Brent Council
Member Needs Analysis
Development Priorities
September 2018

Charter Plus
fMD

BRENT COUNCIL MEMBER NEEDS ANALYSIS
SUMMARY REPORT AND KEY RECOMMENDATIONS

1.   BACKGROUND

Brent Council provided all Councillors with the opportunity to undertake a refresh of the Member Needs Analysis Development Plan that was initially undertaken in September- October 2014 and March 2017. In addition to the refresh Councillors who had not previously engaged in the programme were invited to participate. A focus of the programme was engaging the seventeen new Councillors elected in May/June 2018 and twelve of the newly elected Councillors participated in the programme.

The approach undertaken was based on a structured one to one discussion and the completion of a Member Needs Analysis Development Plan, the purpose being to support each Councillor to identify what information and development they required to effectively continue to fulfil their role as a Brent Councillor.

The one to one discussion and questionnaire were confidential and informed the key findings and recommendations within this summary report. A copy of the questionnaire is attached as Appendix 1.

The one to one session was both a refresh for Councillors who had participated in 2014/2017 and open to a wider group of Councillors who had not previously participated. Twenty-seven of the sixty-three (43%) Brent Councillors took up the opportunity of a one to one session and the completion of Member Needs Analysis Development Plan, this was the highest participation rate in the programme since 2014. The one to one session took place between the 12th June and 19th July 2018. Fourteen of the participating Councillors were undertaking a refresh and thirteen participating in the programme for the first time.

Those participating also included four Cabinet members, Chair of Overview and Scrutiny, Mayor and Deputy Mayor and Conservative Group Leader. The programme had the participation and involvement of twenty-five Labour Group Councillors and two Conservative Group Councillors.

The approach was further supported with all Councillors given the opportunity to undertake an online LGA Political Skills Questionnaire. The questionnaire is based on the LGA Political Skills Framework. The data from the responses is attached as Appendix 3, sixteen Councillors completed the self -evaluation questionnaire. The key development priorities identified through the Political Skills Questionnaire (where 40% or more of respondents identified the area as a 'development' priority) include:

- **Scrutiny and Challenge**- Ability to understand and analyse complex information
- **Scrutiny and Challenge**- Able to identify areas that are suitable for scrutiny and ensure that residents are involved in the process
- **Scrutiny and Challenge**- Understand the scrutiny process and check that recommendations have been implemented
- **Scrutiny and Challenge**- Objective and thorough when challenging processes, decisions and people

- **Scrutiny and Challenge**- Able to ask challenging but constructive questions
- **Partnership Working**- Work with community groups to improve understanding and cooperation between individuals and groups to overcome potential misunderstandings
- **Partnership Working**- Work to build good relationships with colleagues, officers, community groups and other organisations
- **Partnership Working**- Work with and inspire others to achieve shared ambitions
- **Partnership Working**- Confident in ability to resolve conflict or stalemate effectively
- **Local Leadership**- Maintain awareness of local concerns by talking to different groups of people, including 'hard to reach groups'.
- **Regulating and Monitoring**- Chair meetings effectively, follow protocol to make sure all views are explored and keep process on track
- **Regulating and Monitoring**- Ability to monitor performance and intervene when necessary to ensure progress
- **Communication Skills**- Create opportunities to communicate with different groups and people, including hard to reach groups.
- **Communication Skills**- Provide regular feedback to people, ensuring that they are kept informed and that goals remain realistic
- **Providing Vision**- Ability to establish strategic policies and prioritise actions on local needs, manifestos and regional opportunities
- **Providing Vision**- Ability to work with officers to collate and analyse information, inform budget priorities and performance plans.
- **Providing Vision**- Actively encourage involvement of stakeholders in policy formulation
- **Providing Vision**- Create and communicate a shared council vision, providing clear direction and promoting understanding.
- **Managing Performance**- Ability to work closely with senior officers to develop, agree and implement portfolio strategies.
- **Managing Performance**- Able to set and communicate realistic and achievable objectives, monitor performance and act to address deficits.
- **Managing Performance**- Able to develop knowledge of council systems and input council views at area specific meetings
- **Managing Performance**- Ability to represent the electorate and council at a strategic level through links and partnerships at local, regional and national level
- **Excellence in Leadership**- Able to provide visionary and charismatic leadership, inspire trust in others and gain commitment to policies and decisions
- **Excellence in Leadership-** Able to act as the public face of the council and champion council needs in regional and national debates
- **Excellence in Leadership-** Able to work across political and council boundaries to foster communication and encourage cooperation

The analysis of the Political Skills Questionnaire identified that compared to 2017 Councillors have identified more of the attributes within the framework for development. This is particularly evident in the areas of Scrutiny and Challenge and within the three leadership areas (Providing Vision, Managing Performance and Excellence in Leadership). This is a likely response to the high number of newly elected Councillors who completed the Political Skills Questionnaire in 2018.

The one to one discussion was structured and facilitated to include the following:
➢ An understanding of the background of each Councillor, professional and political
➢ Key skills and aspects of the Council in which they had an interest
➢ A review of key development undertaken since 2017 or following the May 2018 election
➢ Personal goals and ambitions including ward, political and Council
➢ Specific individual development needs and priorities over the next twenty- four months
➢ Preferred personal learning styles and;
➢ Time and structure of learning and development

The individual MNA Development Plan completed for each participating Councillor prioritised key development objectives, how the objectives were to be met how to measure success and a target date for completion. The Plan also requires Councillors to evaluate and review any development activities that are undertaken and completed every 24 months.

This summary report and the individual MNA Development Plans are based on identifying the knowledge required to be an effective Councillor e.g. understanding the organisation, how it works, constitution and protocols; and the skills required e.g. IT skills and soft skills such as public speaking and questioning skills.

Since 2010 Brent Council has successfully been accredited against the LGA London Charter for Elected Member Development and in September 2015 the Council was awarded the Charter Plus accreditation. The approach taken as part of this programme will support the Councils Charter Plus reassessment to be undertaken by December 2018.

2.   MEMBER DEVELOPMENT SUPPORT

The one to one session and the MNA Development Plan sought to identify the preferred timing for scheduled development and training activities and the preferred approach for learning.

> **Q**. When do you prefer development activities to be arranged?
> (Respondents chose all that applied)?
> o During the working week   - 12 positive responses
> o Evening (6pm start)   - 23 positive responses
> o Weekends   - 5 positive responses
> o Other (please elaborate)   - 0 responses

The preferred timing for scheduling the training was from 6pm in the evening, followed by "during the working week". The evening was particularly preferred by Councillors who had full or part time employment during normal working hours. Some concern was expressed that the new 6 pm start time made it difficult to attend the development sessions due to work and travel commitments. The evening sessions are in keeping with the current approach to training and development led by the Member Services Team.

A preference for the day time was supported by Councillors who were not in full time employment, were retired or had shift patterns of work. Weekends were generally not supported as many Councillors used the weekends particularly Saturday for local ward surgeries, case work and political activities/canvassing.

Regarding the preferred approach to learning the 27 participating Councillors prioritised this as follows (Respondents chose all that applied):

- o E learning - 6
- o External seminars/conferences - 17
- o Internal briefings and workshops - 24
- o Other (please elaborate) - 0

The preferred method of training and development was through *internal workshops and seminars*. This is the approach that can have the highest impact for the Council in respect of the number of Councillors participating, is more cost effective and the training can be bespoke to Brent Council. This is currently the preferred approach by the Council.

Councillors did express an interest and enthusiasm for development to include site visits and visits to other Councils. Those Councillors with chairing and special responsibilities had an interest in building and attending networks with Councils and Councillors across London. Member Services and Support may wish to look at offering these alternative approaches to development where they can add value and support Councillors to identify and participate in London wide or national networks.

External conferences and seminars were also preferred by those Councillors who had specific development needs or those who wished to develop skills in leadership where participation in an external course would allow for networking and exposure to issues and challenges beyond Brent, e.g. participation in the LGA Leadership Academy or the Next Generation programme. There was a view that external Leadership development programmes were particularly useful for Councillors in new leadership roles.

E- Learning had very little support as a preferred method of learning delivery and Councillors saw it as an approach to compliment rather than replace workshops and courses.

3. KEY SKILLS AND INTERESTS COUNCILLORS BRING TO THE ROLE

The one to one session and the MNA Development Plan (27 Councillors) asked participating Councillors what skills and areas of interest they brought to the role of Councillor following their election. Although the motivations for becoming a Councillor varied from party political to a commitment to the local community the skills brought to the role included:

- Communication
- Community leadership and representing the ward
- Public speaking
- Organisational change
- Legal
- Team working
- Decision-making skills
- Policy and research
- Scrutiny and challenge
- IT skills
- Social media
- Mentoring

The key areas of interest that Councillors brought to the role and that had encouraged them to become Councillors included:

- Representing the ward and constituents
- Political party support and commitment
- Social care
- Housing
- Supporting mental health
- Public health and health outcomes
- Engaging and supporting young people
- Local regeneration
- Educational attainment
- Community cohesion and
- Diversity

4.   KEY AREAS FOR MEMBER DEVELOPMENT – KNOWLEDGE AND SKILLS

The Councillors participating in the one to one session were asked to prioritise their key development areas based upon the completion of a questionnaire. The development areas were based around the soft skills, IT skills and knowledge they required in their role as a Councillor. The full summary of the skills and knowledge development priorities is attached as **Appendix 2**.

The areas prioritised by the 27 Councillors for development include:

Skills (High to low priority)

- Confidence in public speaking, speeches and presentations (14 Councillors)
- Chairing skills and the ability to facilitate discussions (10 Councillors)
- Questioning skills (7 Councillors)
- Influencing and persuading skills (5 Councillors)
- Casework management i-casework/advice surgeries (4 Councillors)
- Speed reading/effective reading (4 Councillors)
- Effectively contribute to meetings (4 Councillors)
- Ability to communicate with a range of audiences (2 Councillors)
- Time Management (1 Councillor)

IT Skills (High to low priority)

- Social Media (Twitter/Facebook) (6 Councillors)
- PowerPoint (3 Councillors)
- Using a handheld mobile device (2 Councillors)
- Excel (1 Councillor)
- Outlook/managing emails (0 Councillors)
- Word (0 Councillors)
- Basic computer/keyboard skills (0 Councillors)
- Internet/Intranet (0 Councillors)

Knowledge
- Cabinet and leadership development (10 Councillors)
- Local Government finance and budgets (9 Councillors)
- Overview and scrutiny (7 Councillors)
- Understanding the organisation, constitution, protocols (7 Councillors)
- Community leadership, engagement, knowing my ward (7 Councillors
- Local and national policies and the impact on the Council (4 Councillors)
- Freedom of Information and data protection (GDPR) (3 Councillors)
- Diversity and equality (1 Councillor)
- Ethics and standards (Code of Conduct) (1 Councillor)

5. KEY RECOMMENDATIONS FOR DEVELOPMENT

Since the MNA undertaken in 2017 the number of Councillors that highlighted any of the skills and knowledge referred to has increased, this is to be expected as almost 50% of Councillors participating in the programme are newly elected. The position is very similar to that of September 2014 following the election.

Skills

- **Chairing skills and the ability to facilitate meetings.** This again like in 2017 was prioritised by Councillors as a top skill for development by ten Councillors. The focus was on chairing not just principal Council Committees but more importantly Local Forums, community networks and meetings and public meetings.

  The focus for the development was to also include *facilitation* skills rather than just chairing a meeting. The chairing and facilitation role for an Overview and Scrutiny Committee or Task Group differs from that of a formal committee with a greater focus on facilitation, engagement and inclusion rather than procedure.
  .

- **Confidence in public speaking, including making speeches and delivering presentations**. Again, prioritised as a top skill for development by fourteen Councillors, the focus should be providing Councillors with the skills to present in formal committees and the Council meeting but also in more informal surroundings including Area Forums, ward meetings and when required in public meetings.

  The development should include making an impact and producing a speech or using PowerPoint and visual aids. The development should allow for Councillors to make a presentation and consideration should be given to videoing a presentation and a facilitator or coach providing constructive feedback on a one to one basis. The Council has commissioned and provided an external facilitator to support public speaking and presentation skills in 2017 and this should be repeated in 2018 and to provide new Councillors participating with the opportunity to develop presentation and public speaking skills.

  Cabinet Councillors also expressed a desire for additional support in respect of media skills development particularly to support live television interviews and radio interviews. Some interest was also expressed in how to use YouTube effectively to promote the work of the Council and to ensure maximum impact from the use of new methods of communication.

- **Influencing skills.** *Influence and Persuasion* was a key skill for effective Overview and Scrutiny as scrutiny was about exerting influence rather than decision-making. The key skills include how to exert influence both formally and informally, developing an effective influencing strategy and how to increase a sphere of influence. Influence was also seen important in how to partner with and collaborate with key community stakeholder organisations and the wider business community.

- **Questioning Skills.** Questioning skills was identified as a key development area to support more effective internal and external accountability of decision makers (cabinet) and external organisations that had a high level of impact at ward and Borough level across the local community. Questioning skills was particularly important in respect of the overview and scrutiny role both within formal committees and task groups. Questioning skills was also highlighted as important to support Councillor casework, developing knowledge and gathering information within advice surgeries.

IT Skills

- **Social Media (Twitter and Facebook).** The use of social media as a key to supporting effective community engagement, leadership and involvement continued to be recognised as a skill that was of growing importance. The use of Twitter in particular, local and ward Facebook sites and individual websites are recognised as a high value and high impact way of engaging the community. For most councillor's social media continues to compliment rather than replace existing engagement techniques such as Advice Surgeries and visibility in the local community.

  Councillors as in 2017 continue to be at different levels in respect of the use of social media but there has been an increase in the number of Councillors who now recognise the importance of social media. Since the first Members Needs Analysis in 2014 the number of Councillors engaged in social media has risen dramatically and since 2017 the number of Councillors who identify social media as a development priority has fallen as expertise has developed. Since 2017 the Council has been proactive in providing development support in respect of the use of social media for Councillors. The 2018 in take of new Councillors also appear to be more proficient in the use of social media.

- **IT Skills development** has seen a significant improvement since 2014 and 2017 with no Councillors in 2018 prioritising basic computer/keyboard skills as a development priority. Recently elected Councillors (2018) had a high level of IT skills and high expectations in the use and functionality of the IT hard/software. Three Councillors did express a desire for development and support in the use of PowerPoint, this development should be provided on a one to one basis via an IT officer.

Knowledge

- **Leadership development.** Leadership development for existing, recently appointed/elected and aspiring cabinet members was identified as an increasing key development area both within the 1-1's with Councillors and through the responses to the three leadership competencies within the Political Skills Questionnaire. Ten Councillors identified leadership development as a key priority within the 1-1 sessions.

- Cabinet Councillors saw the acquisition of knowledge to undertake the portfolio and a need for whole Cabinet team development as important to support a more collegiate approach to Cabinet working and decision making. Also, Councillors in non-executive roles had an increasing desire and expectation to develop their strategic and political leadership skills to support professional development and to be able to respond to political succession planning.

  As recommended in 2017 a systematic approach to quarterly or bi-annual cabinet *development* sessions and or away days to build team and leadership capacity and resilience should be scheduled. This approach may involve external facilitation in certain circumstances.

