



**Brent Council  
Councillor Personal  
Development Priorities Analysis  
February 2023**

# BRENT COUNCIL COUNCILLOR PERSONAL DEVELOPMENT PRIORITIES ANALYSIS SUMMARY REPORT AND KEY RECOMMENDATIONS

## 1. BACKGROUND

Brent Council provided all Councillors with the opportunity to undertake a refresh of the Personal Development Plan a process that was first undertaken from September 2014. In addition to the refresh Councillors who had not previously engaged in the programme were invited to participate. The programme in 2022 particularly targeted the participation of the Councillors elected for the first time to Brent Council on the 6<sup>th</sup> May 2022.

The approach undertaken was based on a structured one to one discussion and the completion of a Councillor Personal 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 structured personal development planning discussions took place on a virtual basis via Teams. The individual discussions followed a structured process and usually lasted between 1.5 and 2 hours.

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

The one-to-one session was both a refresh for Councillors who had participated in 2014/2017/2018/2020 and was particularly targeted on the Councillors newly elected in May 2022. Thirty-one of the fifty-seven (54%) Brent Councillors took up the opportunity of a one-to-one session and the completion of Councillor Personal Development Plan, this built on the 25% who participated in 2020 and the 45% that participated in the programme following the 2018 elections. The one-to-one sessions took place between September 2022 and November 2022.

The programme had the participation and involvement of twenty-four Labour Group Councillors, five Conservative Group Councillors and two Liberal Democrat Group Councillors. Participation included the three Group Leaders, two Lead (Cabinet) Members, four Chairs/Group Whip, the Mayor and Deputy Mayor and sixteen Councillors elected in May 2022.

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, twenty-two 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-** 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.
- **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.
- **Providing Vision**- Adapt innovatively to a changing environment to open new ideas.
- **Providing Vision**- Can act to broaden perspective and enhance effectiveness by learning from each other's and sharing best practice
- **Managing Performance**- Ability to work closely with senior officers to develop, agree and implement portfolio strategies.
- **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 work across political and council boundaries to foster communication and encourage co-operation.
- **Excellence in Leadership**- Able to effectively 'juggle' numerous, potentially conflicting responsibilities.

The analysis of the Political Skills Questionnaire identified that compared to 2020 Councillors have prioritised significantly less areas for development particularly within the core six competencies relevant to all Councillors. The only areas identified for development by more than 40% of respondents are in the area of 'Scrutiny and Challenge'.

Attributes within the framework for development were mostly identified from the three leadership areas (Providing Vision, Managing Performance and Excellence in Leadership). This is a likely response to the number of newly elected Councillors (16 new Councillors) who completed the Political Skills Questionnaire in 2022 and who had limited political leadership experience. However, it was surprising that clear development priorities were *not* identified from within the core six competencies.

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 following their 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 Personal 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 'best practice' approach is now embedded into the Brent Council strategic approach to councillor development.

This summary report and the individual Personal 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 Councillor Development Charter and in September 2018 the Council was accredited in respect of the Councillor Development Charter Plus and was re-accredited with Charter Plus again in December 2021. The approach taken as part of this programme will have a significant impact in supporting the Councils Charter Plus reassessment to be undertaken by December 2024.

## 2. COUNCILLOR DEVELOPMENT SUPPORT

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

- Q. When do you prefer development activities to be arranged?  
(Respondents chose all that applied)?
- During the working week - 13 positive responses
  - **Evening (6pm start) - 21 positive responses**
  - Weekends - 6 positive responses
  - Other (please elaborate) - 0 response.

The preferred timing for scheduling learning and development 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. The evening sessions are in keeping with the current approach to learning and development led by the Member Services Team. This preference was the same as in 2020.

A preference for the daytime 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 engagement, case work, surgeries and political activities.

Regarding the preferred approach to learning and development the 31 participating Councillors prioritised this as follows (Respondents chose all preferences that applied to them):

- E learning - 9
- External seminars/conferences - 15
- Internal briefings and workshops - 22
- **Virtual Learning - 23**

The preferred method of learning and development was through *virtual internal learning and information workshops delivered via a Teams/Zoom platform*. This preference followed the shift to virtual learning during the Covid19 pandemic and this appears to be a long term change due to the identified benefits of virtual learning e.g. convenience, time management, supporting more effective work-life balance.

Virtual learning is also the most cost effective approach to learning and development and can be bespoke to Brent Council.

Councillors did express an interest and enthusiasm for development to include networking and virtual interventions with other Councils and Councillors. Those Councillors with chairing and special responsibilities had an interest in building and attending networks (virtual and in person) with Councils and Councillors across London. Member Services may wish to look at further developing these alternative approaches to development where they can add value and support Councillors to identify and participate in London wide or national networks.

*Internal, In person Briefings and workshops commencing at 6pm* have since the end of the Pandemic have again become the main delivery approach for councillor learning and development. This approach continues to have a high preference (22 supportive responses) as Councillors enjoyed and benefited from the in person interaction and group discussion.

Councillors in full time employment did state that they often found it difficult to get to a session by 6pm and there was a desire for the Council to offer a 'Hybrid' option to Councillor Learning and Development sessions. However, it was recognised that the hybrid approach can be difficult to co-ordinate and facilitate.

*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 LGA single modules 'Leadership Essentials' programmes . There was a view that external Leadership development programmes should be required for all Lead Members and Chairs of Committees. The LGA since 2022 does offer many of its leadership programmes on an in person and virtual basis to accommodate different preferred learning styles and preferences.

There continued to be only limited support for *E- Learning* as a preferred method of learning delivery and Councillors saw it as an approach to compliment rather than replace in-person or virtual workshops and programmes.

The LGA e- learning platform/Councillor Hub <https://www.local.gov.uk/our-support/councillor-development/new-councillor-hub> that was launched in 2021 and that can be accessed via a Councillor registration, does offer a cost-effective *E- Learning Platform* to compliment the specific learning offer provided by the Council.

### **3. KEY SKILLS AND INTERESTS COUNCILLORS BRING TO THE ROLE**

The one-to-one session and the Personal Development Plans (31 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 supporting the local community the skills brought to the role included:

- Communication
- Community leadership and representing the ward.
- Consultancy
- Public speaking and presentation
- Public Affairs
- Team working
- Decision-making skills
- Policy and strategy
- Planning
- Scrutiny and challenge
- e skills and digital communication
- Social media
- Mentoring
- Coaching

#### **4. KEY AREAS FOR COUNCILLOR DEVELOPMENT – KNOWLEDGE AND SKILLS**

The Councillors participating in the one-to-one sessions 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/digital 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 **31** Councillors for development include:

##### **Skills (Number of councillors prioritising as a development need)**

- **Chairing skills and the ability to facilitate discussions** (13 Councillors)
- **Confidence in public speaking and making speeches** (11 Councillors)
- **Time Management** (10 Councillors)
- Questioning skills (8 Councillors)
- Influencing and persuading skills (7 Councillors)
- Ability to communicate with a range of audiences (6 Councillors)
- Casework management i-casework/advice surgeries (4 Councillors)
- Effectively contribute to meetings (4 Councillors)
- Speed reading/effective reading (0 Councillors)

##### **IT Skills (Number of councillors prioritising as a development need)**

- Social Media (Twitter/Facebook/What's App, Instagram) (3 Councillors)
- Using a handheld device (3 Councillors)
- Outlook/Managing emails (2 Councillors)
- Excel (1 Councillor)
- PowerPoint (1 Councillor)
- Internet/Intranet (1 Councillor)
- Word (1 Councillor)
- Basic computer/keyboard skills (0 Councillors)

##### **Knowledge (Number of councillors prioritising as a development need)**

- **Local Government Finance** (12 Councillors)
- **Cabinet and Leadership development** (10 Councillors)
- **Overview and scrutiny** (8 Councillors)
- Understanding the organisation, constitution, protocols (7 Councillors)
- Local and national policies and the impact on the Council (4 Councillor)
- Community leadership/knowing my ward (3 Councillors)
- Freedom of Information and data protection (GDPR) (0 Councillors)
- Diversity and equality (0 Councillor)
- Ethics and standards (Code of Conduct) (0 Councillor)

## 5. KEY RECOMMENDATIONS FOR DEVELOPMENT

Since the Personal Development Plans undertaken in 2020 there has been very limited changes in the development priorities identified by participating Councillors. As was the case in 2020 IT skills are well established and knowledge, awareness and use of the different social media platforms is well embedded. However, there was a high level of interest by Councillors in the development of digital skills that support community leadership and public engagement e.g. LGA Leadership Essentials, Digitalisation programme.

### Skills

- **Chairing skills and the ability to facilitate meetings.** This again like in 2020 was prioritised by Councillors as a top skill for development by thirteen participating Councillors. The focus was on chairing both in person and virtual meetings. The chairing preference was not just for principal Council Committees but also for local forums, community networks and public meetings.

Many of the newly elected Councillors expressed a desire for chairing skills development as a consequence of needing to chair ward meetings, Neighbourhood Forums etc. Also newly elected Councillors were ambitious to be considered for future Committee Chair and Vice Chair roles.

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 development priority for eleven of the thirty-one participating Councillors, the focus should be around providing Councillors with the skills to present in both formal committees and Council meetings and in more informal surroundings.

The development should include making an impact in meetings including making a speech and how to use digital platforms to maximise impact. 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 had already scheduled this development intervention in 2022 but a refresh should be considered in the light of the Personal Development Planning discussions .

Lead Members also expressed a desire for additional support in respect of media skills development particularly to support live television and radio interviews. Also, how to use e-platforms e.g., YouTube to effectively promote the work of the Council and to ensure maximum impact from the use of new methods of communication.



- **Effective Time Management** was for the first time prioritised as a development priority by ten of the thirty-one participating Councillors. The desire for development support in this area came from both newly elected Councillors who had to manage a professional role alongside the councillor role and those in leadership roles both Lead Members and Committee Chairs.

The support and development identified was in respect of how to prioritise e.g. casework queries, delegation skills and balancing the Councillor role with professional career aspirations. Newly elected Councillors were committing a high number of weekly hours to the role to respond to case-work, undertake surgeries and build up personal visibility and recognition in the ward. Newly elected Councillors are undertaking 15-20 hours per week in the non -executive councillor role. Councillors in the new two- Councillor wards did particularly highlight high demands on their time.

- **Casework Management and Ward Priorities** as a specific development need was only prioritised by four Councillors. However, the one to one conversations did identify that in many wards Councillors had not set key objectives and priorities for the ward over the next three to four years and this approach to setting measurable ward priorities should be encouraged. Good practice in establishing measurable ward priorities was identified in Harlesden and Kensal Green.

A number of Councillors also expressed issues with utilising and engaging the Member Enquiry System to support effective casework management. The Member Enquiry System was the only approach to engaging officer support with casework issues and one to one support should be provided to Councillors to support best use of the Enquiry System. This approach had become more important due to the recording of casework through the Member Enquiry System been used to support effective ward performance management.

