solace to take into account developments in the leadership and management field as needed, work with partner organisations to advocate for ongoing CPD to be included in person specifications for local public service roles.

Solace recognises that all of our members will have development opportunities provided by their employers. We welcome and support this. However, the purpose of these principles is to provide members with an additional set of considerations when choosing leadership and management development programmes.