  Cabinet members should also be provided with the opportunity, where required, to have an external mentor through the LGA Peer Mentoring programme and encouraged to network with other cabinet members in similar portfolio areas from across London.

  Updated Cabinet role profiles based around the key competencies within the LGA Political Skills Framework should also be developed with regular 1-1s scheduled between the Leader or Deputy Leader and Cabinet members. The 1-1s should support development and evaluate the delivery of portfolio strategic objectives and priorities.

  All Cabinet members have been supported to participate on the **LGA Leadership Academy** and **LGA tailored Leadership Essentials** programmes that support knowledge and wider leadership skills.

  To support future succession planning Councillors with leadership ambitions should be encouraged to participate on the politically affiliated **LGA Next Generation programme.** The programme aims to support and encourage ambitious and ambitious Councillors to be confident and effective political leaders, develop personal leadership and media /communication skills. This was identified as a development priority for eight Councillors within the MNA Development Plan.

  Cabinet members should also consider becoming an accredited LGA Peer Assessor to take part in Corporate Peer Reviews. The role of assessor will build the knowledge of the Councillor through observation, assessment and learning from a wider council perspective.

  Knowledge and learning acquired as an assessor can also be brought back, shared and where appropriate applied within Brent Council.

- **Overview and Scrutiny.** Councillors interviewed continued to have a high interest in developing the knowledge and skills to develop and take forward the potential of overview and scrutiny. Seven Councillors identified overview and scrutiny as an area for further development.

  The Councillor development should include the Overview and Scrutiny Chairs members of the Committees and those appointed to chair or be a member of a Task Group.

  Overview and Scrutiny has continued to develop and improve both in respect of its internal and external impact but also with regards the skills and knowledge of Councillors who are members of an overview and scrutiny committee or participating as a member or chair of a task group.

  Consideration should be given to having overview and scrutiny councillor development as a pre –requisite as part of been a member of the Committees.
  Continued Overview and Scrutiny development should focus on:

  o Overview and scrutiny, the role and potential
  o The relationship between cabinet and scrutiny, developing a supportive and interdependent relationship.
  o Developing high impact reviews and recommendations
  o Analysing complex information and project planning/scoping a scrutiny review
  o Skills for effective scrutiny including exerting influence and chairing skills Developing questioning skills that was highlighted by seven Councillors as a development need. In 2017 the Council had provided specific development in this area and the need had now been prioritised by the new Councillors elected in May 2018.
  o The Overview and Scrutiny Chairs and Vice Chairs should be encouraged and supported to network with other Chairs of Overview and Scrutiny across London and formal/informal networks should be established to exchange information and support shared development.

- **Understanding the organisation and how it works, constitution, protocols and conventions.** The recently elected Councillors had a high interest in developing their knowledge and understanding of how the Council works particularly the political management and decision-making process. Seven Councillors raised this a development priority

  There was a key interest in how a non-executive Councillor can shape, influence and be involved in policy development and understand council protocol in Council meetings including standing orders, motions and points of order.

  A greater understanding of the protocols and conventions will support the development of Councillors confidence in public speaking and will also ensure more effective political accountability within Full Council and other committee meetings.

- **Local Government Finance.** Nine Councillors identified Local Government Finance as an area for further development. This was after Leadership Development the area identified as the highest development priority. Specific development included an understanding of Local Government finance and the budget setting process and how Councillors can provide effective scrutiny and accountability of the budget process.

  Councillors were of the view that a better understanding of how the budget is developed will allow them to be better placed to participate in discussion around service and budget priorities and where budget cuts can be made and the likely community impact of the cuts.

  Newly elected Councillors identified the importance of having the skills in respect of finance to be better able to communicate and explain the impact of budgetary constraints within their ward and be more knowledgeable in responding to specific constituent questions.

  Practical knowledge of finance and the budget process was also of importance for those Councillors who will be involved in budget scrutiny to support more informed recommendations and improved accountability.

  Community Leadership, Engagement and Knowing My Ward. Seven Councillors identified this as a development priority and all had recently been elected. Key areas for development included undertaking casework, developing a shared vision for the ward at a Councillor level. Developing key ward priorities for the next four years and learning from good practice e.g. the *Street Champion* approach that has been taken forward in **Stonebridge** ward.

  Councillors also wished to prioritise the ward representation role including how to develop a personal profile in the ward and ensuring that they can lead and respond to high priority local issues e.g. fly-tipping, housing issues and pot holes in roads. Raising personal profile was particularly important for those new councillors who were in wards with other very experienced councillors who already had a personal profile.

  Councillors were also keen to identify and learn new approaches to increase community participation and involvement and build community resilience because of continuing financial challenges.

  As prioritised in 2014 development support in this area can be organised around three themes **community leadership, community engagement and community involvement.**

  The development should focus around the following workshops or modules:
- *Community leadership* - The role of community leadership and the skills Required

  Community engagement- Identifying and involving marginalised groups to develop qualitative feedback that can shape and impact policy. Different approaches to community engagement and the different levels and types of involvement and participation.

  Community involvement- Developing approaches to involvement e.g. participatory appraisal, the challenges of involvement and engagement,

supporting diversity, community participation work and evaluating community interventions.

6. MENTORING

The Member Needs Analysis also identified support for a structured approach to mentoring and peer support. New Councillors identified the importance and desire for Councillor to Councillor mentor support. Cabinet members prioritised external mentoring provided through the LGA Peer mentoring programme.

The Labour Group has been proactive in developing a Mentoring /Peer Support Programme with all new Members provided with a trained mentor that follows a best practice approach to mentoring. All other Councillors have been offered peer support around specific areas where identified and required.

7. MOVING FORWARD

The Member Needs Analysis has demonstrated Brent Council's continued strategic commitment to supporting and developing Councillors so that they can fulfil their potential, lead and contribute to the decision-making process and be effective community Councillors. The Member Needs Analysis has also highlighted the scope and positive impact of the member development that has been undertaken in the last four years, since May 2014.

The 27 MNA Development Plans and this report should act as the focus for taking forward a member development programme up to and beyond 2020, at this stage the individual Councillor action plans should be reviewed.

The Member Needs Analysis will also support the Member Development Steering Group in respect of the Charter Plus re-assessment to be undertaken by December 2018.

Mark Palmer
Development Director
South East Employers
September 2018

Brent Council

Member Needs Analysis

Brent Council is providing all Members with the opportunity to undertake a one to one session to support a comprehensive Member Needs Analysis. This questionnaire is designed to help identify what information and development you require to effectively fulfil your role as a Brent Councillor.

This questionnaire is confidential and will be completed as part of the one to one discussion. The aim is to complete the form as fully as possible so that appropriate development opportunities can be identified.

Please check it for accuracy and make any necessary changes.

If you have any questions please direct them to Mark Palmer, 01962 840664 or mark@seemp.co.uk.

Name: Cllr…………………………………………..

Ward: …………………………………………… Number of years as a Cllr:
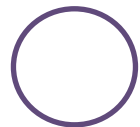
Are there any relevant experiences e.g. professional, business or community roles that you bring to the role of Councillor? *Please list*	
Are there any aspects of your Council work that you have a keen interest in? *Please list.*	
Considering your ambition for your: - • Ward • Council and • Political Party What are your priorities and goals for the next 24 months?	

What skills and knowledge would help you to achieve these priorities and goals? *Please list.*	

When do you prefer development activities to be arranged?

During the working week	◯	Evening (6pm start)	◯	Weekends	◯	Other (please elaborate)	◯

How do you prefer development activities to be arranged?

E-learning	◯	External seminars and conferences	◯	Internal briefings and workshops	◯	Other (please elaborate)	◯

.. **Skills**	**Development required (✓)**	**No development required (✓)**
Effectively contributing to meetings		
Confidence in public speaking, including making speeches and delivering presentations		
Chairing skills and ability to facilitate discussions		
Questioning skills		
Influencing and persuading skills		
Ability to communicate with a range of audiences		
Speed reading / effective reading		
Time management		
Casework / advice surgeries management		

IT skills	Development required (✓)	No development required (✓)
Using a handheld mobile device		
Outlook / managing emails		
Internet / Intranet		
Word		
Excel		
PowerPoint		
Basics computer / keyboard skills		
Social media (Twitter, Facebook etc.)		
Knowledge	**Development required (✓)**	**No development required (✓)**
Understanding the organisation and how it works, the Constitution, protocols and conventions		
Ethics and standards (Code of Conduct)		
Local and national policies and their impact on the Council		
Overview and Scrutiny and decision making		
Diversity and Equality		
Freedom of Information / Data Protection		
Local Government Finance		
Community leadership / knowing my ward		
Cabinet / leadership development (understanding portfolio)		

Development Objective (relate to MNA questionnaire)	How will this objective be met?	How will I recognise success?	Target / completion date	Implementation and feedback

APPENDIX 2

MEMBER NEEDS ANALYSIS – BASED ON ONE TO ONE DISCUSSION AND COMPLETED DEVELOPMENT PLAN FOR 25 COUNCILLORS

When do you prefer development activities to be arranged? (Respondents chose all that applied)

During the working week (12)   Evening (7pm start) (23)   Weekends (5)   Other (please elaborate) (0)

How do you prefer development activities to be arranged? (Respondents chose all that applied)

E-learning (6)   External seminars and conferences (17)   Internal briefings and workshops (24)   Other (please elaborate) (0)

Skills	Development required (✓)	No development required (✓)
Effectively contributing to meetings	4 (0)	23 (25)
Confidence in public speaking, including making speeches and delivering presentations	14 (7)	13 (18)
Chairing skills and ability to facilitate discussions	10 (8)	17 (17)
Questioning skills	7 (2)	20 (23)
Influencing and persuading skills	5 (5)	22 (20)
Ability to communicate with a range of audiences	2 (2)	25 (23)
Speed reading / effective reading	4 (5)	23 (20)
Time management	1 (6)	26 (19)
Casework / advice surgeries management	4 (0)	23 (25)

IT skills	Development required (✓)	No development required (✓)
Using a handheld mobile device	2 (0)	25 (25)
Outlook / managing emails	0 (2)	27 (23)
Internet / Intranet	0 (2)	27 (23)
Word	0 (2)	27 (23)
Excel	1 (3)	26 (22)
PowerPoint	3 (3)	24 (22)
Basics computer / keyboard skills	0 (6)	27 (19)
Social media (Twitter, Facebook etc.)	6 (10)	21 (15)

Knowledge	Development required (✓)	No development required (✓)
Understanding the organisation and how it works, the Constitution, protocols and conventions	7 (4)	20 (21)
Ethics and standards (Code of Conduct)	1 (1)	26 (24)
Local and national policies and their impact on the Council	4 (2)	23 (21)
Overview and Scrutiny and decision making	7 (5)	20 (20)
Diversity and Equality	1 (1)	26 (24)
Freedom of Information / Data Protection	3 (3)	24 (22)
Local Government Finance	9 (3)	18 (22)
Community leadership / knowing my ward	7 (3)	20 (22)
Cabinet / leadership development (understanding portfolio)	10 (6)	17 (19)

(The figures in brackets represent the 2017 responses to the questionnaire)

Councillor Political Skills Framework
Self-Evaluation Survey

Local Leadership

Q1 I speak to residents; I seek their opinions and look for ways to represent them effectively.
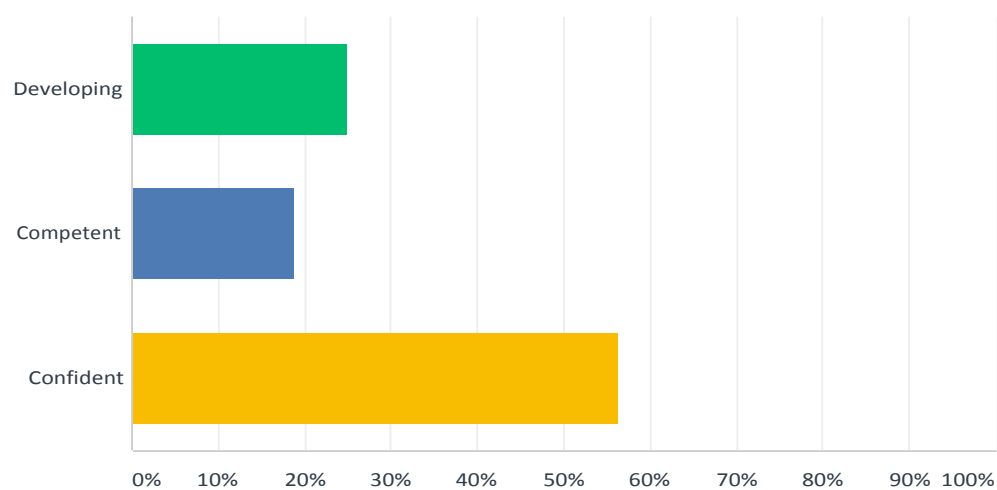
ANSWER CHOICES	RESPONSES	
Developing	25.00%	4
Competent	18.75%	3
Confident	56.25%	9
TOTAL		16

Q2 I maintain my awareness of local concerns by talking to different groups of people, including 'hard to reach' groups (gypsies and travellers, young people, vulnerable people, migrant workers, etc).
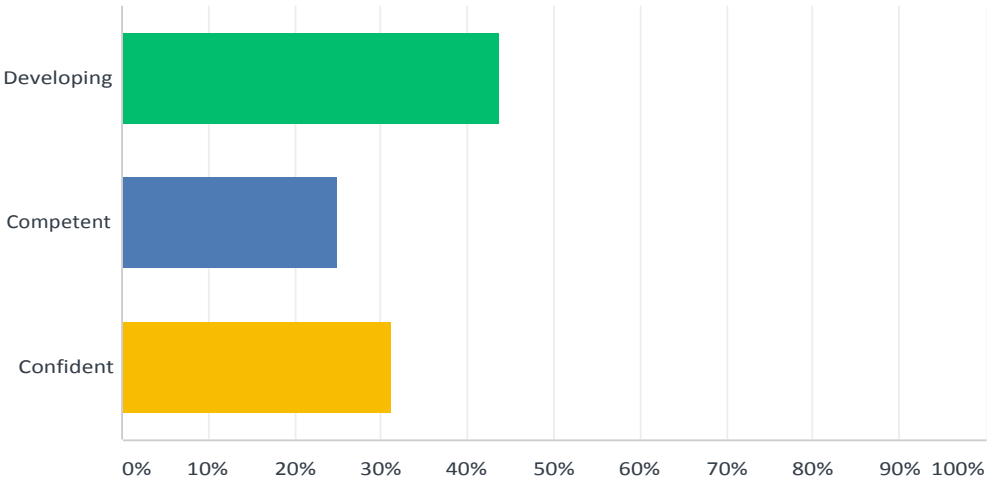
ANSWER CHOICES	RESPONSES	
Developing	43.75%	7
Competent	25.00%	4
Confident	31.25%	5
TOTAL		16