## IT/ e- Skills

- **Digital Communication**  
Councillors have an integral role to play in ensuring residents feel empowered to embrace digital innovation that will support digital capability across local communities. The one-to-one sessions identified that Councillors saw it as important that they had the appropriate digital skills to support residents and communities. Many Councillors had developed their digital skills during the Pandemic when supporting the Mutual Aid Groups. However, many of the newly elected Councillors identified digital skills as a key development priority. The skills identified included:
  - Digital inclusion and connectivity in the local community
  - Digital communication
  - Cyber security
  - Using digital skills to support the community and
  - Digital Political Leadership in the local community.

- **IT Skills development** in 2022 as in 2020 are now well embedded with no Councillors in 2022 prioritising basic computer/keyboard skills as a development priority. Recently elected Councillors have a high level of IT skills and high expectations of the Council in respect of access to hardware and in the use and functionality of the IT software.

Councillors are also well established and competent in the use of social media, Twitter, Facebook, Instagram and in particular the prevalent use of 'What's App' groups to support specific communities and interests.

The Council Induction Programme was recognised as been very pro-active in its approach to supporting one to one IT training and development requirements.

## Knowledge

- **Leadership development.** Leadership development for existing, recently appointed/elected and aspiring cabinet members was identified as a 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 of the thirty-one 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 opportunities arising from political succession planning.

The leaderships success in taking forward political succession planning in respect of Cabinet/Lead Member roles has acted as a catalyst to encourage a wider group of Councillors to prioritise their personal and political leadership skills. Political succession planning has led to a highly representative Cabinet with talent promoted on an accelerated basis from the 2018 intake .

The Leader now undertakes regular 1-1 sessions with Cabinet Councillors that assist in establishing and evaluating *portfolio* priorities. Whole Cabinet team development sessions should also be regularised to support Cabinet relationship and team building and to develop a shared understanding of each portfolio area and the priorities and targets in the portfolio area.

Cabinet Councillors since 2018 have also been provided with the opportunity, to have an external mentor through the LGA. and encouraged to network with other cabinet members in similar portfolio areas across London.

All Cabinet Councillors have been supported to participate on the **LGA Leadership Academy** and **LGA Leadership Essentials individual programmes and the BAME Councillors Weekender**. These programmes support knowledge and wider leadership skills. The council has a continued commitment to supporting councillors to attend the LGA Leadership Academy, The Young Councillor Weekender and single leadership modules

e.g. Leadership Essentials: Being an Effective Cabinet Member.

Due to work life balance and family commitments Councillors may not be able to commit to the six-day Leadership Academy. For these councillors, a one-day **Political Leadership** master class is available for councillors holding leadership positions including Cabinet Councillors, Committee Chairs and the Minority Group Leaders. The Minority Group Leaders should also consider prioritising the **LGA Effective Opposition Programme**.

As in 2020 **Media skills** was identified as a priority for Lead Members and Committee Chairs who have a significant public interface. Such Councillors should continue to be provided with the opportunity to attend media masterclasses to develop and enhance the range of media skills required E.g. LGA Communication and Media Political Leadership Masterclass, a five hour virtual masterclass to enhance interview skills.

Councillors also expressed a desire to become an accredited LGA Peer Assessor or an external mentor.

- **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. Eight of the thirty-one participating Councillors identified overview and scrutiny as an area for further development.

Also, the analysis of the Political Skills Framework Questionnaire highlighted that *'Scrutiny and Challenge'* was the only area within the six core competencies that Councillors completing the Questionnaire highlighted as a *'Area for Development'* (40% plus of respondents highlighted themes within *'Scrutiny and Challenge'* as a development priority).

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.

Councillors participating were of the view that overview and scrutiny did have a significant impact although those in the minority groups were of the view that they had a limited sphere of influence. Lead Members also recognised and saw the importance of Overview and Scrutiny in acting as a *'resource'* to support effective cabinet decision-making.

All Overview and Scrutiny Chairs and Vice Chairs should be encouraged to participate on the LGA Leadership Essentials – Effective Scrutiny Programme on either an in person or virtual basis.

Continued Overview and Scrutiny development should focus on:

- Overview and scrutiny, the role and potential as a **'critical friend'**
- The role of overview and scrutiny in acting as a voice for the community.
- The relationship between Cabinet and scrutiny, developing scrutiny as a **'resource'** for Cabinet and Council.
- Developing high impact reviews and SMART recommendations
- Analysing complex information and project planning/scoping a scrutiny review

- Skills for effective scrutiny including exerting influence and chairing skills.
- The Overview and Scrutiny Chairs and Vice Chairs should be encouraged and supported to network on a virtual basis with other Chairs of Overview and Scrutiny across London. Formal/informal networks should be established to exchange information and support ongoing development.
- **Local Government Finance.** Twelve of the thirty-one participating Councillors identified Local Government Finance and budgets as an area for further development, the most prevalent development priority within the 'Knowledge' area of the Personal Development Plan. Specific development requirements identified by Councillors included an understanding of Local Government finance, the budget setting process and how Councillors can provide effective scrutiny and accountability of the budget process.

The 'Cost of Living Crisis' and the impact for residents in specific wards was identified by Councillors and in particular newly elected Councillors as the key reason for identifying Local Government Finance as a key development priority. Councillors had a desire to better understand how the budget is developed and the impact of budgetary reductions that would allow them to be better placed to participate in discussion around the service and budget priorities. Councillors also wanted to be able to ask the difficult questions with regards the likely community impact of the budget cuts/reductions.

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

LGA Councillor workbooks in respect of Local Government Finance and Scrutiny of Finance are available targeted for all councillors and useful to new councillors. These are available to download on the LGA website <https://www.local.gov.uk/our-support/highlighting-political-leadership/community-leadership/councillor-workbooks> For those involved in the Audit Committee the LGA support a fully funded Leadership Essentials programme. The LGA Being an Effective Cabinet Member also addresses Local Government Finance issues.

In addition to the external programmes delivered by the LGA the Member Support Team should look at offering regularised short virtual Councillor briefings to update Councillors on the budget, finance and the potential impact in the wards. This should assist in facilitating councillor engagement and local ward communication in this area.

## 6. MENTORING

The Councillor Personal Development Plan Analysis also identified Councillor support for a structured approach to mentoring and peer support. New Councillors, those elected in a by-election or special election identified the importance and desire for Councillor-to-Councillor mentor support. Newly elected Councillors had been assigned a 'Buddy' but the use of this support was inconsistent with most newly elected Councillors either not aware or not using this source of support. Lead Members prioritised external mentoring provided through the LGA or via Party Group

involvement.

The LGA has provided mentors with relevant skills and experience to deliver 1:1 mentoring support to a number of Councillors. The Council has also committed to continuing to offer this opportunity to all new Lead Members and Chairs of Committees.

The Labour Group following the 2018 election was proactive in developing a Mentoring Peer Support Programme with all new Members provided with a trained mentor that followed a best practice approach to mentoring. This approach should be considered to provide support to those newly elected in 2022. Any mentoring programme should be provided on a corporate basis led by the Member Support team rather than through individual political Groups. The programme should be open to 'all' newly elected Councillors across each of the three political Groups.

## **7. MOVING FORWARD**

The Councillor Personal Development Planning 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 Councillor Personal Development Analysis has also highlighted the scope and positive impact of the councillor development that has been undertaken. The development programme was supported and sustained throughout the Pandemic and was accelerated following the May 2002 elections and the comprehensive and well received induction programme.

Councillor engagement in development and learning has been sustained and Councillor learning and development sessions continue to be actively promoted to all Councillors through:

- The weekly Members' Information Bulletin.
- The weekly update of the Council calendar.
- Electronic calendar invitations to all Councillors and
- Direct telephone calls to Councillors.

Development sessions are also offered on more than one occasion for Councillors who are not able to attend the originally listed development session. Sessions are also scheduled to take account of personal circumstances like work commitments, childcare arrangements, religious occasions, etc. The electronic calendar invitations text messaging service, has also assisted in sustaining Councillor participation in learning and development activities.

The thirty-one Personal Development Plans and this report should act as the focus for taking forward a councillor development programme up to 2024/25 and in preparation for the scheduled 2026 elections. The Personal Development plans should also be reviewed, and plans updated and evaluated in 2024/25.

The Councillor Personal Development Plan Analysis will also support the Member Development Steering Group in respect of the LGA/London Councils Councillor Development Charter Plus re-assessment to be undertaken by December 2024.

**Mark Palmer**  
**Development Director**  
**South East Employers February 2023**

Appendix 1



**Brent Council  
Councillor Personal Development  
Plan**



Brent Council is providing all Councillors with the opportunity to undertake a one-to-one session to support a comprehensive Councillor Personal Development Analysis. This Personal Development Plan is designed to help identify what information and development you require to effectively fulfil your role as a Brent Councillor.

This plan is confidential and will be completed as part of the one-to-one discussion. The aim is to complete the plan 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, 07887 982602 or [mark@seemp.co.uk](mailto: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? <i>Please list</i>	
Are there any aspects of your Council work that you have a keen interest in? <i>Please list.</i>	
Considering your ambition for your: - <ul style="list-style-type: none"><li>• Ward</li><li>• Council and</li><li>• Political Party</li></ul> What are your priorities and goals for the next 24 months?	

<p>What skills and knowledge would help you to achieve these priorities and goals? <i>Please list.</i></p>	
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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  Virtual Learning



<b>Skills</b>	<b>Development required (✓)</b>	<b>No development required (✓)</b>
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		
<b>IT skills</b>	<b>Development required (✓)</b>	<b>No development required (✓)</b>
Using a handheld mobile device		
Outlook / managing emails		
Internet / Intranet		
Word		
Excel		
PowerPoint		
Basics computer / keyboard skills		
Social media (Twitter, Facebook, What's App etc.)		
<b>Knowledge</b>	<b>Development required (✓)</b>	<b>No development required (✓)</b>
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		

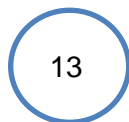
<b>Development Objective</b>	<b>How will this objective be met?</b>	<b>How will I recognise success?</b>	<b>Target / completion date</b>	<b>Implementation and feedback</b>

## APPENDIX 2

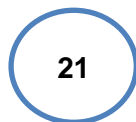
### PERSONAL DEVELOPMENT ANALYSIS – BASED ON ONE-TO-ONE DISCUSSION AND COMPLETED PERSONAL DEVELOPMENT PLAN FOR 31 COUNCILLORS

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

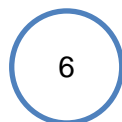
During the working week



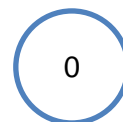
Evening (6 pm start)



Weekends

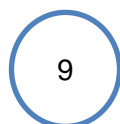


Other (please elaborate)

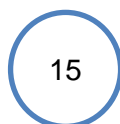


How do you prefer development activities to be arranged? (Respondents chose all that applied)

E-learning



External seminars and conferences



Internal briefings and workshops



Virtual Learning



Skills	Development required (✓)	No development required (✓)
Effectively contributing to meetings	4 (1)	27 (15)
Confidence in public speaking, including making speeches and delivering presentations	11 (11)	20 (5)
Chairing skills and ability to facilitate discussions	13 (5)	18 (11)
Questioning skills	8 (2)	23 (14)
Influencing and persuading skills	7 (3)	24 (13)
Ability to communicate with a range of audiences	6 (3)	25 (13)
Speed reading / effective reading	0 (0)	31 (16)
Time management	10 (2)	21 (14)
Casework / advice surgeries management	4 (2)	27 (14)

IT skills	Development required (✓)	No development required (✓)
Using a handheld mobile device	3 (0)	28 (16)
Outlook / managing emails	2 (1)	29 (15)
Internet / Intranet	1 (0)	30 (16)
Word	1 (1)	30 (15)
Excel	1 (1)	30 (15)
PowerPoint	1 (1)	30 (15)
Basics computer / keyboard skills	0 (0)	31 (16)
Social media (Twitter, Facebook etc.)	3 (6)	28 (16)

Knowledge	Development required (✓)	No development required (✓)
Understanding the organisation and how it works, the Constitution, protocols and conventions	7 (4)	24 (12)
Ethics and standards (Code of Conduct)	0 (0)	31 (16)
Local and national policies and their impact on the Council	4 (3)	27 (13)
Overview and Scrutiny and decision making	8 (7)	22 (9)
Diversity and Equality	0 (0)	31 (16)
Freedom of Information / Data Protection	0 (0)	31 (16)
Local Government Finance	12 (7)	19 (9)
Community leadership / knowing my ward	3 (1)	28 (15)
Cabinet / leadership development (understanding portfolio)	10 (8)	31 (8)

**(The figures in brackets represent the 2020 responses to the questionnaire)**

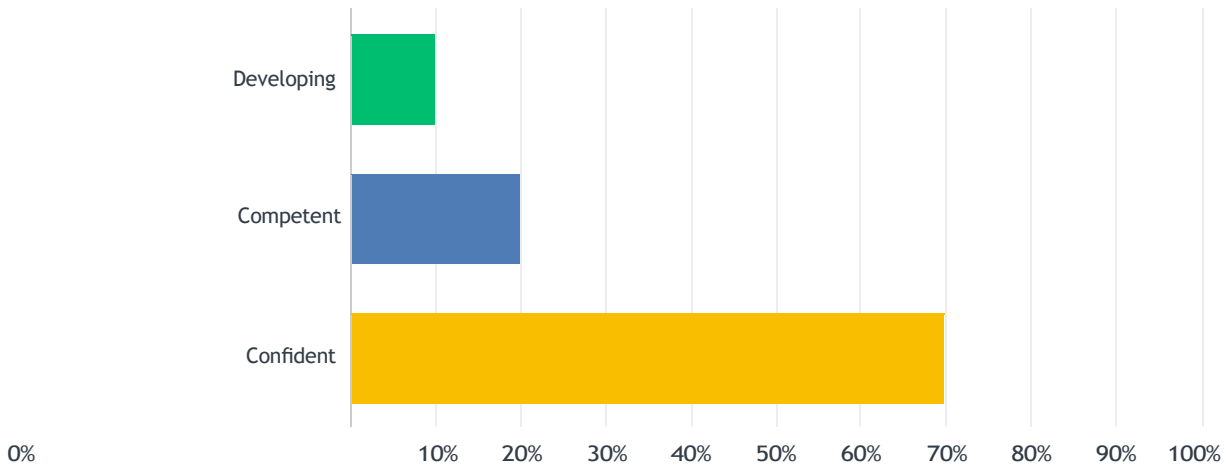
Appendix 3



**Councillor Political Skills  
Framework  
Self-Evaluation  
Questionnaire**

**Q1 Local Leadership:** I speak to residents; I seek their opinions, and look for ways to represent them effectively.

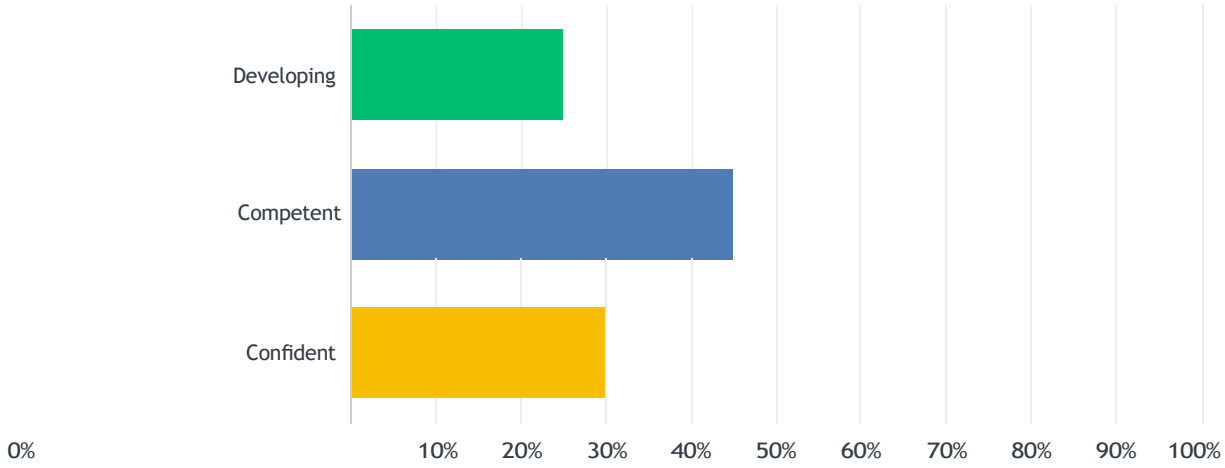
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	20.00%	4
Confident	70.00%	14
<b>TOTAL</b>		<b>20</b>

Q2. I maintain my awareness of local concerns by talking to different groups of people, including 'hard to reach' groups (gypsies and traveler's, young people, vulnerable people, migrant workers, etc).

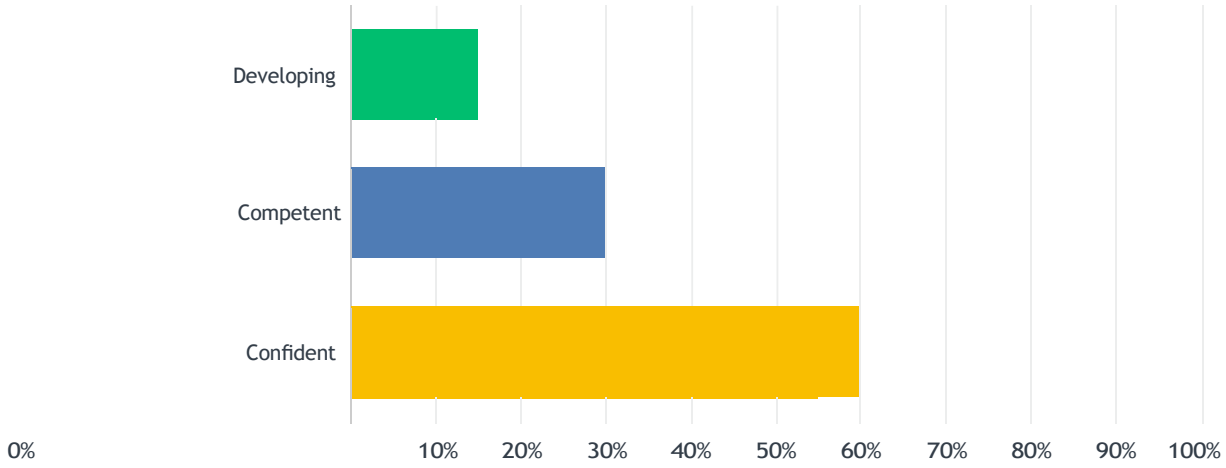
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	25.00%	5
Competent	45.00%	9
Confident	30.00%	6
<b>TOTAL</b>		<b>20</b>

**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.**

Answered: 20 Skipped: 2

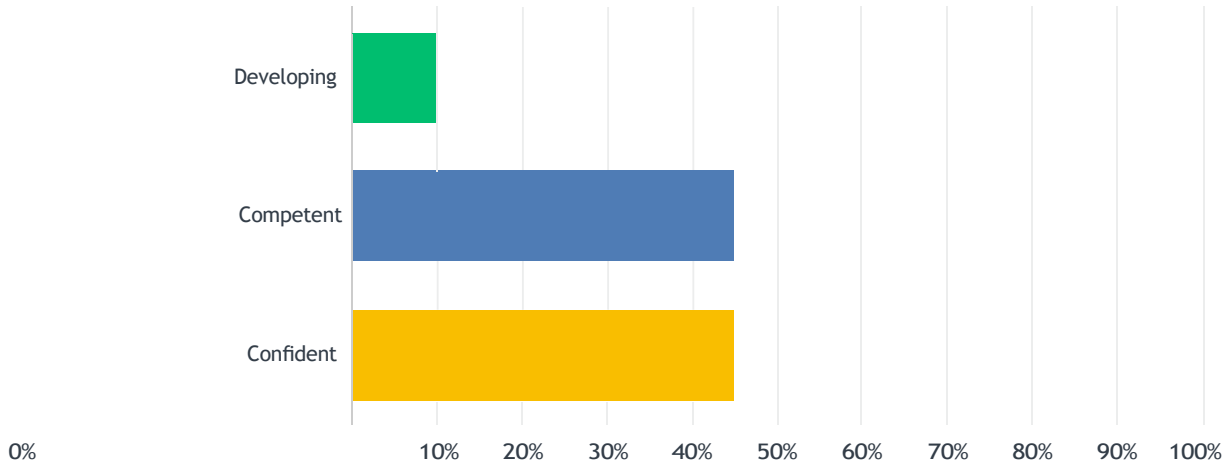


ANSWER CHOICES	RESPONSES	
Developing	15.00%	3
Competent	30.00%	6
Confident	55.00%	11
<b>TOTAL</b>		<b>20</b>



Q4. I establish good working relationships with different groups and people, to ensure their involvement in the decision making process.