Q3 I work hard to gain the trust and respect of others by being approachable, being willing to listen and being ready to change my position when needed.
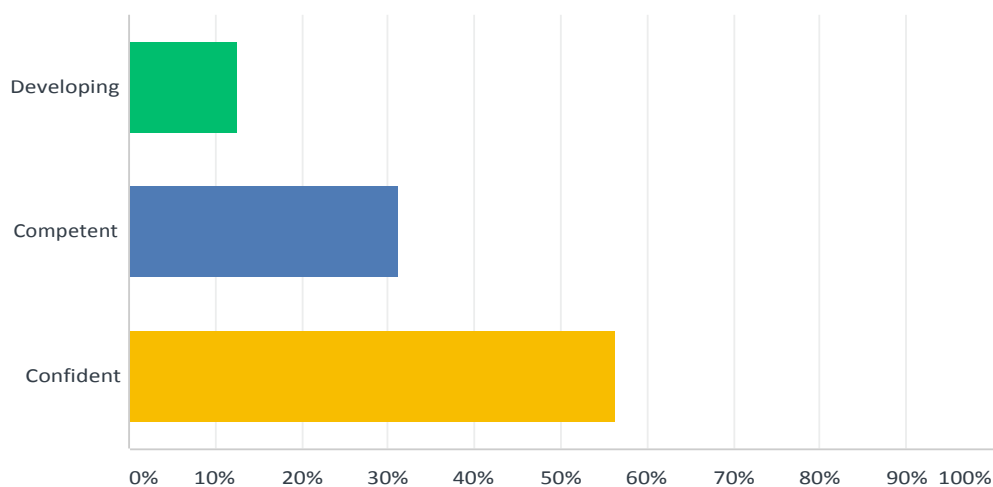
ANSWER CHOICES	RESPONSES	
Developing	12.50%	2
Competent	31.25%	5
Confident	56.25%	9
TOTAL		16

Partnership Working

Q4 I establish good working relationships with different groups and people, to ensure their involvement in the decision-making process.
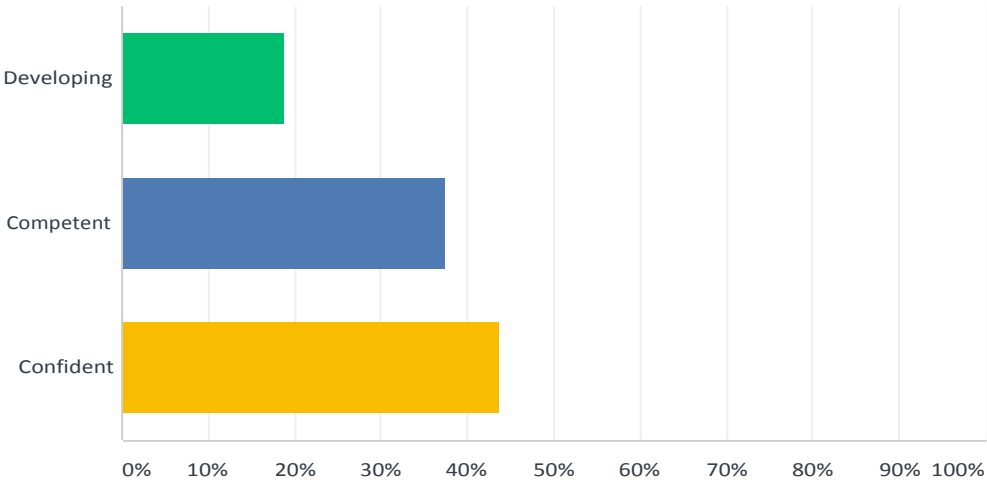
ANSWER CHOICES	RESPONSES	
Developing	18.75%	3
Competent	37.50%	6
Confident	43.75%	7
TOTAL		16

Q5 I work with the community to improve understanding and cooperation between individuals and groups and overcome potential misunderstandings.
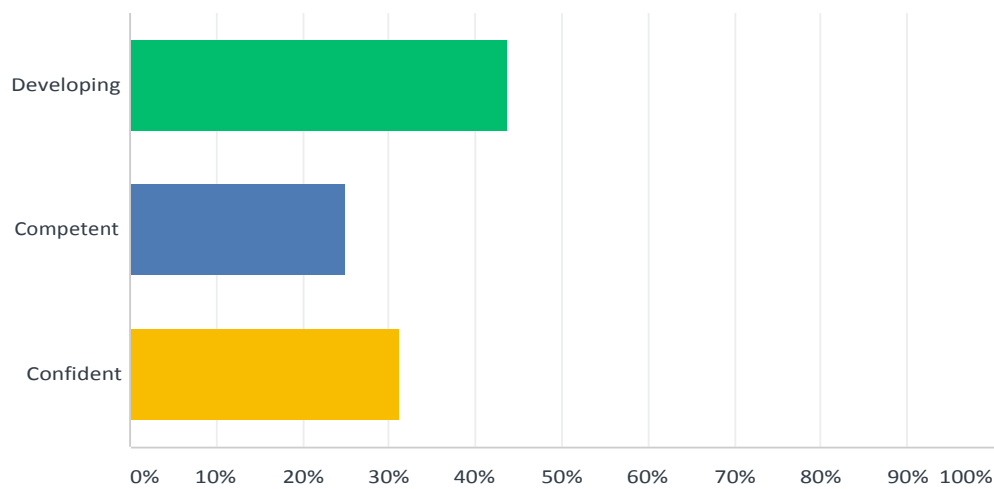
ANSWER CHOICES	RESPONSES	
Developing	43.75%	7
Competent	25.00%	4
Confident	31.25%	5
TOTAL		16

Q6 I actively work to build good relationships with colleagues, officers, community groups and other organisations.
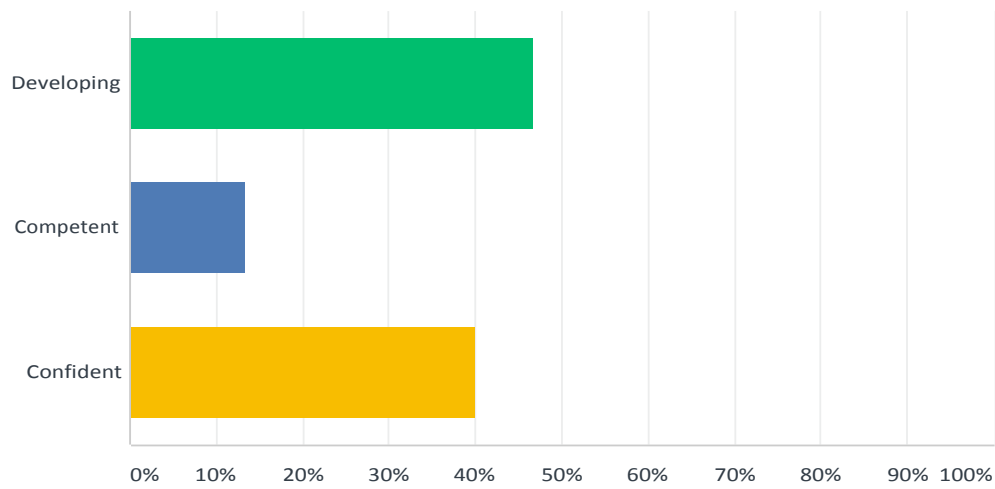
ANSWER CHOICES	RESPONSES	
Developing	46.67%	7
Competent	13.33%	2
Confident	40.00%	6
TOTAL		15

Q7 I work with and inspire others to achieve shared ambitions.
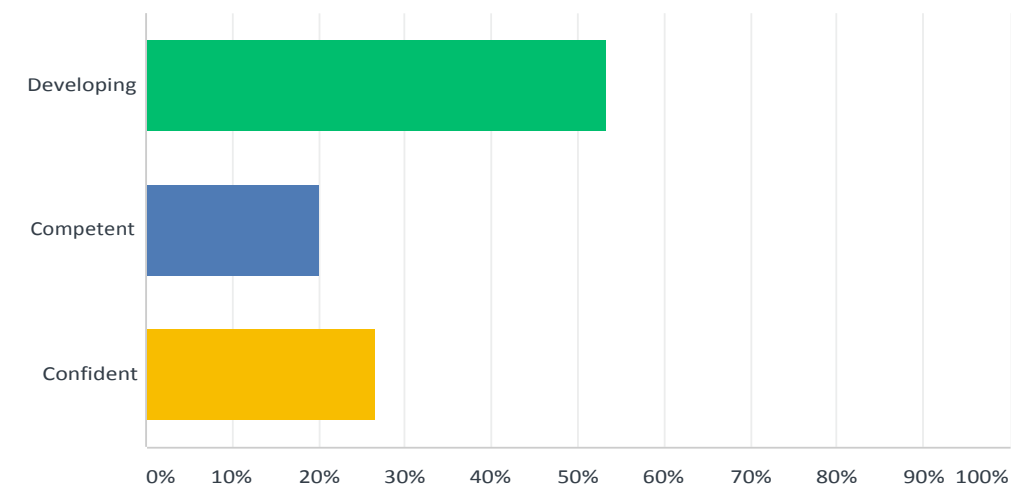
ANSWER CHOICES	RESPONSES	
Developing	53.33%	8
Competent	20.00%	3
Confident	26.67%	4
TOTAL		15

Q8 I am able to decide when to encourage and enable others to take responsibility.
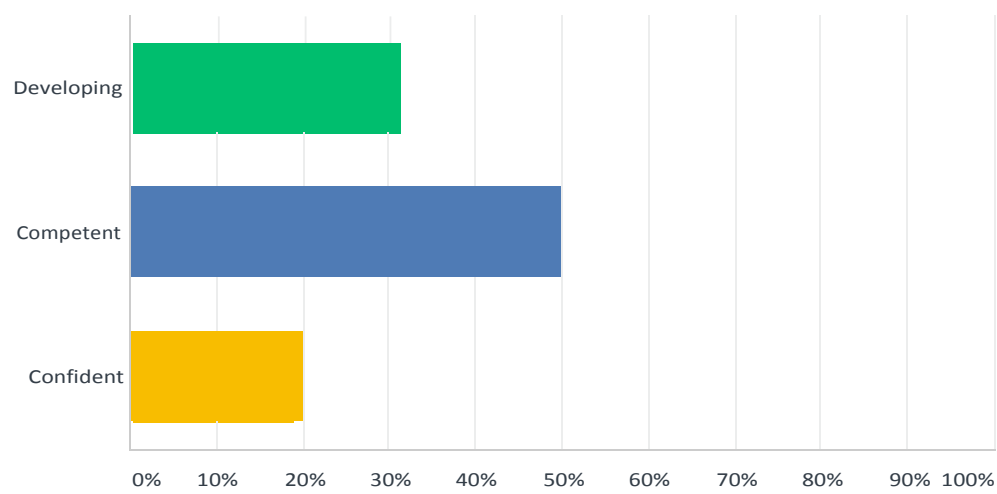
ANSWER CHOICES	RESPONSES	
Developing	31.25%	5
Competent	50.00%	8
Confident	18.75%	3
TOTAL		16

Q9 I am able to establish an environment that encourages people from diverse backgrounds to feel valued, trusted and included.
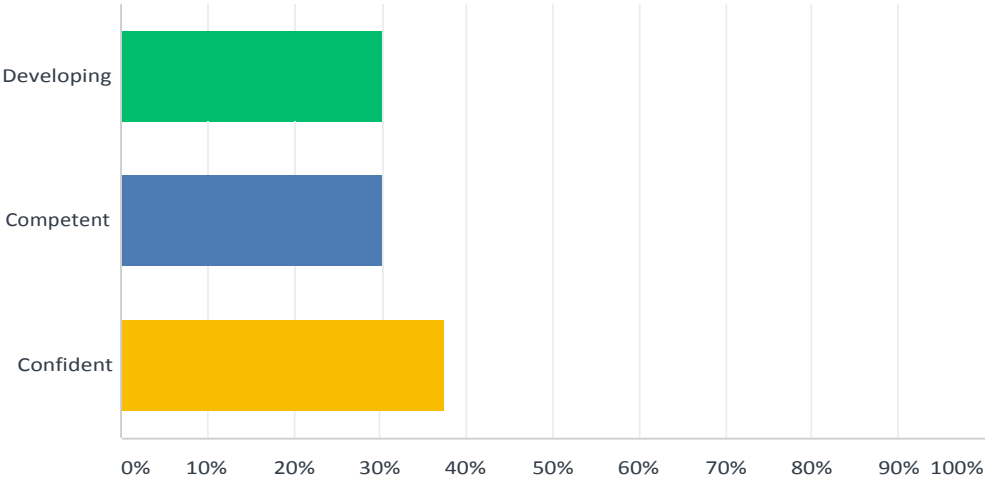
ANSWER CHOICES	RESPONSES	
Developing	31.25%	5
Competent	31.25%	5
Confident	37.50%	6
TOTAL		16

Q10 I understand the part I play in building and shaping key partnerships at various levels (local, regional and national – where relevant).
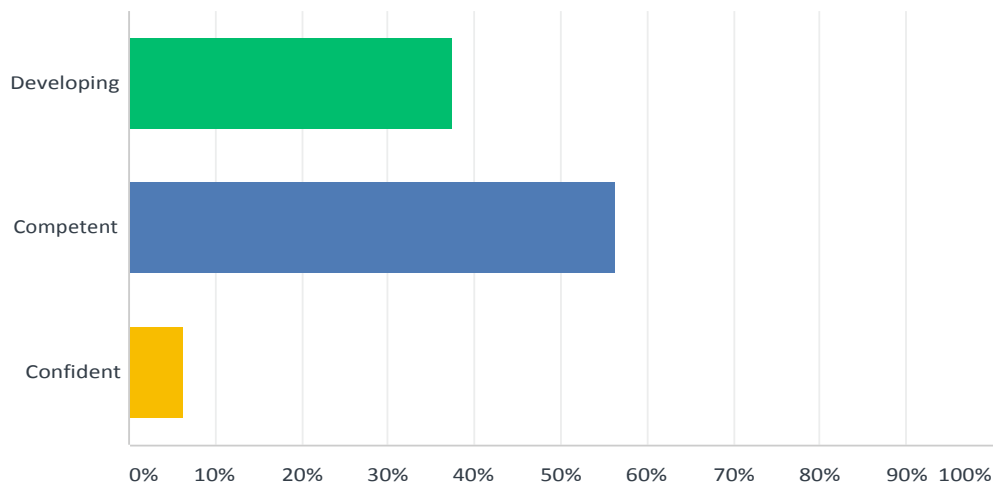
ANSWER CHOICES	RESPONSES	
Developing	37.50%	6
Competent	56.25%	9
Confident	6.25%	1
TOTAL		16

Q11 I am confident enough in my ability to help resolve conflict or stalemate effectively.
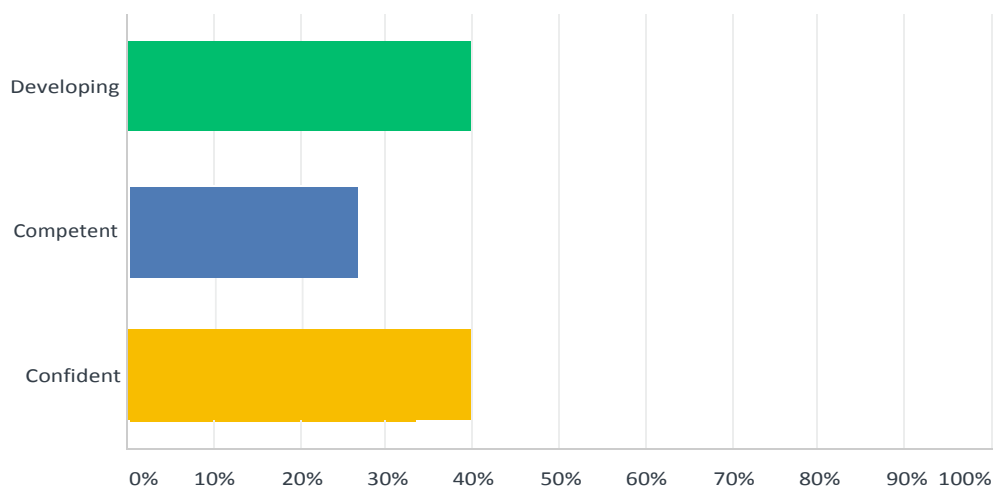
ANSWER CHOICES	RESPONSES	
Developing	40.00%	6
Competent	26.67%	4
Confident	33.33%	5
TOTAL		15

Political Understanding

Q12 I help to develop cohesion within and between different groups and between different groups and
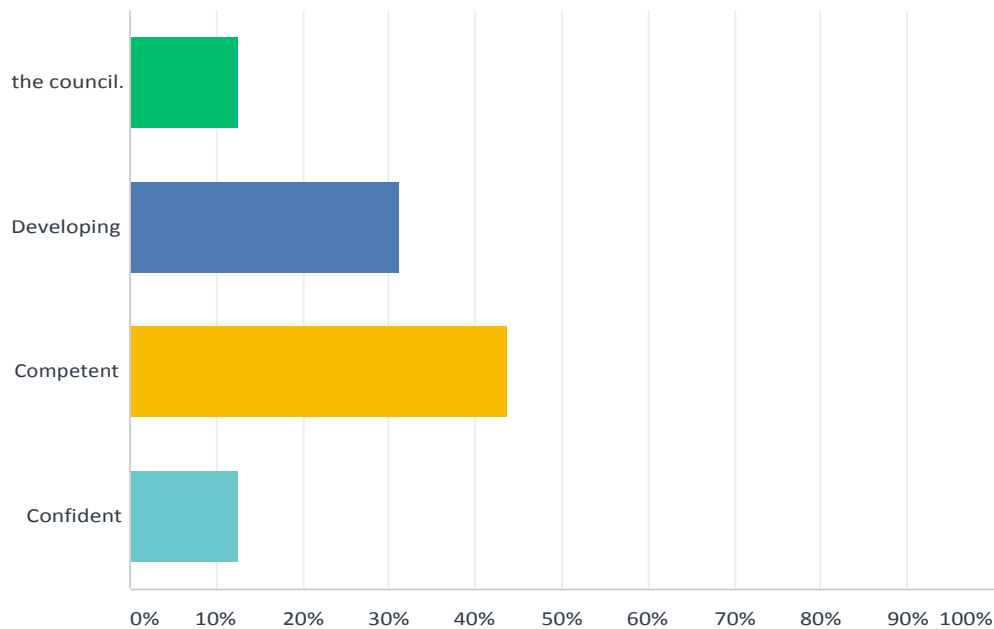
ANSWER CHOICES	RESPONSES	
the council.	12.50%	2
Developing	31.25%	5
Competent	43.75%	7
Confident	12.50%	2
TOTAL		16

Q13 I clearly communicate my political values through canvassing and campaigning.
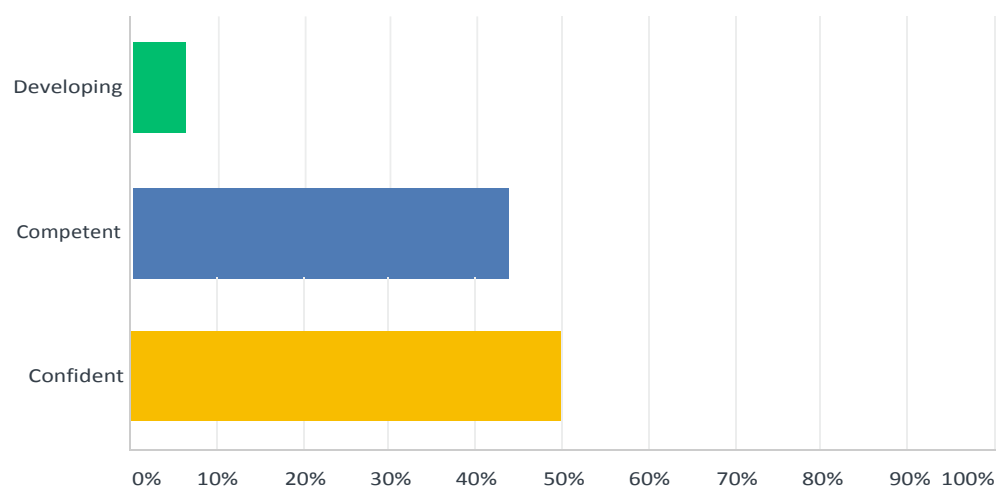
ANSWER CHOICES	RESPONSES	
Developing	6.25%	1
Competent	43.75%	7
Confident	50.00%	8
TOTAL		16

Q14 I look for ways to promote the democratic process and increase / encourage public engagement / interest.
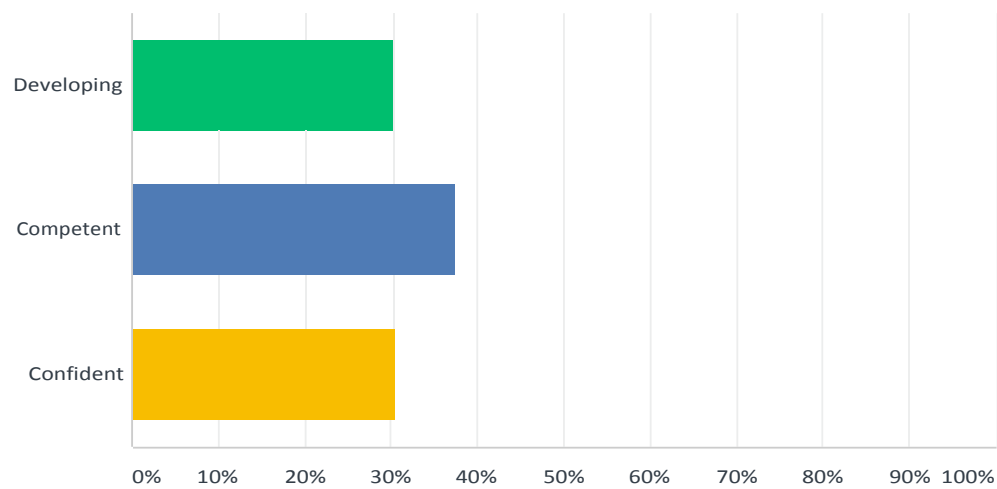
ANSWER CHOICES	RESPONSES	
Developing	31.25%	5
Competent	37.50%	6
Confident	31.25%	5
TOTAL		16

Q15 I am able to put party politics aside and work across political boundaries when required, without compromising political values.
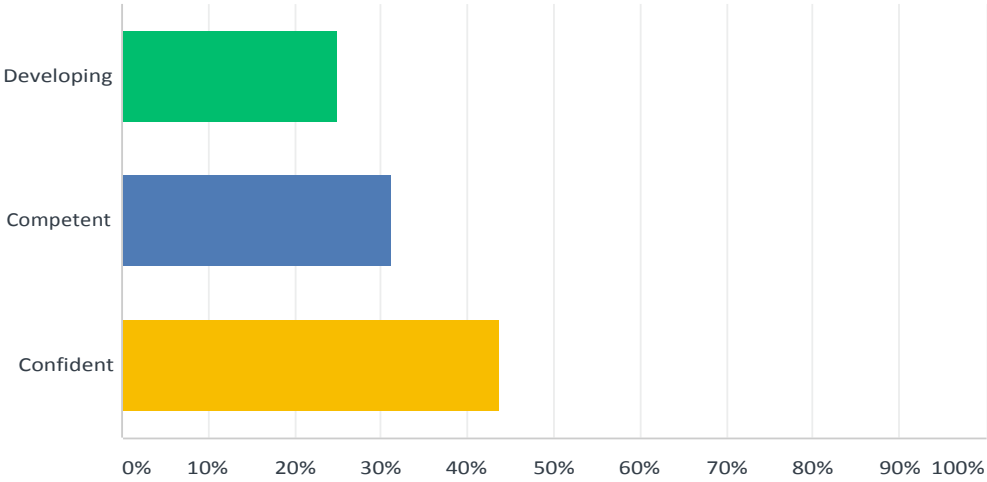
ANSWER CHOICES	RESPONSES	
Developing	25.00%	4
Competent	31.25%	5
Confident	43.75%	7
TOTAL		16

Scrutiny & Challenge

Q16 I identify areas which are suitable for scrutiny and ensure that residents are involved in the process.
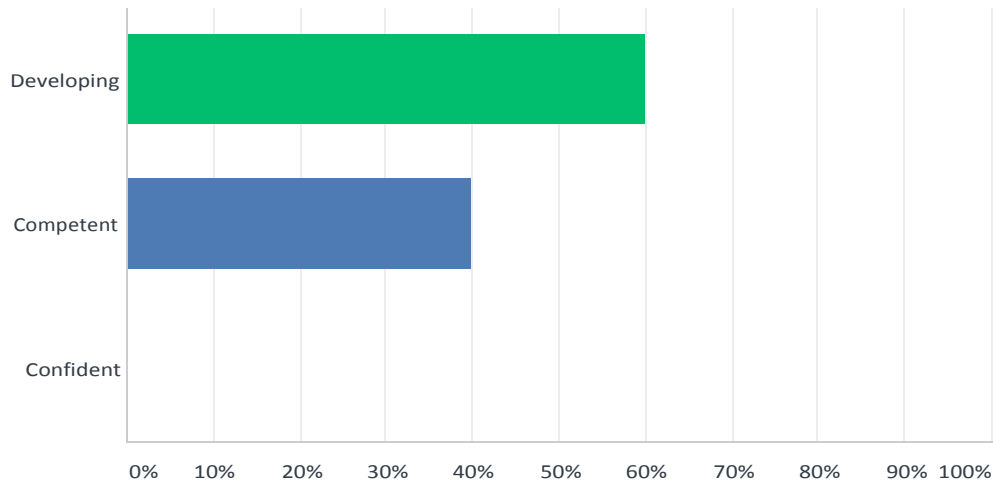
ANSWER CHOICES	RESPONSES	
Developing	60.00%	9
Competent	40.00%	6
Confident	0.00%	0
TOTAL		15

Q17 I am able to understand and analyse complex information.
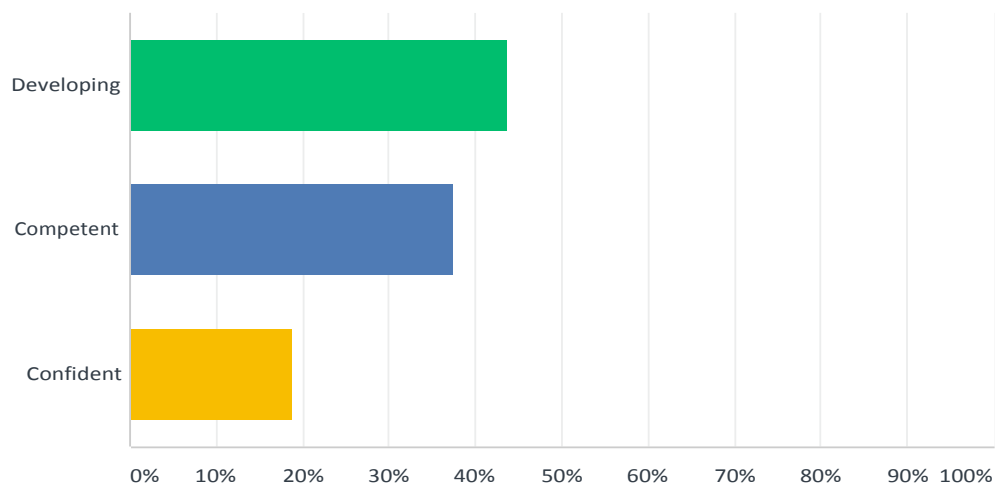
ANSWER CHOICES	RESPONSES	
Developing	43.75%	7
Competent	37.50%	6
Confident	18.75%	3
TOTAL		16

Q18 I present concise arguments that are meaningful and easily understood.
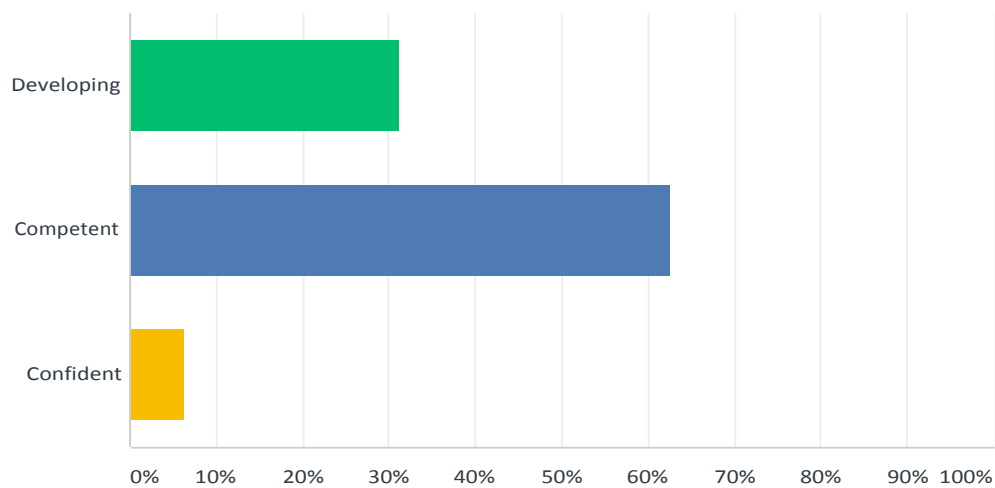
ANSWER CHOICES	RESPONSES	
Developing	31.25%	5
Competent	62.50%	10
Confident	6.25%	1
TOTAL		16

Q19 I understand the scrutiny process, ask for explanations and check that recommendations have been implemented.
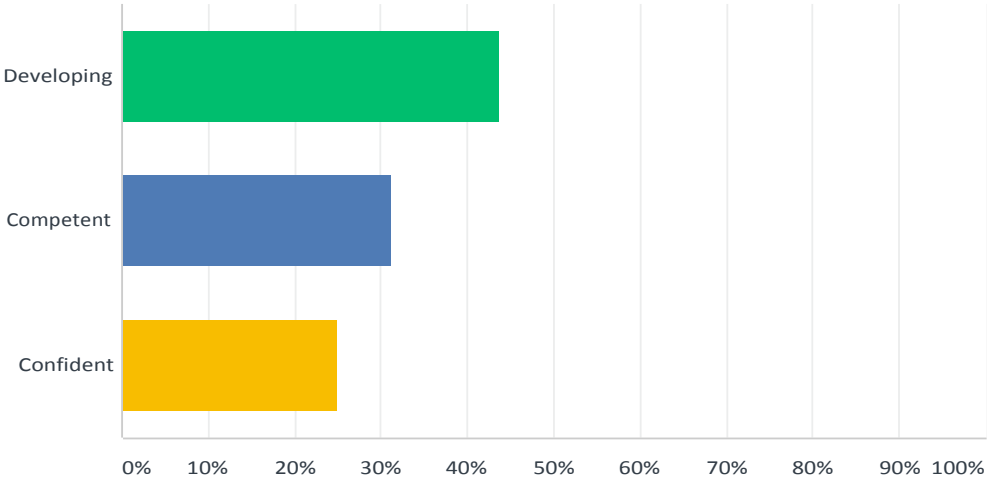
ANSWER CHOICES	RESPONSES	
Developing	43.75%	7
Competent	31.25%	5
Confident	25.00%	4
TOTAL		16