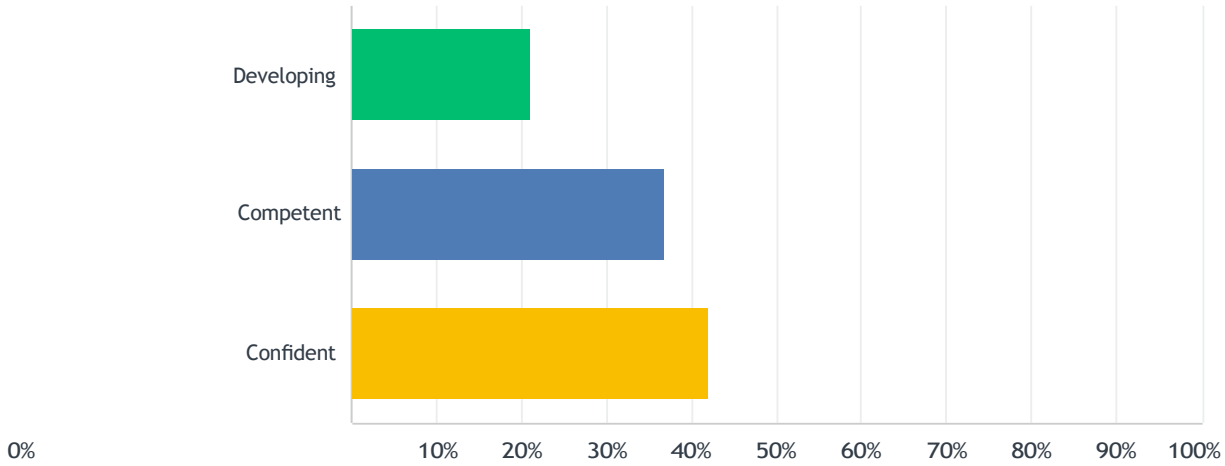
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	45.00%	9
Confident	45.00%	9
<b>TOTAL</b>		<b>20</b>

**Q5. I work with the community to improve understanding and cooperation between individuals and groups and overcome potential misunderstandings.**

Answered: 19 Skipped: 3

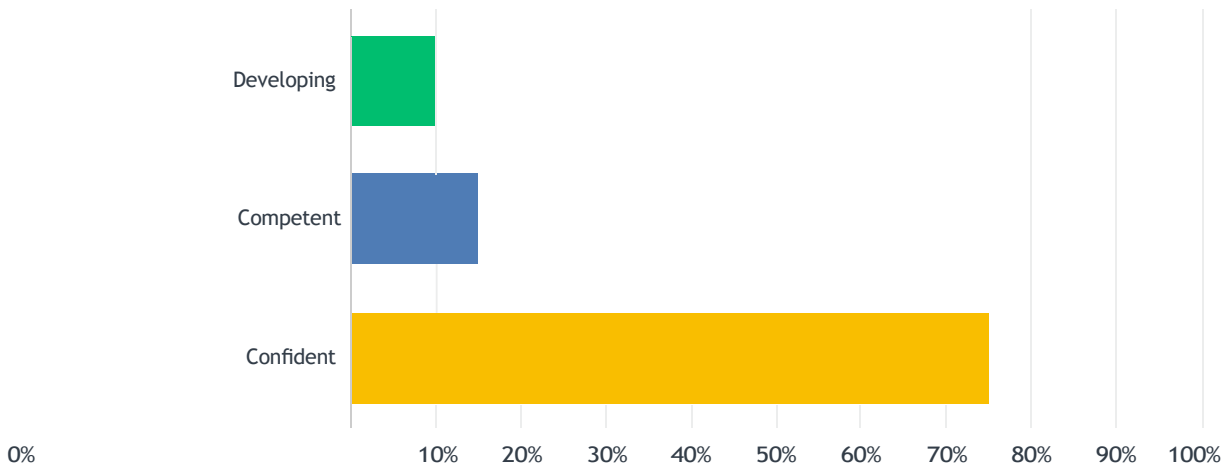


ANSWER CHOICES	RESPONSES	
Developing	21.05%	4
Competent	36.84%	7
Confident	42.11%	8
<b>TOTAL</b>		<b>19</b>



**Q6. Partnership Working:** I actively work to build good relationships with colleagues, officers, community groups and other organisations.

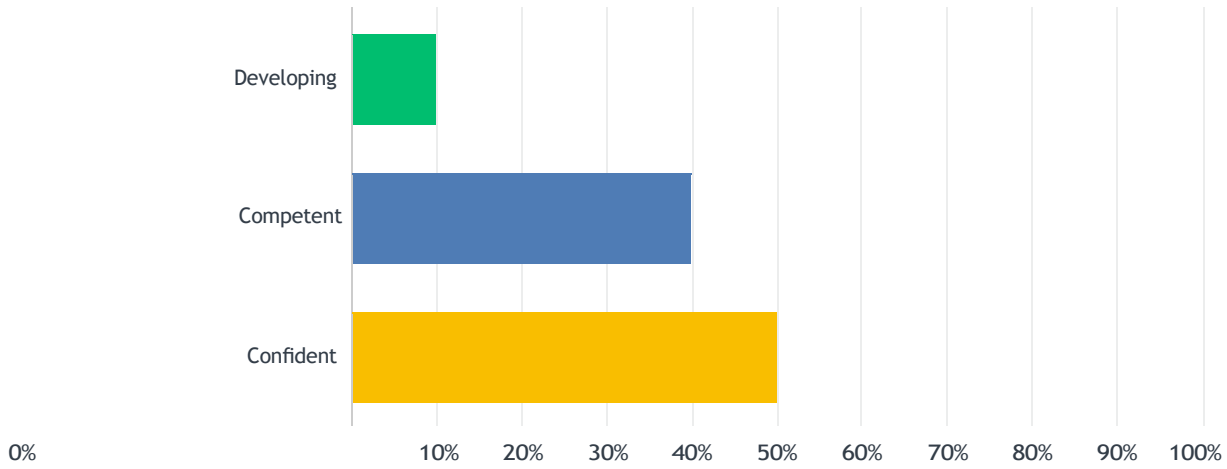
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	15.00%	3
Confident	75.00%	15
<b>TOTAL</b>		<b>20</b>

### Q7. I work with and inspire others in order to achieve shared ambitions.

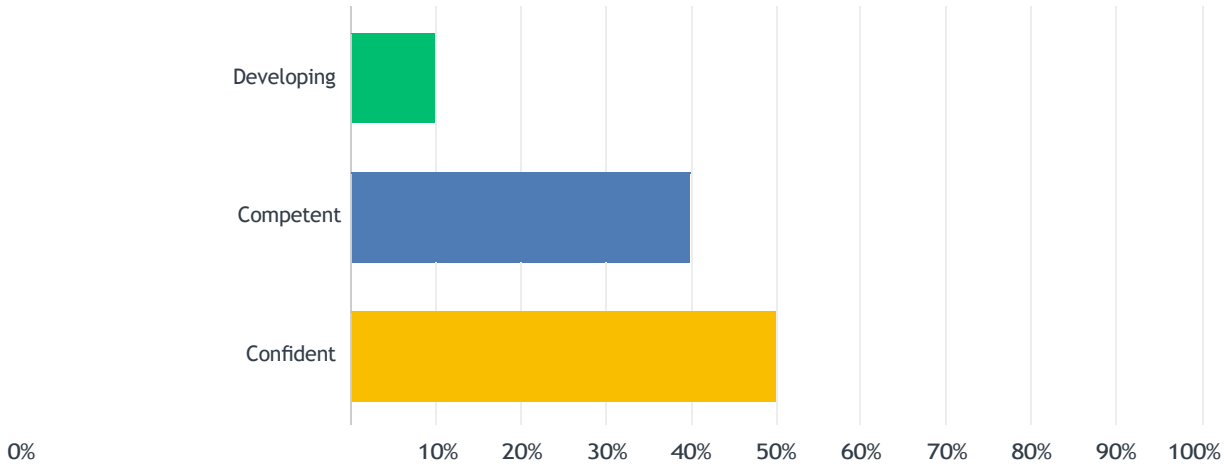
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	40.00%	8
Confident	50.00%	10
<b>TOTAL</b>		<b>20</b>

### Q8. I am able to decide when to encourage and enable others to take responsibility.

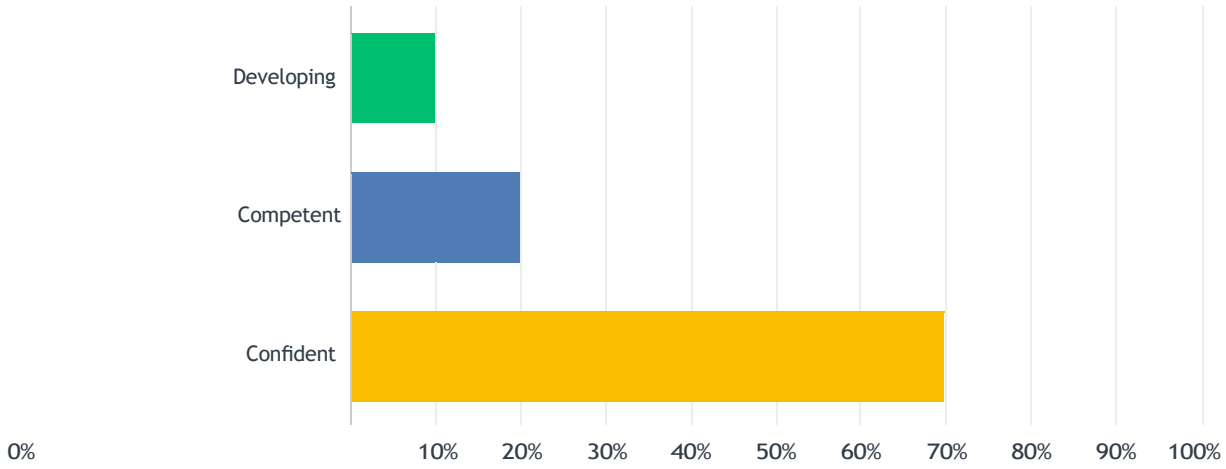
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	40.00%	8
Confident	50.00%	10
<b>TOTAL</b>		<b>20</b>

Q9. I am able to establish an environment that encourages people from diverse backgrounds to feel valued, trusted and included.

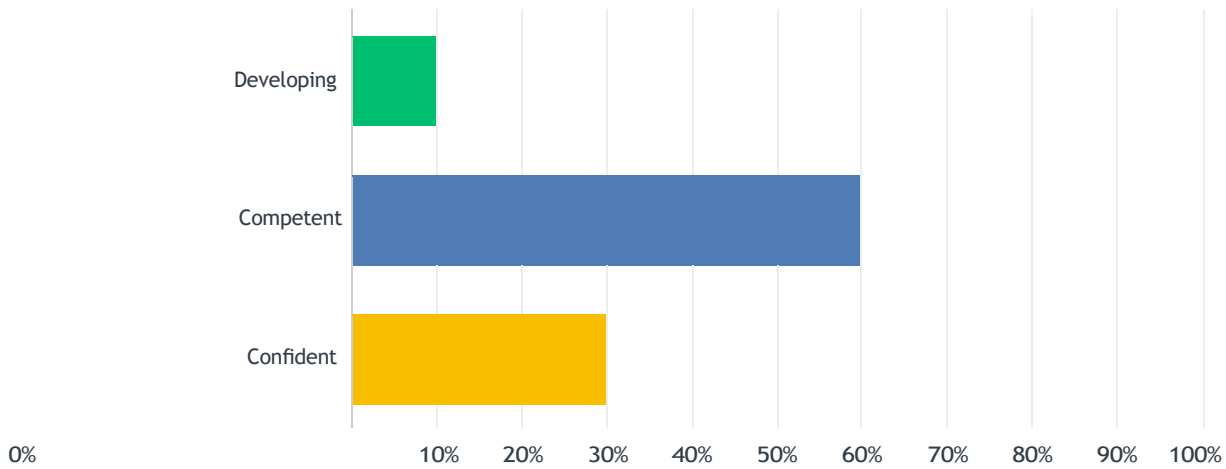
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	20.00%	4
Confident	70.00%	14
<b>TOTAL</b>		<b>20</b>

Q10. I understand the part I play in building and shaping key partnerships at various levels (local, regional and national – where relevant).

Answered: 20 Skipped: 2

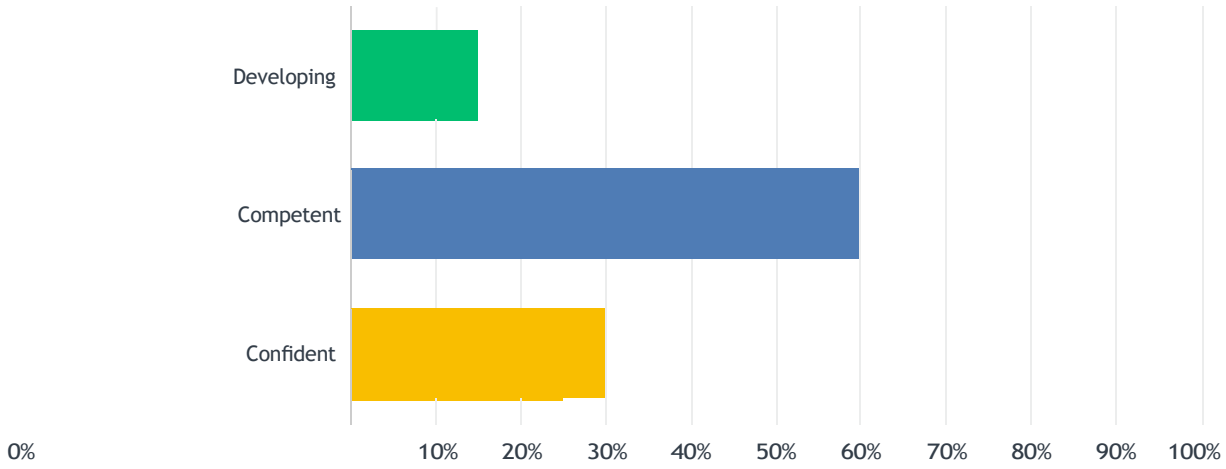


ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	60.00%	12
Confident	30.00%	6
<b>TOTAL</b>		<b>20</b>



Q11. I am confident enough in my ability to help resolve conflict or stalemate effectively.

Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	15.00%	3
Competent	60.00%	12
Confident	25.00%	5
<b>TOTAL</b>		<b>20</b>

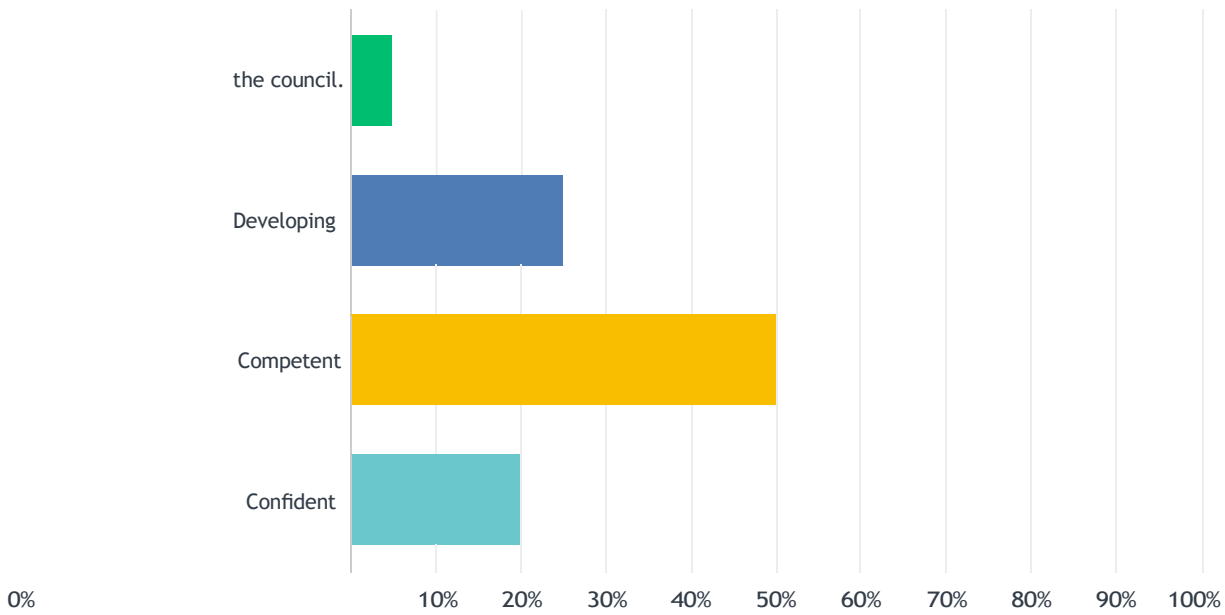
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Answered: 6

Skipped: 16

### Q12. **Political Understanding:** I help to develop cohesion within and between different groups and between different groups and

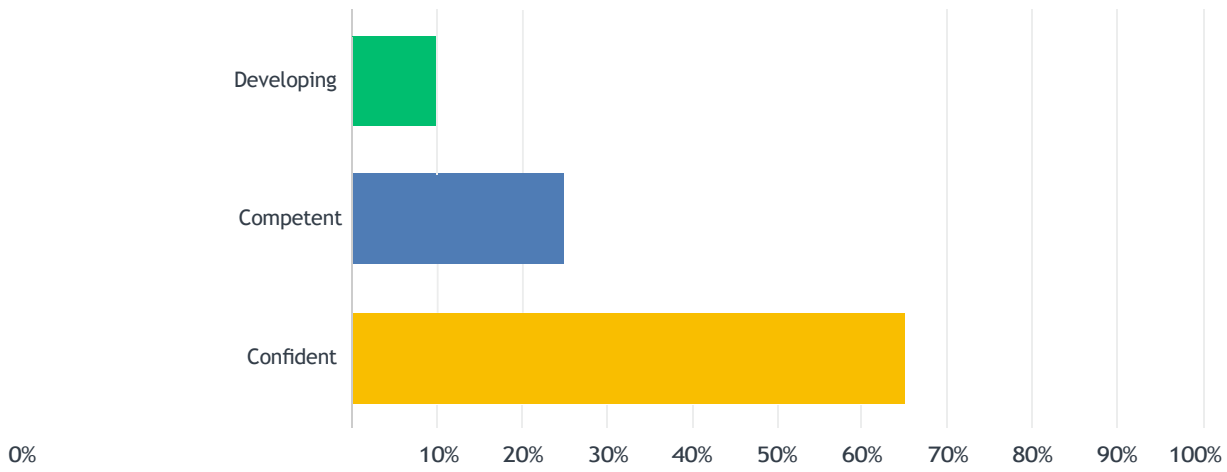
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
the council.	5.00%	1
Developing	25.00%	5
Competent	50.00%	10
Confident	20.00%	4
<b>TOTAL</b>		<b>20</b>

### Q13. I clearly communicate my political values through canvassing and campaigning.

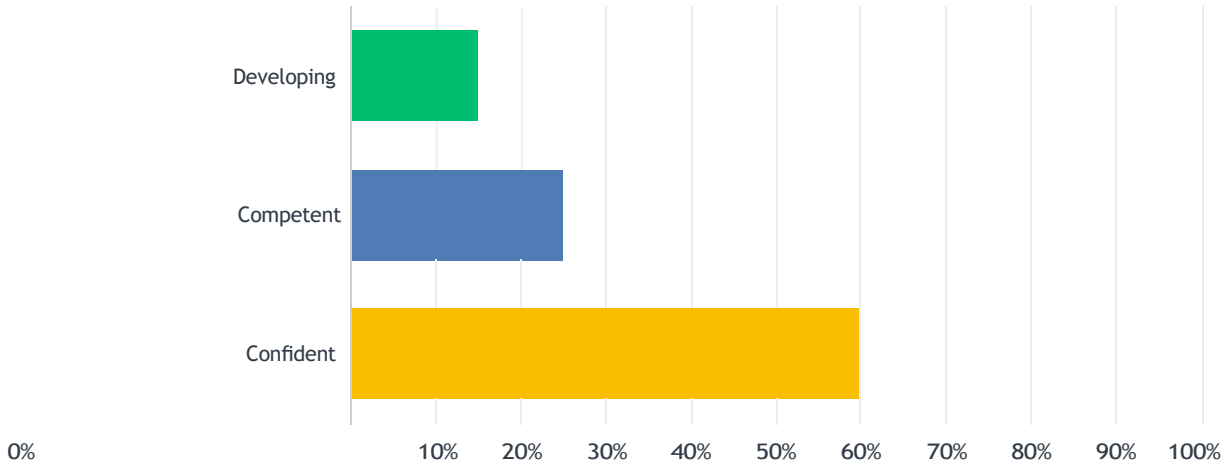
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	25.00%	5
Confident	65.00%	13
<b>TOTAL</b>		<b>20</b>

Q14. I look for ways to promote the democratic process and increase / encourage public engagement / interest.

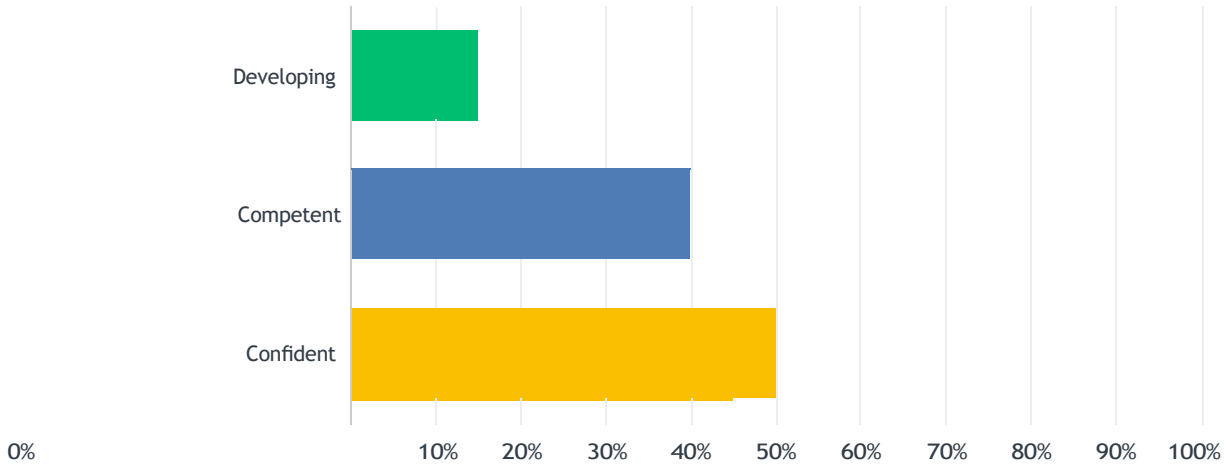
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	15.00%	3
Competent	25.00%	5
Confident	60.00%	12
<b>TOTAL</b>		<b>20</b>

Q15. I am able to put party politics aside and work across political boundaries when required, without compromising political values.