Q20 I am objective and thorough when challenging processes, decisions and people.
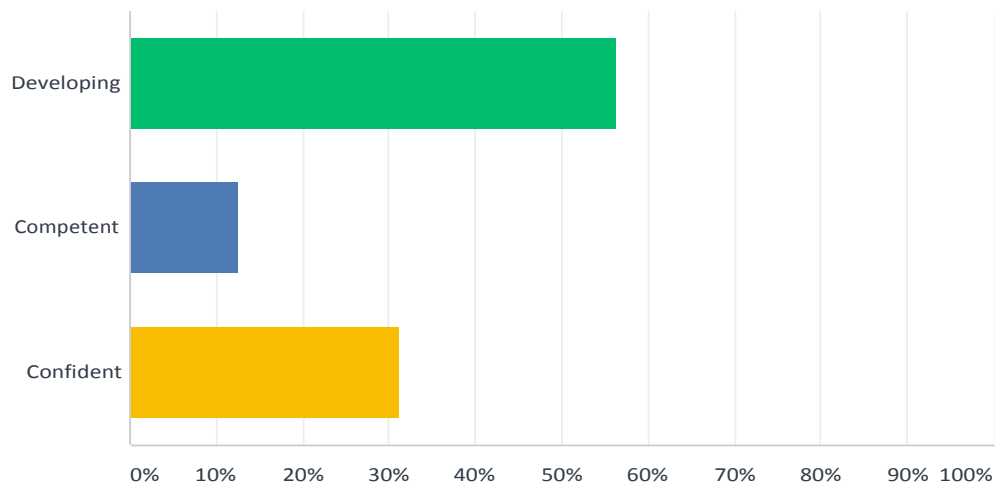
ANSWER CHOICES	RESPONSES	
Developing	56.25%	9
Competent	12.50%	2
Confident	31.25%	5
TOTAL		16

Q21 I ask challenging but constructive questions.
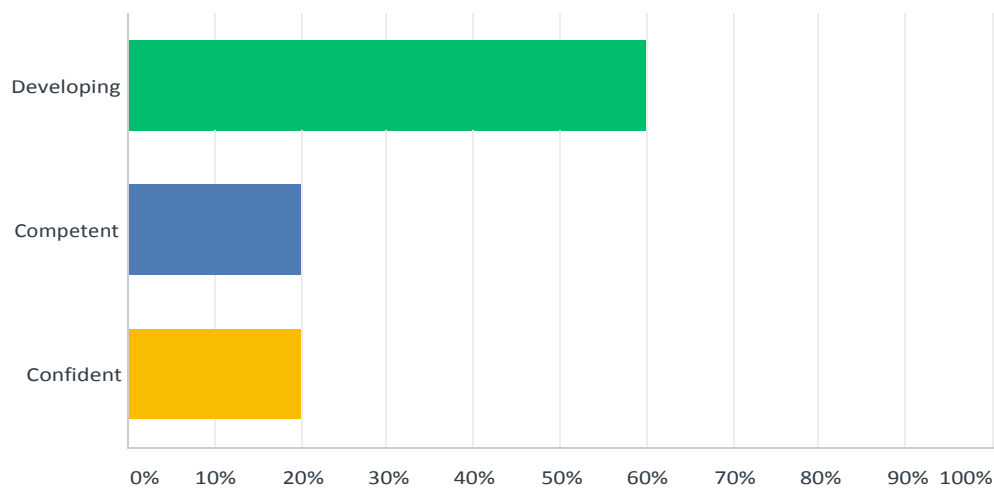
ANSWER CHOICES	RESPONSES	
Developing	60.00%	9
Competent	20.00%	3
Confident	20.00%	3
TOTAL		15

Regulating & Monitoring

Q22 I use evidence to evaluate arguments and make independent, impartial judgements.
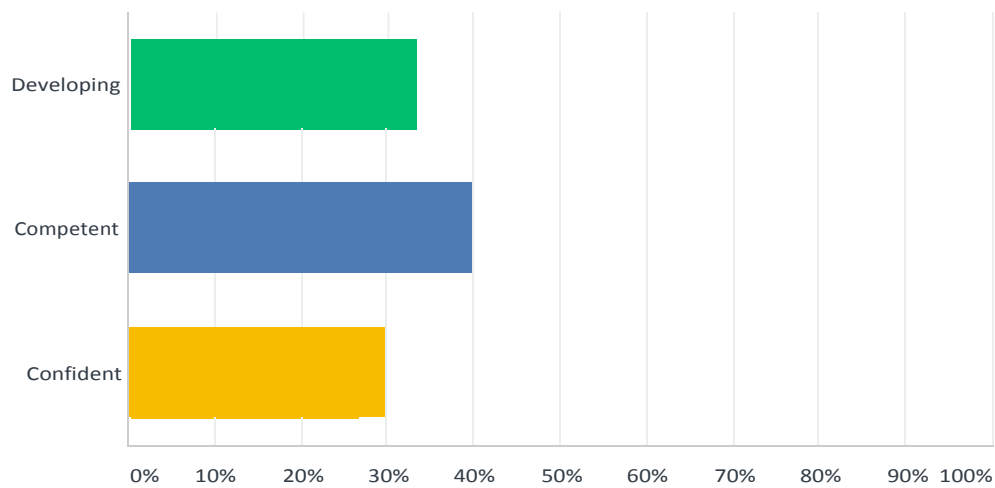
ANSWER CHOICES	RESPONSES	
Developing	33.33%	5
Competent	40.00%	6
Confident	26.67%	4
TOTAL		15

Q23 I understand and act in accordance with legal responsibilities and the Council's Constitution (e.g. safeguarding, code of conduct).
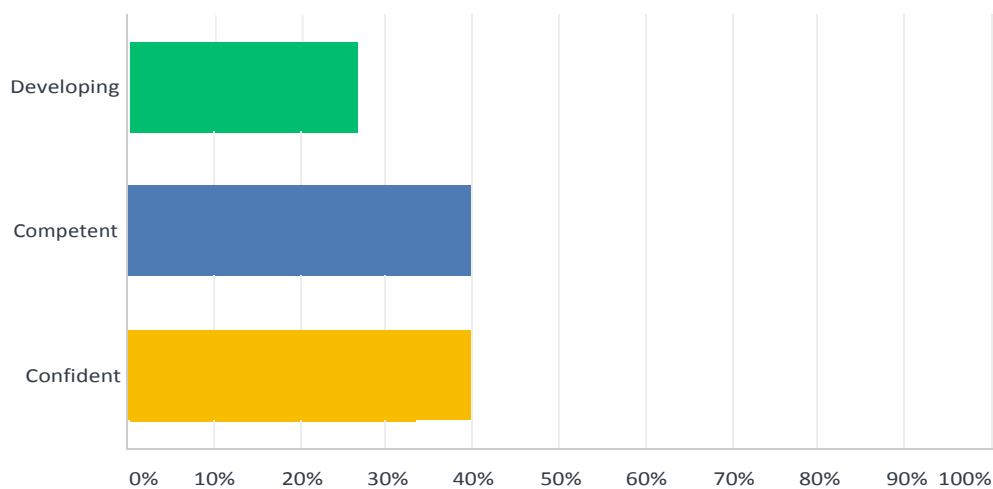
ANSWER CHOICES	RESPONSES	
Developing	26.67%	4
Competent	40.00%	6
Confident	33.33%	5
TOTAL		15

Q24 I chair meetings effectively, follow protocol to make sure all views are explored and keep process on track.
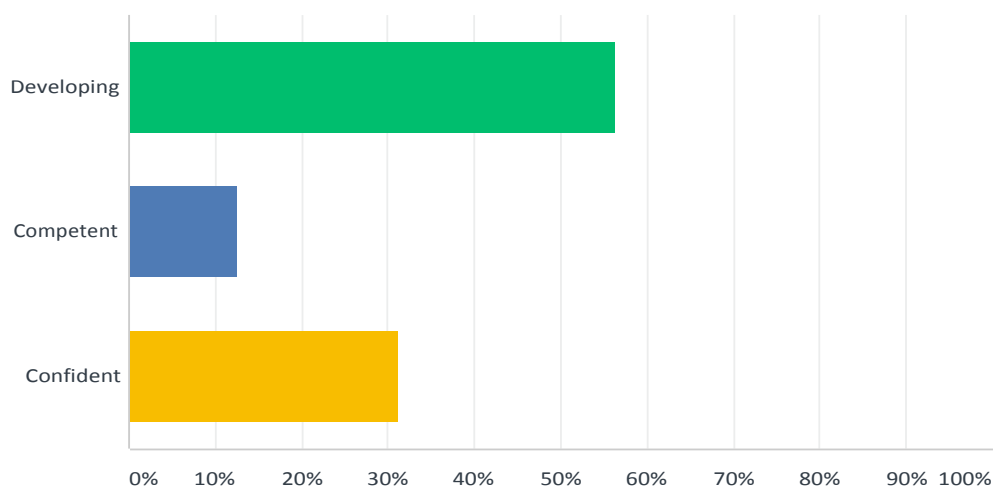
ANSWER CHOICES	RESPONSES	
Developing	56.25%	9
Competent	12.50%	2
Confident	31.25%	5
TOTAL		16

Q25 I follow legal processes, while also balancing public needs and local policy.

ANSWER CHOICES	RESPONSES	
Developing	37.50%	6
Competent	31.25%	5
Confident	31.25%	5
TOTAL		16

Q26 I monitor performance and intervene when necessary to ensure progress.
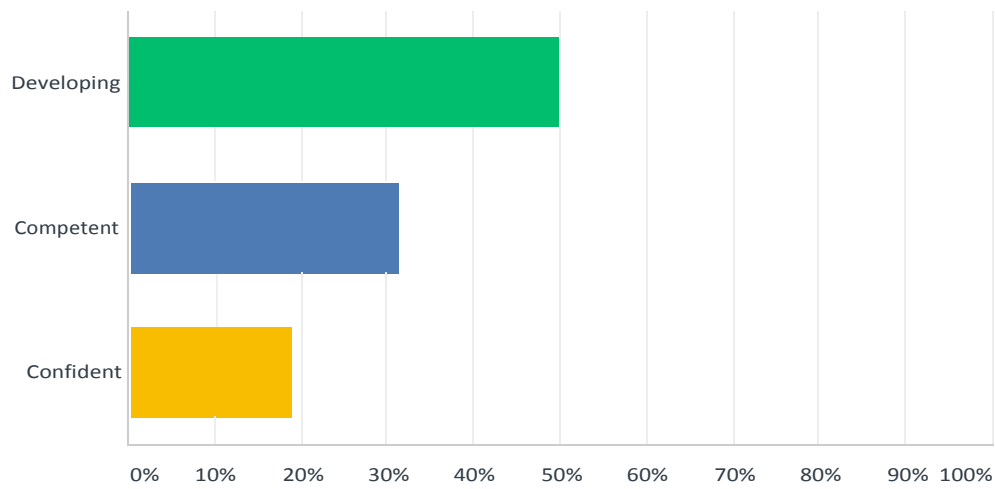
ANSWER CHOICES	RESPONSES	
Developing	50.00%	8
Competent	31.25%	5
Confident	18.75%	3
TOTAL		16

Q27 I am committed to my personal development and seek feedback and look for opportunities to learn.
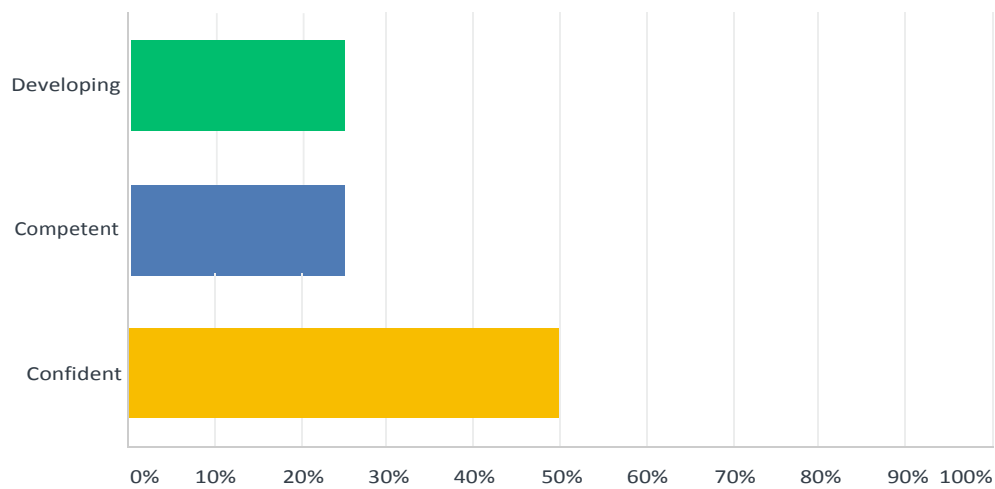
ANSWER CHOICES	RESPONSES	
Developing	25.00%	4
Competent	25.00%	4
Confident	50.0	
TOTAL		16

Communication Skills

Q28 I provide regular feedback to people by ensuring that they are kept informed and that goals remain realistic.
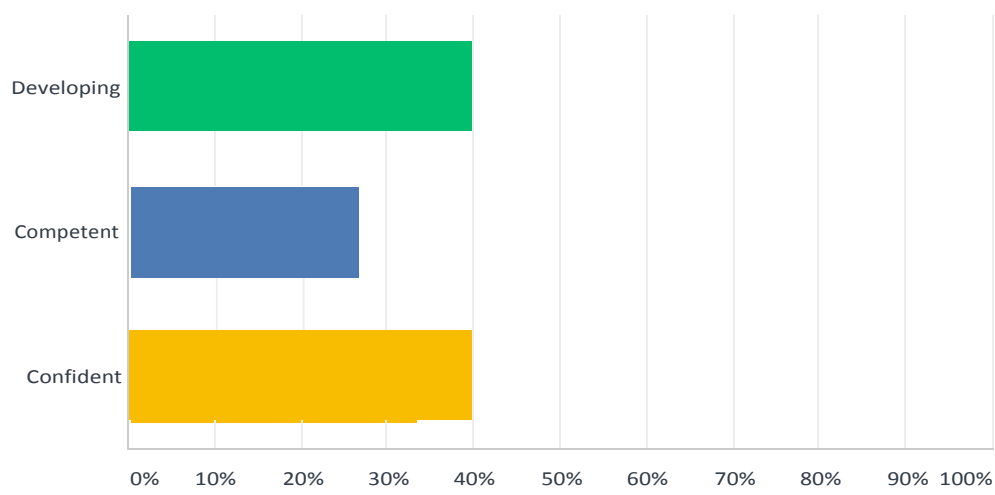
ANSWER CHOICES	RESPONSES	
Developing	40.00%	6
Competent	26.67%	4
Confident	33.33%	5
TOTAL		15