Answered: 20 Skipped: 2

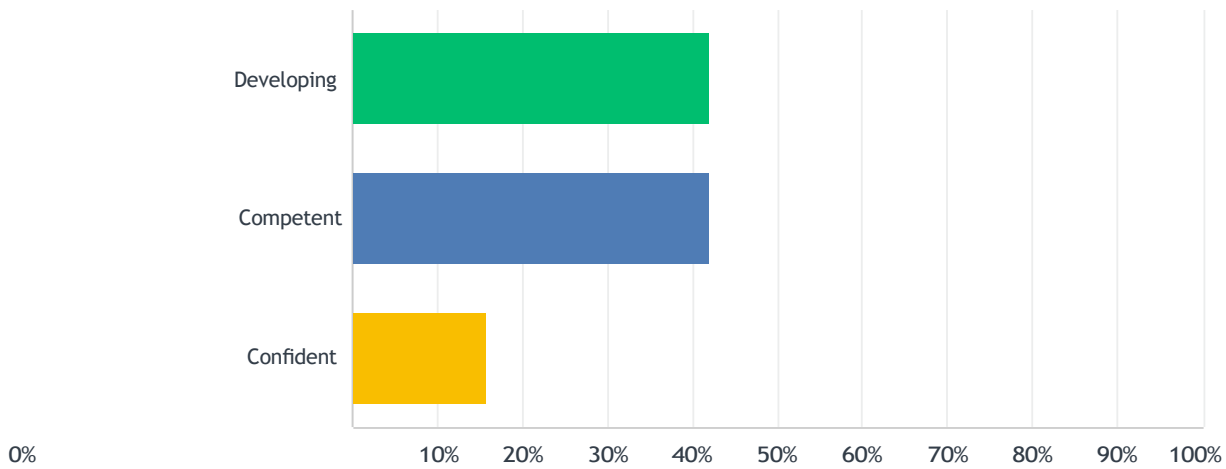


ANSWER CHOICES	RESPONSES	
Developing	15.00%	3
Competent	40.00%	8
Confident	45.00%	9
<b>TOTAL</b>		<b>20</b>



**Q16. Scrutiny and Challenge:** I identify areas which are suitable for scrutiny and ensure that residents are involved in the process.

Answered: 19 Skipped: 3

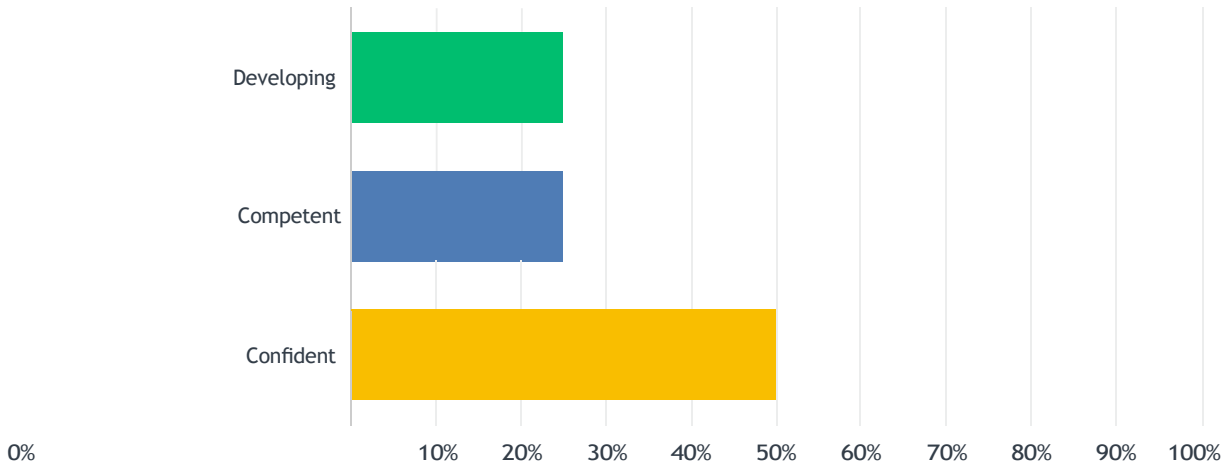


ANSWER CHOICES	RESPONSES	
Developing	42.11%	8
Competent	42.11%	8
Confident	15.79%	3
<b>TOTAL</b>		<b>19</b>



### Q17. I am able to understand and analyse complex information.

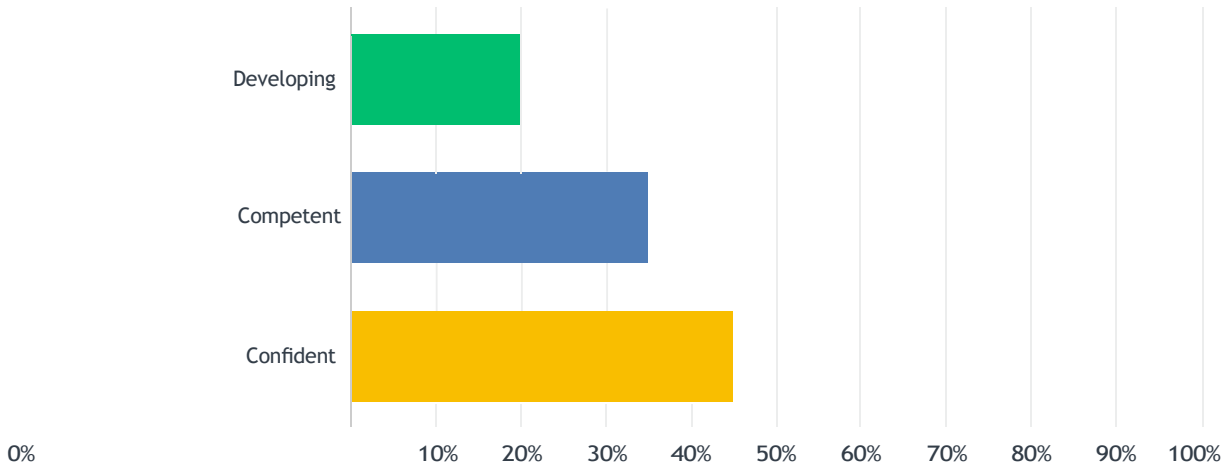
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	25.00%	5
Competent	25.00%	5
Confident	50.00%	10
<b>TOTAL</b>		<b>20</b>

Q18. I present concise arguments that are meaningful and easily understood.

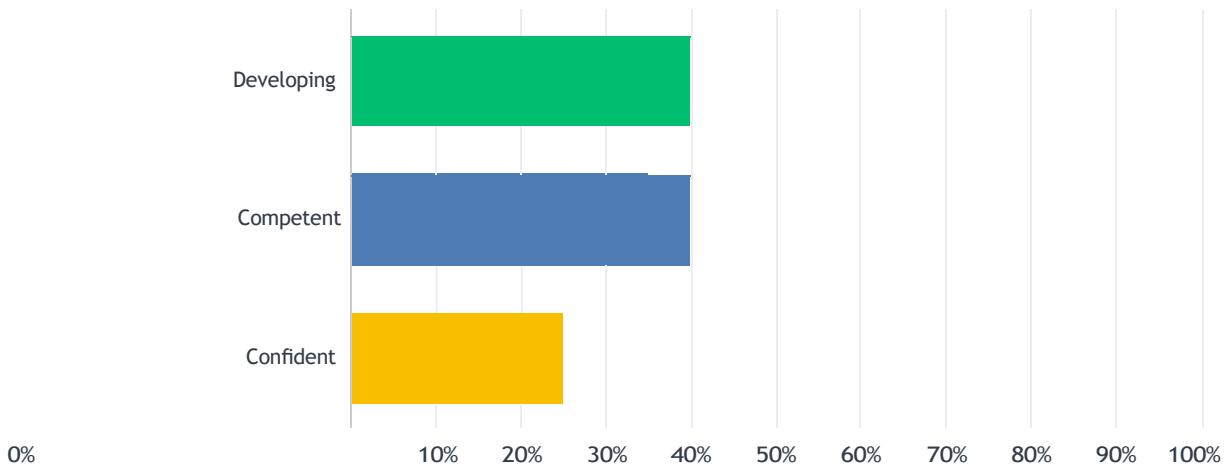
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	20.00%	4
Competent	35.00%	7
Confident	45.00%	9
<b>TOTAL</b>		<b>20</b>

Q19. I understand the scrutiny process, ask for explanations and check that recommendations have been implemented.

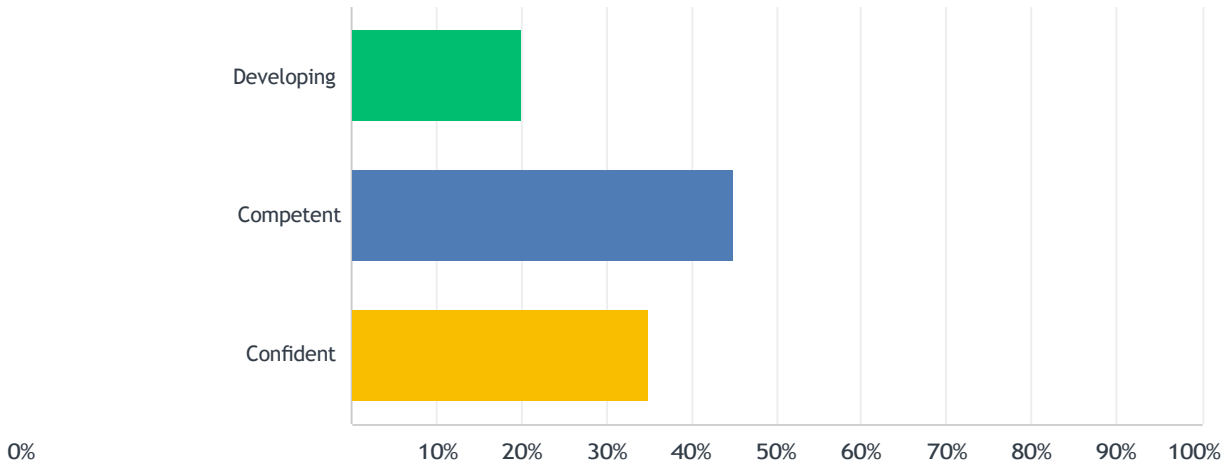
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	40.00%	8
Competent	35.00%	7
Confident	25.00%	5
<b>TOTAL</b>		<b>20</b>

Q20. I am objective and thorough when challenging processes, decisions and people.