Q29 I regularly inform and communicate with the community using suitable media resources such as newsletters, social media, and email.
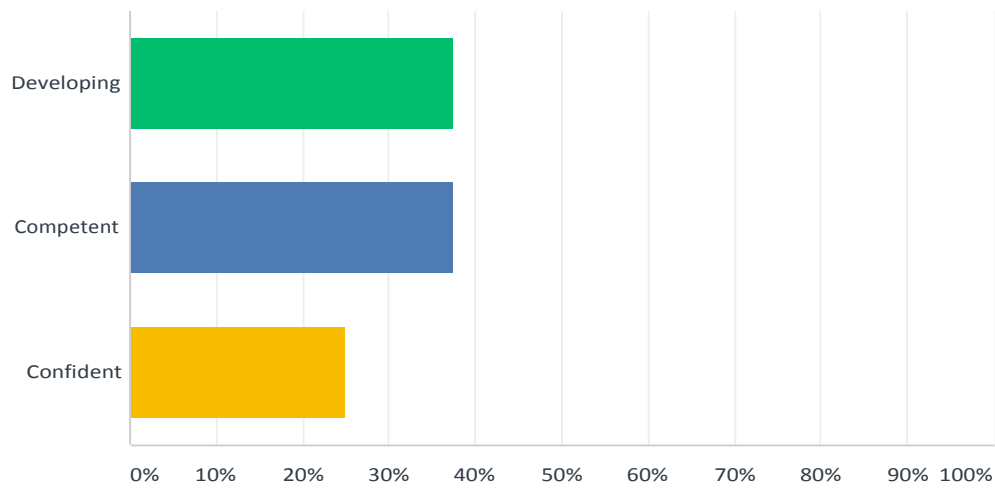
ANSWER CHOICES	RESPONSES	
Developing	37.50%	6
Competent	37.50%	6
Confident	25.00%	4
TOTAL		16

Q30 I listen to others, check to ensure I understand, and adapt my own communication style as required.
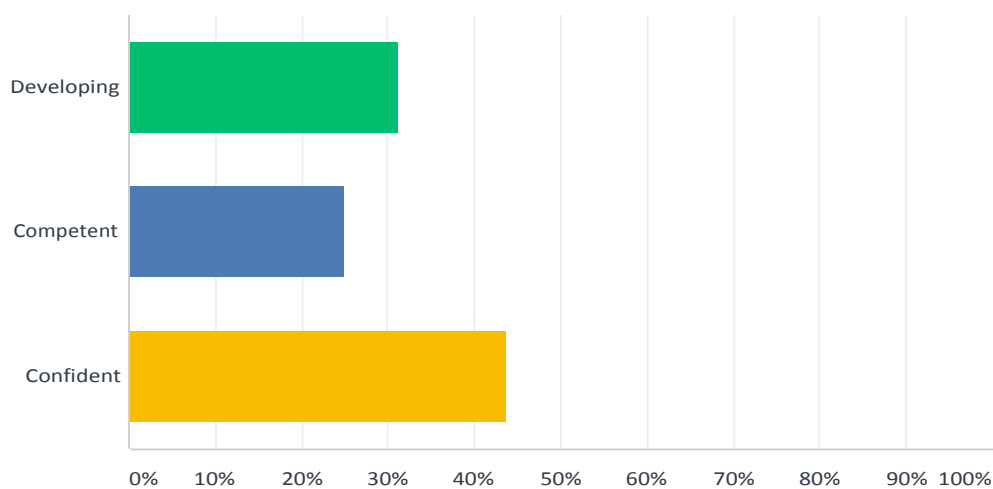
ANSWER CHOICES	RESPONSES	
Developing	31.25%	5
Competent	25.00%	4
Confident	43.75%	7
TOTAL		16

Q31 I create opportunities to communicate with different groups and people, including hard to reach groups. (gypsies and travellers, young people, vulnerable people, migrant workers, etc).
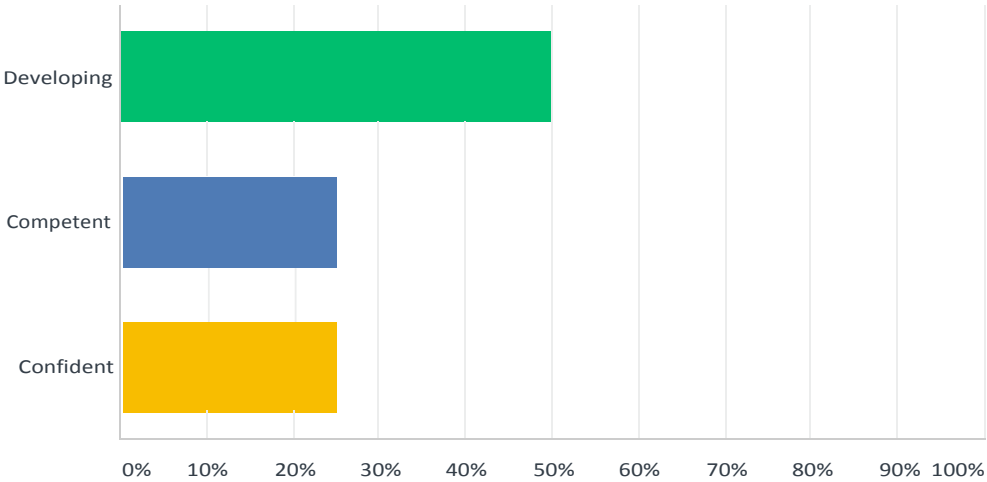
ANSWER CHOICES	RESPONSES	
Developing	50.00%	8
Competent	25.00%	4
Confident	25.00%	4
TOTAL		16

Q32 I feel confident with speaking publicly to both small and large groups of people such as residents, council meetings and the press.
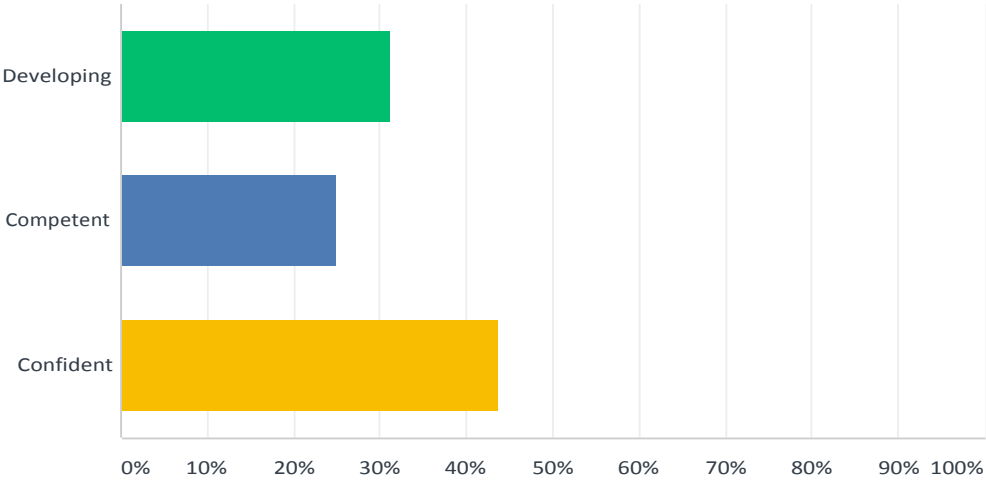
ANSWER CHOICES	RESPONSES	
Developing	31.25%	5
Competent	25.00%	4
Confident	43.75%	7
TOTAL		16

Executive Members or Aspiring Councillors
Providing Vision

Q33 I communicate appropriately and clearly in verbal and written forms, and I avoid using jargon whenever possible.
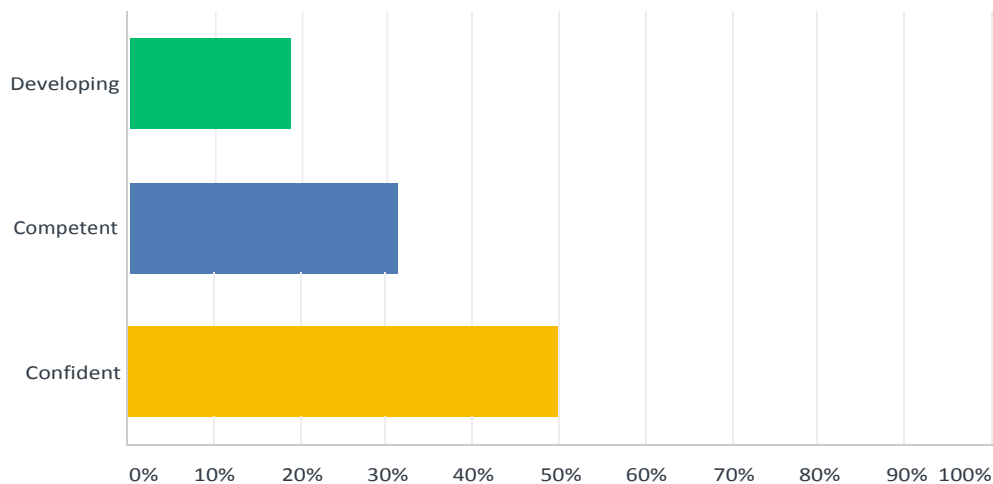
ANSWER CHOICES	RESPONSES	
Developing	18.75%	3
Competent	31.25%	5
Confident	50.00%	8
TOTAL		16

Q34 I establish strategic policies and prioritise actions on local needs, manifestos and regional opportunities.
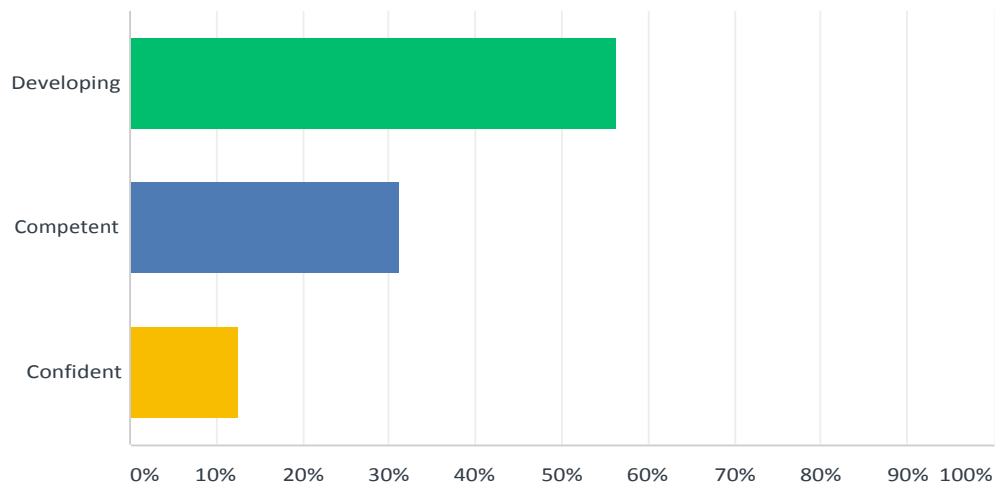
ANSWER CHOICES	RESPONSES	
Developing	56.25%	9
Competent	31.25%	5
Confident	12.50%	2
TOTAL		16

Q35 I work with officers to collate and analyse information, inform budget priorities and performance plans.
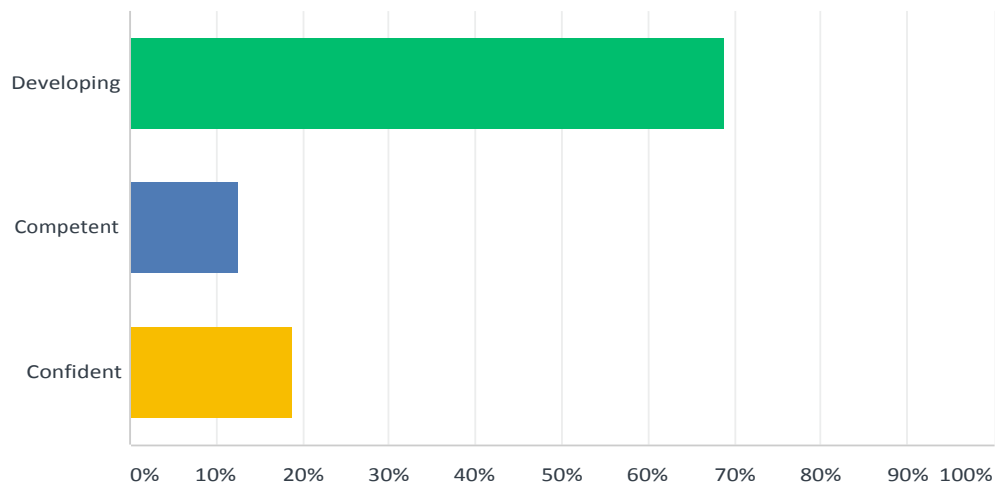
ANSWER CHOICES	RESPONSES	
Developing	68.75%	11
Competent	12.50%	2
Confident	18.75%	3
TOTAL		16

Q36 I actively encourage involvement of stakeholders in policy formation.
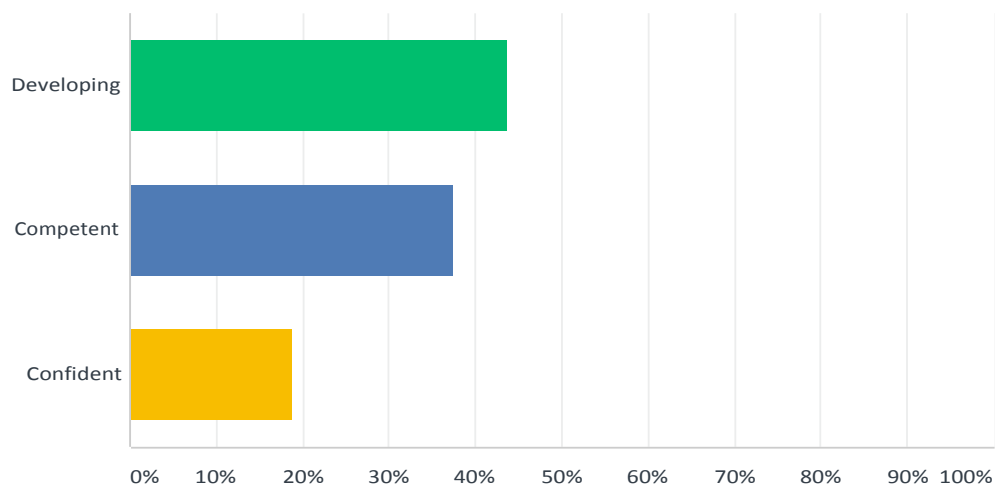
ANSWER CHOICES	RESPONSES	
Developing	43.75%	7
Competent	37.50%	6
Confident	18.75%	3
TOTAL		16