Answered: 20 Skipped: 2

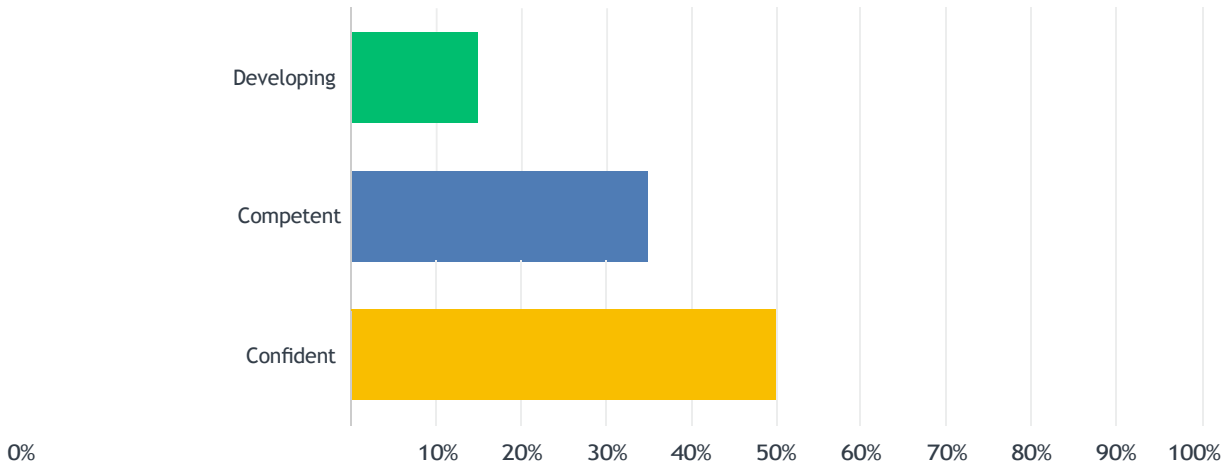


ANSWER CHOICES	RESPONSES	
Developing	20.00%	4
Competent	45.00%	9
Confident	35.00%	7
<b>TOTAL</b>		<b>20</b>

## Q21. I ask challenging but constructive questions.

Answered: 20

Skipped: 2

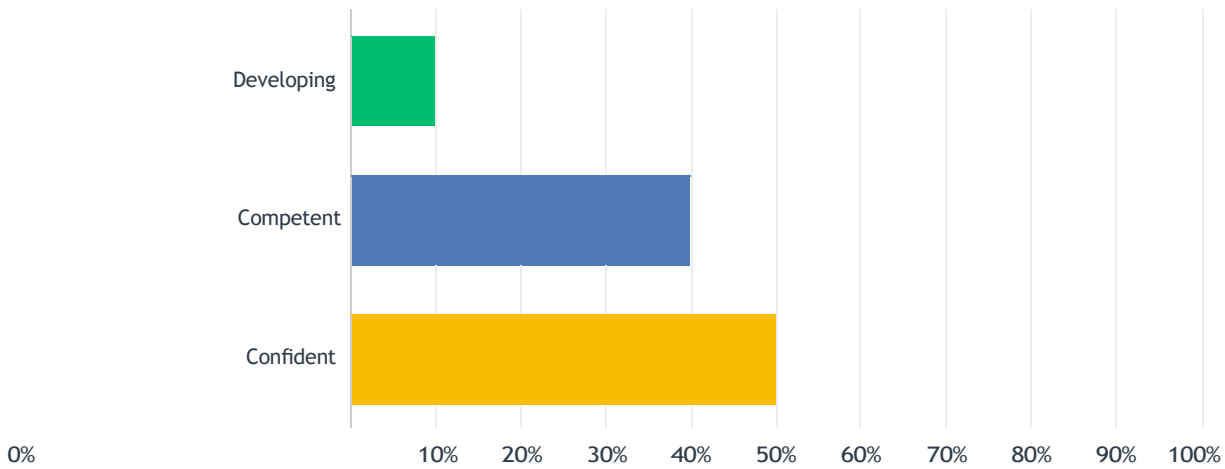


ANSWER CHOICES	RESPONSES	
Developing	15.00%	3
Competent	35.00%	7
Confident	50.00%	10
<b>TOTAL</b>		<b>20</b>



**Q22. Regulating and Monitoring: I use evidence to evaluate arguments and make independent, impartial judgements.**

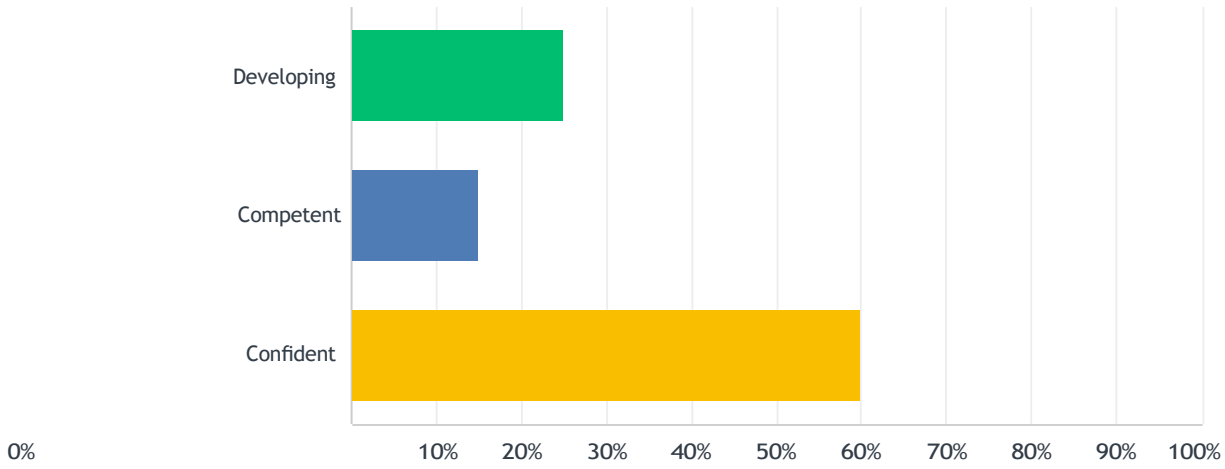
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	40.00%	8
Confident	50.00%	10
<b>TOTAL</b>		<b>20</b>

Q23. I understand and act in accordance with legal responsibilities and the Council’s Constitution (e.g. safeguarding, code of conduct).

Answered: 20 Skipped: 2

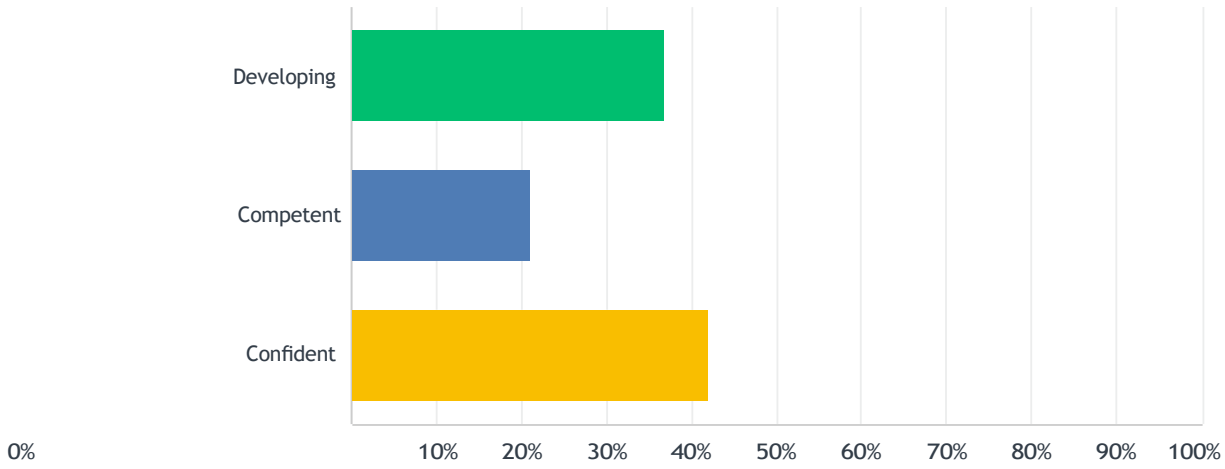


ANSWER CHOICES	RESPONSES	
Developing	25.00%	5
Competent	15.00%	3
Confident	60.00%	12
<b>TOTAL</b>		<b>20</b>



Q24. I chair meetings effectively, follow protocol to make sure all views are explored and keep process on track.

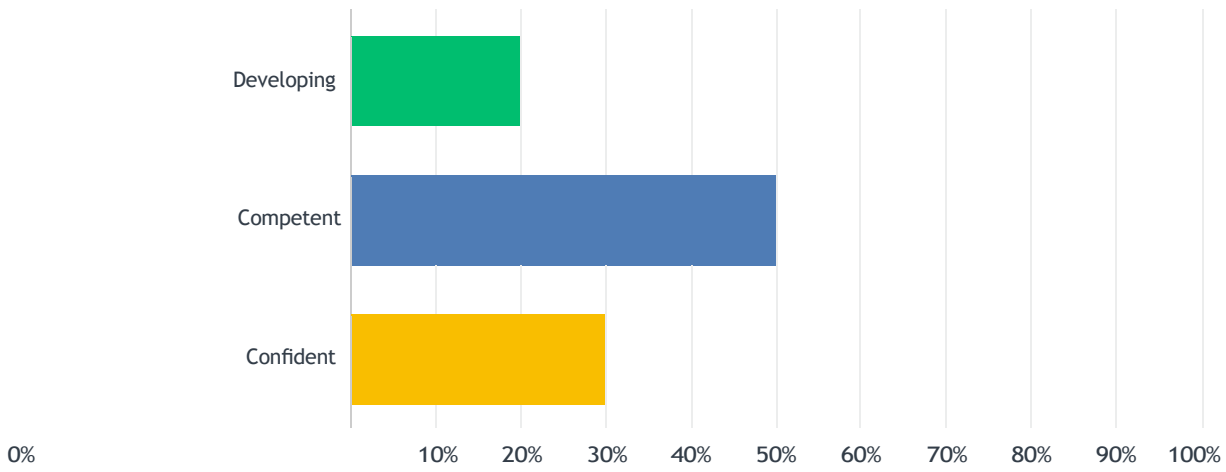
Answered: 19 Skipped: 3



ANSWER CHOICES	RESPONSES	
Developing	36.84%	7
Competent	21.05%	4
Confident	42.11%	8
<b>TOTAL</b>		<b>19</b>