Q37 I create and communicate a shared council vision, providing clear direction and promoting understanding.
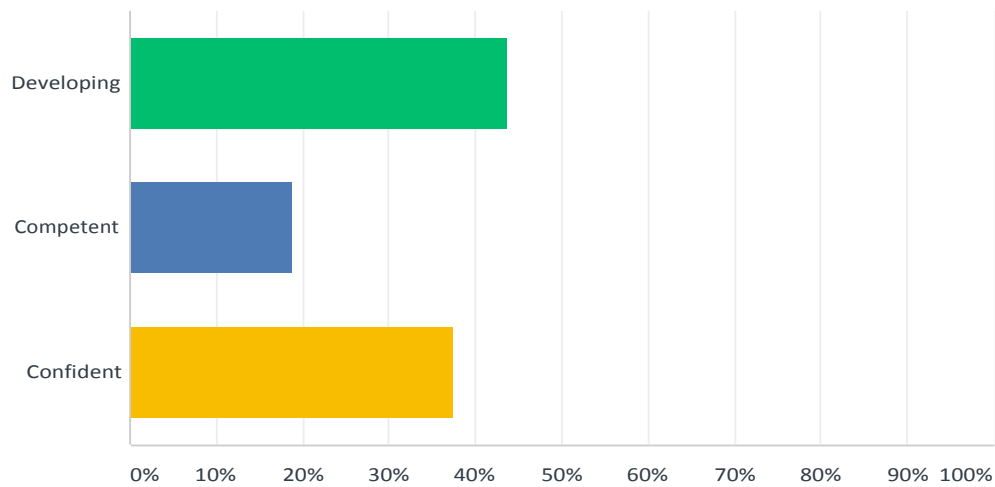
ANSWER CHOICES	RESPONSES	
Developing	43.75%	7
Competent	18.75%	3
Confident	37.50%	6
TOTAL		16

Q38 I adapt innovatively to a changing environment (e.g. e- government), open to new ideas.
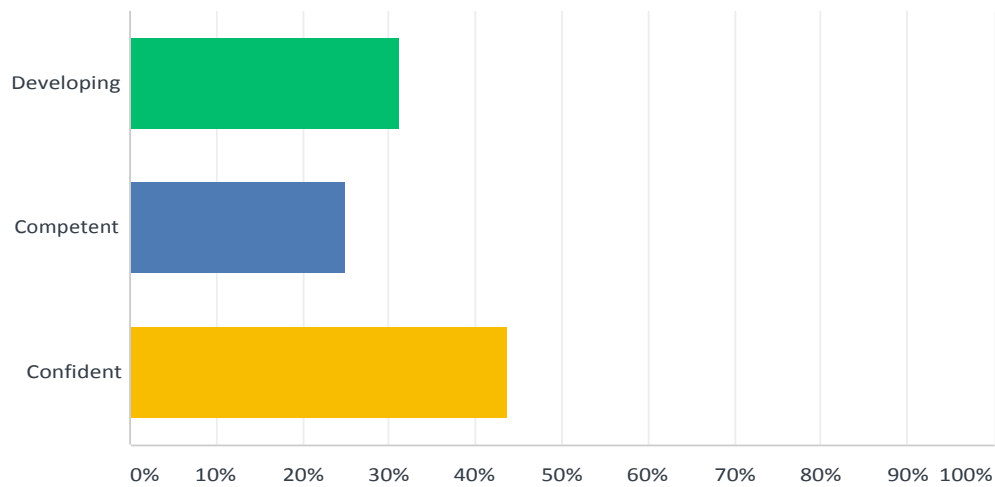
ANSWER CHOICES	RESPONSES	
Developing	31.25%	5
Competent	25.00%	4
Confident	43.75%	7
TOTAL		16

Q39 I act to broaden perspective and enhance effectiveness by learning from others and sharing best practice (e.g. other councils, agencies or bodies).
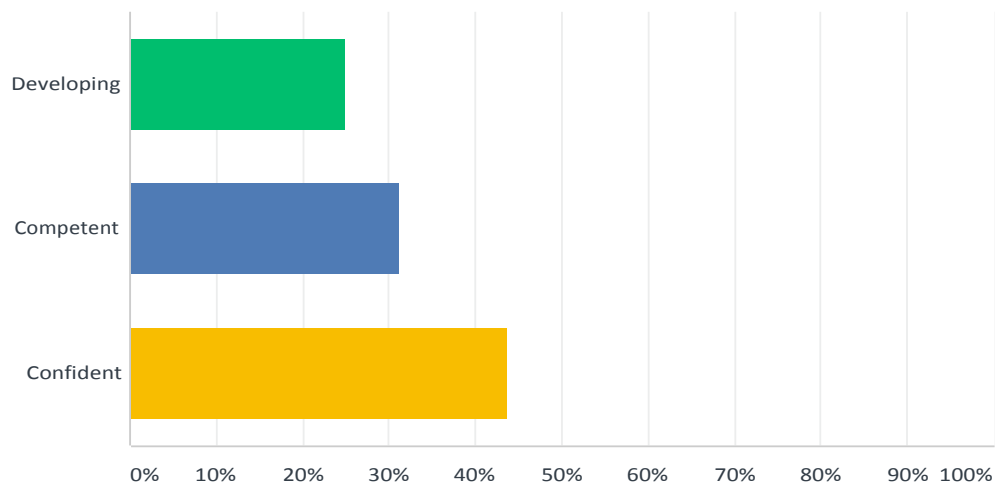
ANSWER CHOICES	RESPONSES	
Developing	25.00%	4
Competent	31.25%	5
Confident	43.75%	7
TOTAL		16

Managing Performance

Q40 I work closely with senior officers to develop, agree and implement portfolio strategies.
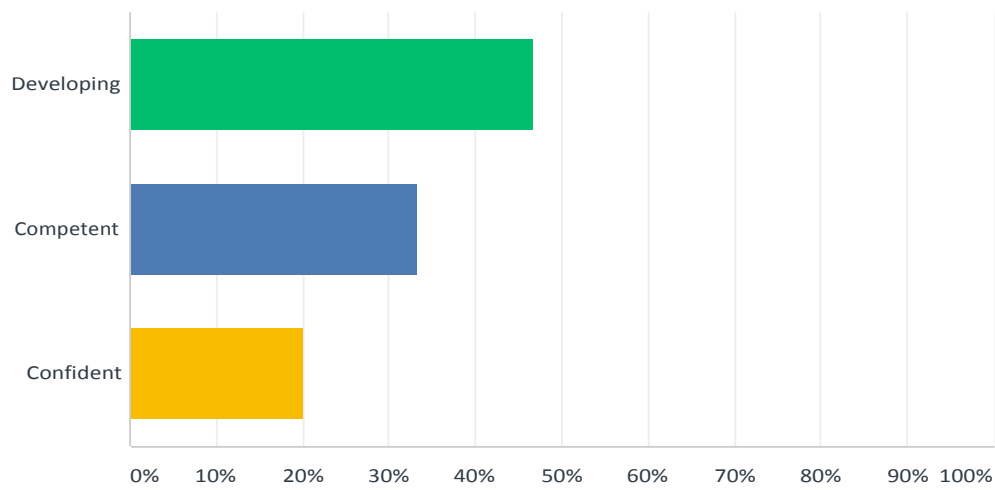
ANSWER CHOICES	RESPONSES	
Developing	46.67%	7
Competent	33.33%	5
Confident	20.00%	3
TOTAL		15

Q41 I set and communicate realistic and achievable objectives, monitor performance and act to address deficits.
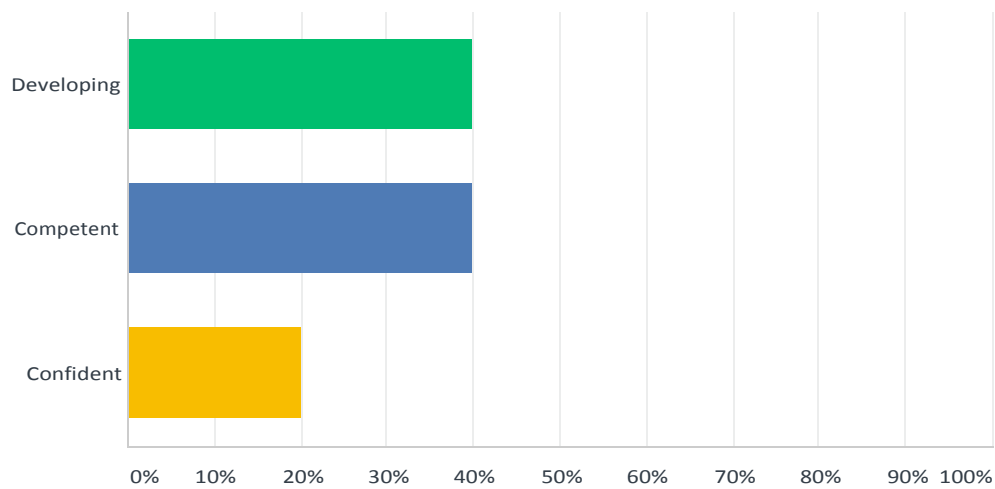
ANSWER CHOICES	RESPONSES	
Developing	40.00%	6
Competent	40.00%	6
Confident	20.00%	3
TOTAL		15

Q42 I develop knowledge of council systems and input council views at area specific meetings (e.g. planning, licensing).
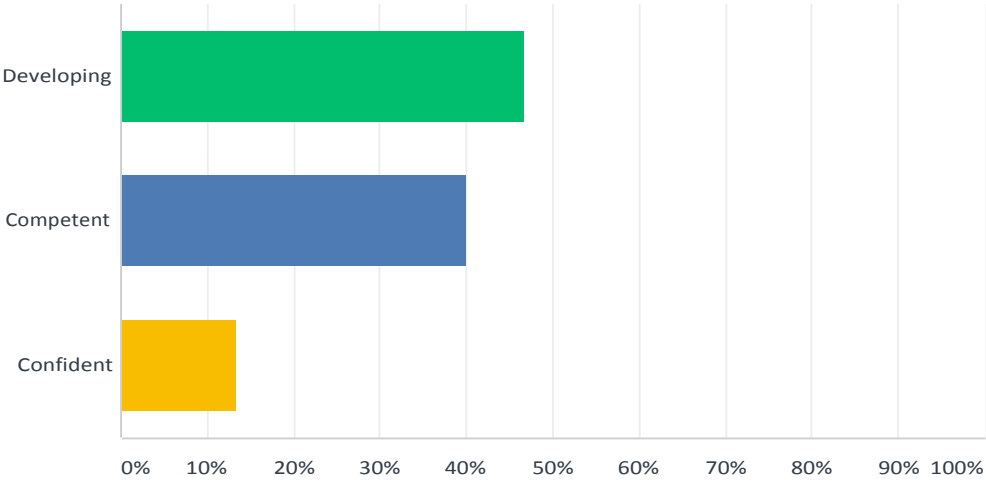
ANSWER CHOICES	RESPONSES	
Developing	46.67%	7
Competent	40.00%	6
Confident	13.33%	2
TOTAL		15

Q43 I emphasise a team approach and share responsibility for success and failure.
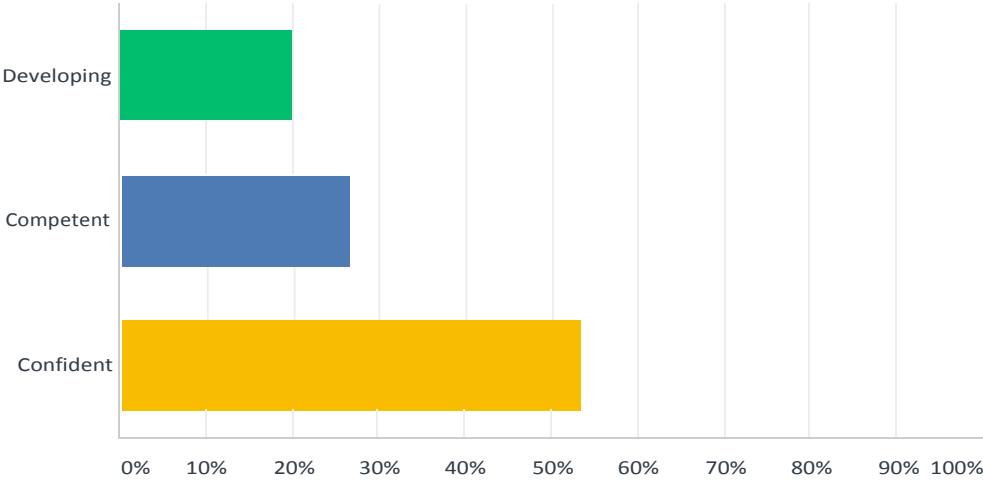
ANSWER CHOICES	RESPONSES	
Developing	20.00%	3
Competent	26.67%	4
Confident	53.33%	8
TOTAL		15

Q44 I encourage scrutiny and respond positively to feedback, challenge and ideas.
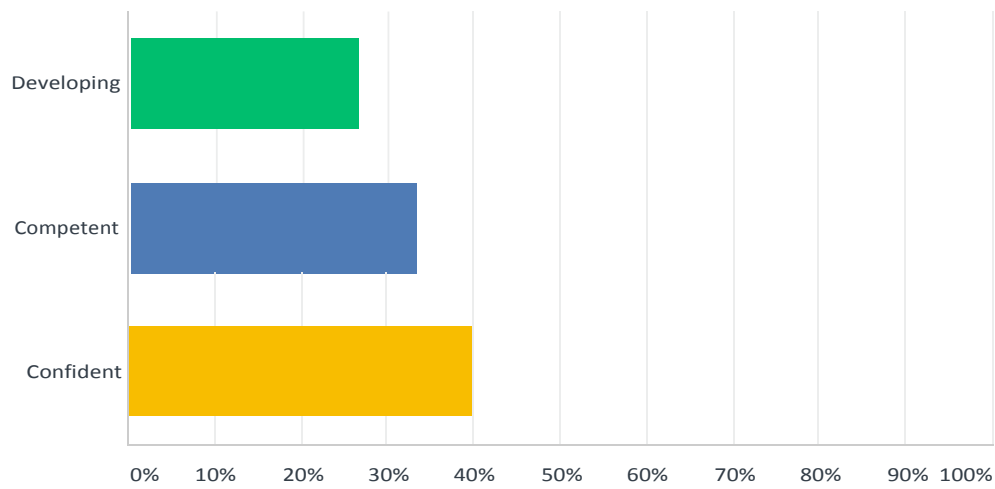
ANSWER CHOICES	RESPONSES	
Developing	26.67%	4
Competent	33.33%	5
Confident	40.00%	6
TOTAL		15

Q45 I represent the electorate and council at a strategic level through links and partnerships at local, regional and national levels.
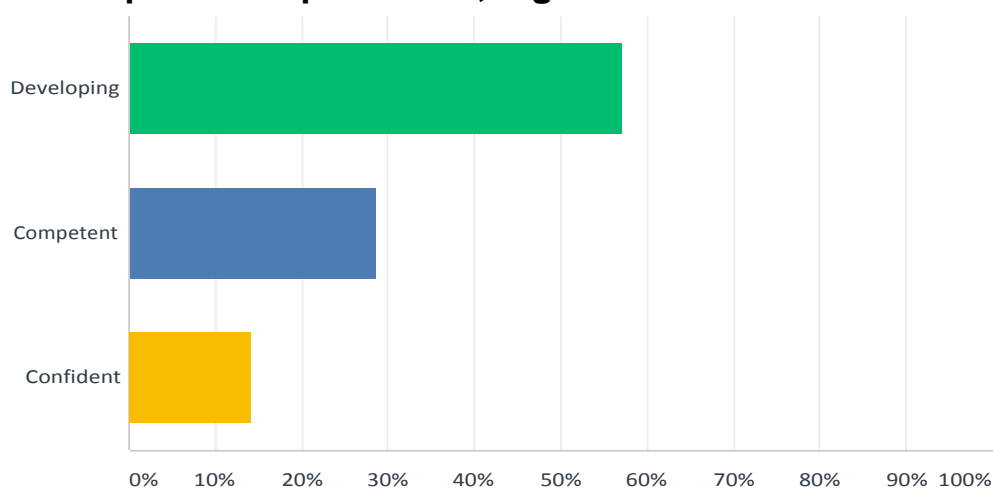
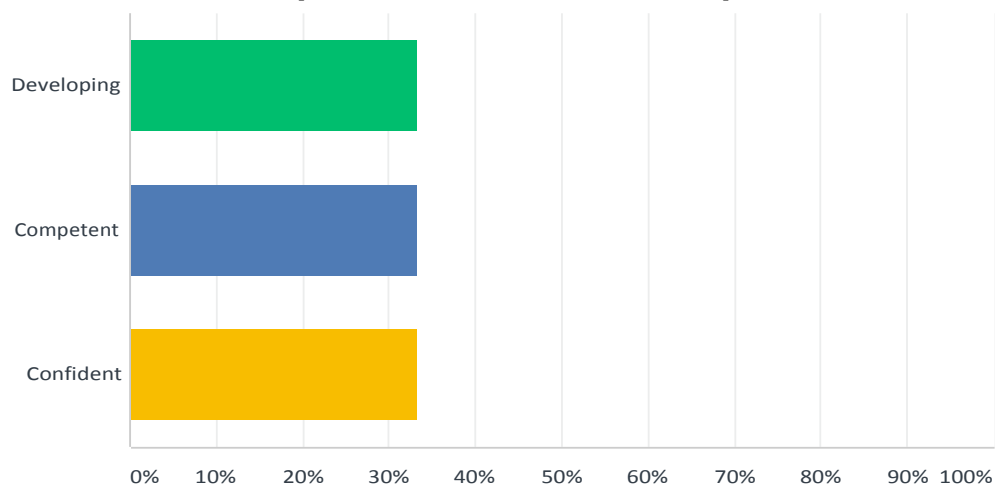| ANSWER CHOICES	RESPONSES	
Developing	57.14%	8
Competent	28.57%	4
Confident	14.29%	2
TOTAL		14

Excellence in Leadership

Q46 I provide visionary and charismatic leadership, inspire trust in others and gain commitment to policies and decisions.
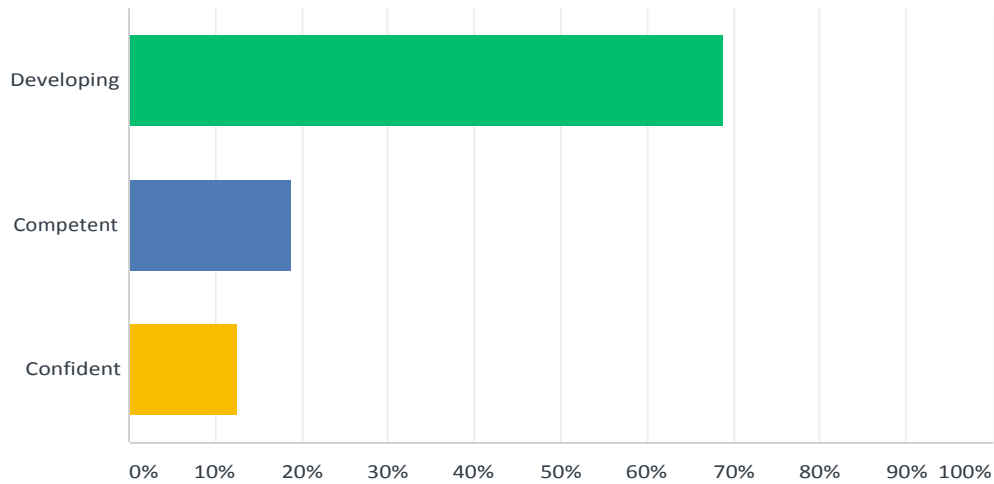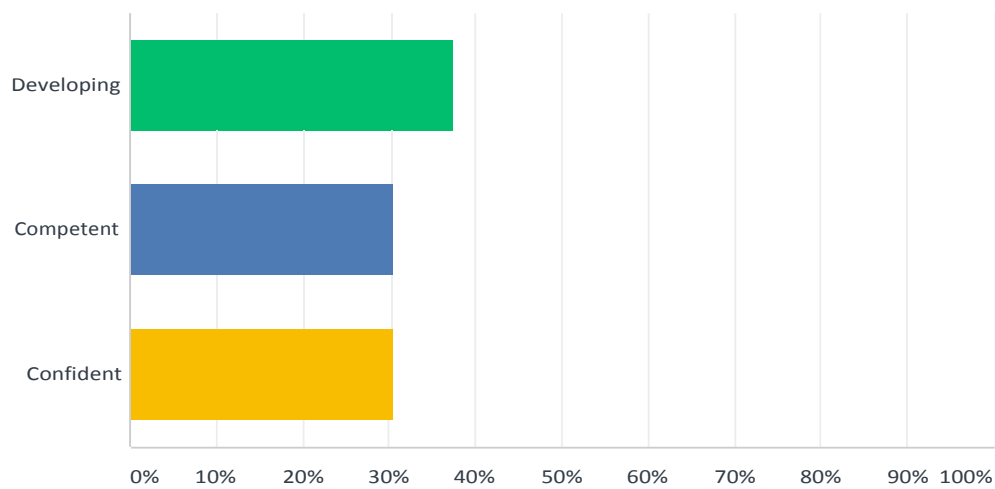

ANSWER CHOICES	RESPONSES	
Developing	68.75%	11
Competent	18.75%	3
Confident	12.50%	2
TOTAL		16

Q47 I shape a culture of excellence and act as a role for appropriate behaviour, ethical practice and democratic process.
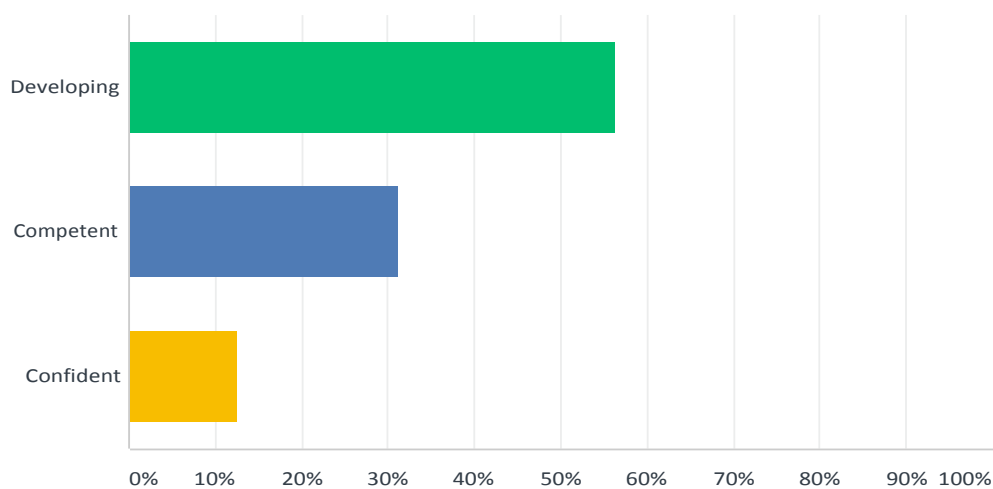

ANSWER CHOICES	RESPONSES	
Developing	33.33%	5
Competent	33.33%	5
Confident	33.33%	5
TOTAL		15

Q48 I build strong relationships with senior officers and cabinet based on open communication, co-operative working and trust.
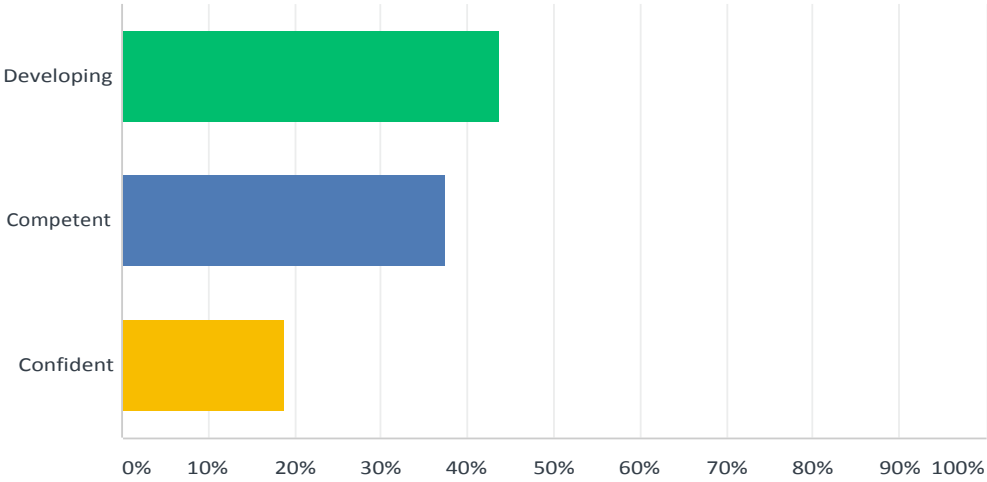

ANSWER CHOICES	RESPONSES	
Developing	37.50%	6
Competent	31.25%	5
Confident	31.25%	5
TOTAL		16

Q49 I act as the public face of the council and champion council needs in regional and national debates.

ANSWER CHOICES	RESPONSES	
Developing	56.25%	9
Competent	31.25%	5
Confident	12.50%	2
TOTAL		16

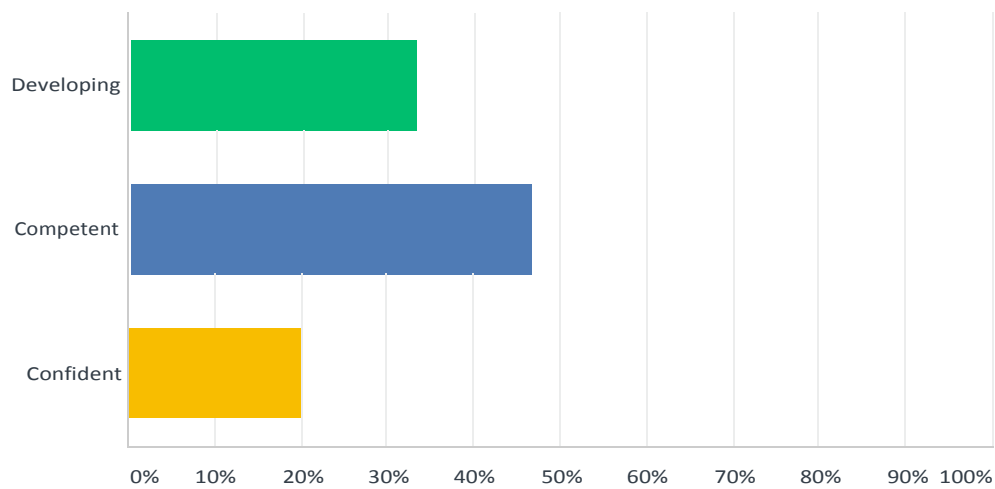## Q50 I work across political and council boundaries to foster communication and encourage co-operation.

ANSWER CHOICES	RESPONSES	
Developing	43.75%	7
Competent	37.50%	6
Confident	18.75%	3
TOTAL		16

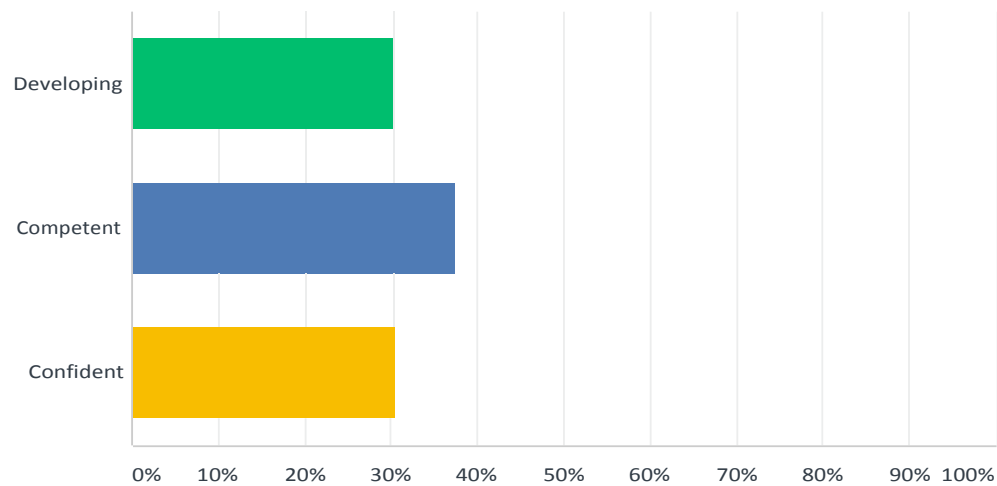# Q51 I judge what to get involved in and when to say "no", prepared and able to troubleshoot.

ANSWER CHOICES	RESPONSES	
Developing	33.33%	5
Competent	46.67%	7
Confident	20.00%	3
TOTAL		15

Q52 I develop others and share best practice, committed to learning.

ANSWER CHOICES	RESPONSES	
Developing	31.25%	5
Competent	37.50%	6
Confident	31.25%	5
TOTAL		16

Q53 I effectively 'juggle' numerous, potentially conflicting, responsibilities.
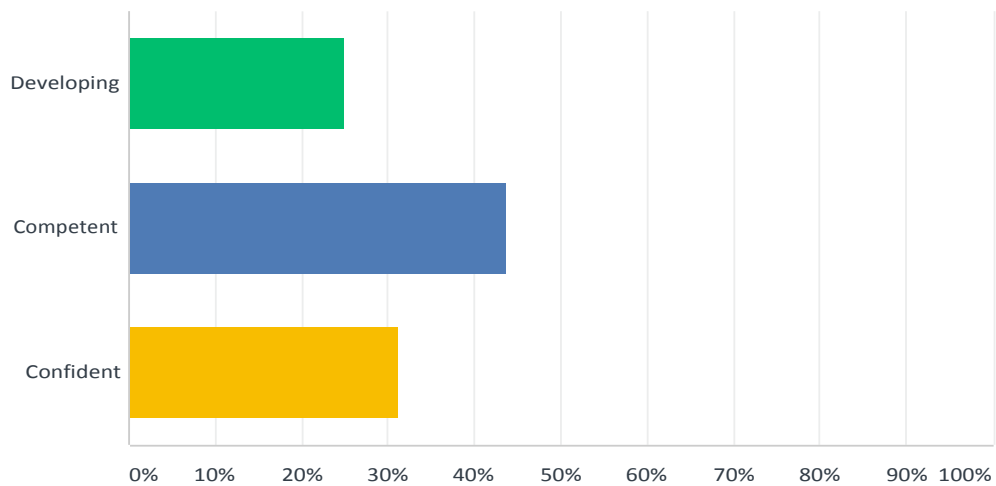
ANSWER CHOICES	RESPONSES	
Developing	25.00%	4
Competent	43.75%	7
Confident	31.25%	5
TOTAL		16

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