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

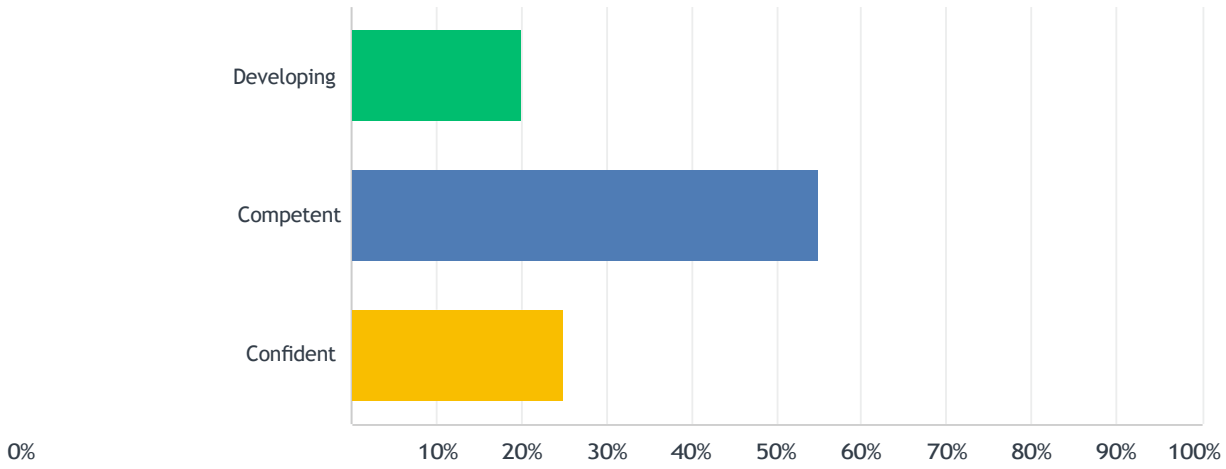
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	20.00%	4
Competent	50.00%	10
Confident	30.00%	6
<b>TOTAL</b>		<b>20</b>

Q26. I monitor performance and intervene when necessary to ensure progress.

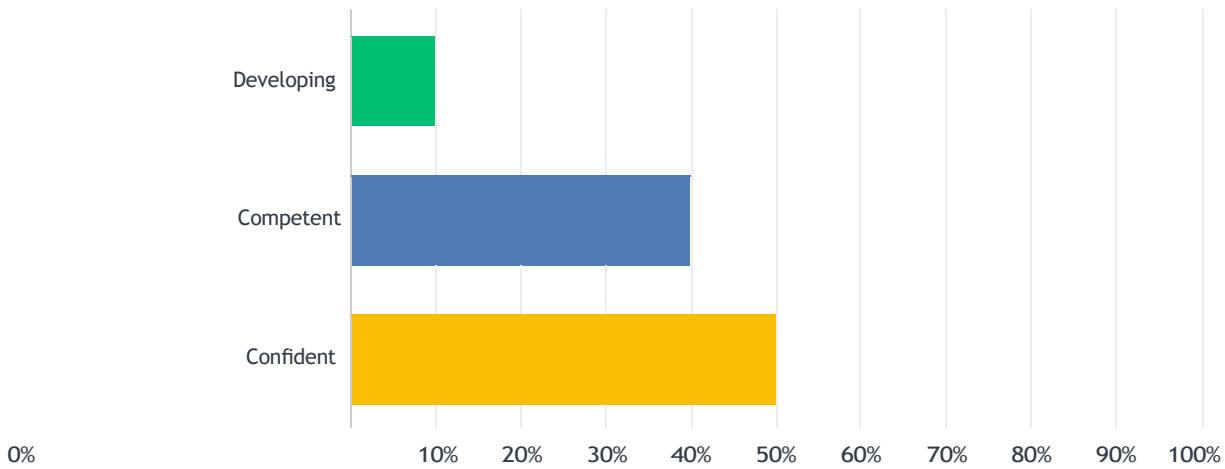
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Developing	20.00%	4
Competent	55.00%	11
Confident	25.00%	5
<b>TOTAL</b>		<b>20</b>

Q27. I am committed to my personal development, and seek feedback and look for opportunities to learn.

Answered: 20 Skipped: 2

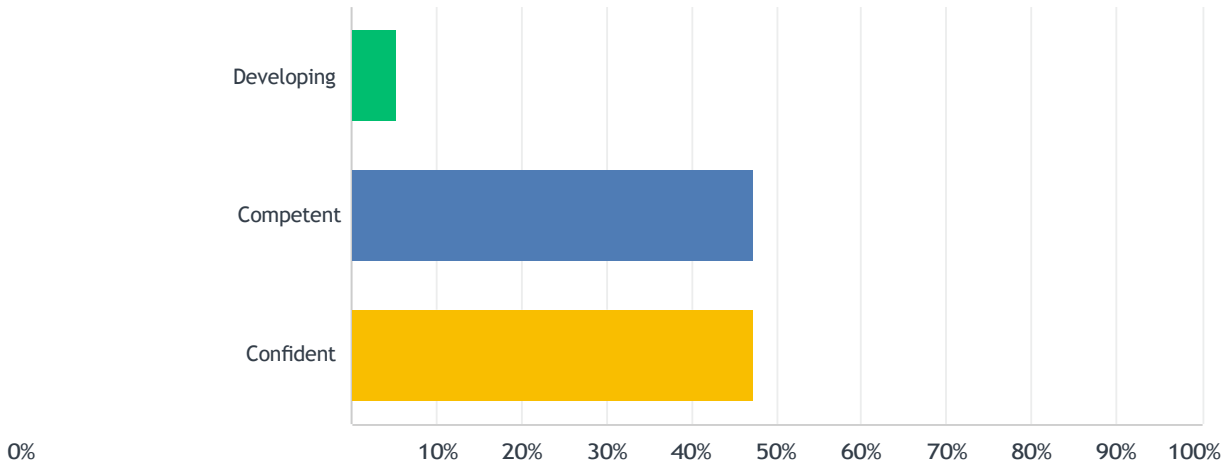


ANSWER CHOICES	RESPONSES	
Developing	10.00%	2
Competent	40.00%	8
Confident	50.00%	10
<b>TOTAL</b>		<b>20</b>



**Q28. Communication Skills:** I provide regular feedback to people by ensuring that they are kept informed and that goals remain realistic.

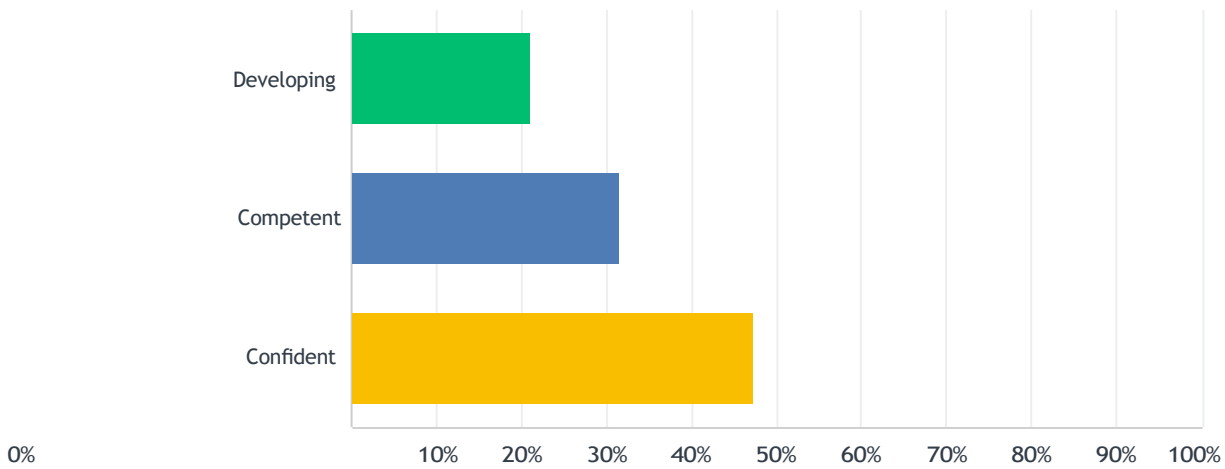
Answered: 19 Skipped: 3



ANSWER CHOICES	RESPONSES	
Developing	5.26%	1
Competent	47.37%	9
Confident	47.37%	9
<b>TOTAL</b>		<b>19</b>

Q29. I regularly inform and communicate with the community using suitable media resources such as newsletters, social media, and email.

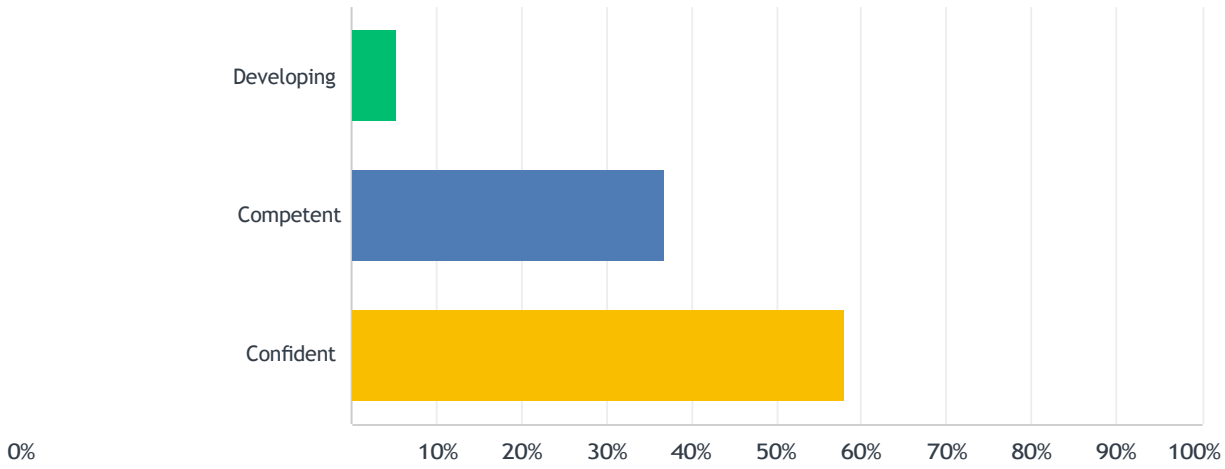
Answered: 19 Skipped: 3



ANSWER CHOICES	RESPONSES	
Developing	21.05%	4
Competent	31.58%	6
Confident	47.37%	9
<b>TOTAL</b>		<b>19</b>

Q30. I listen to others, check to ensure I understand, and adapt my own communication style as required.

Answered: 19 Skipped: 3

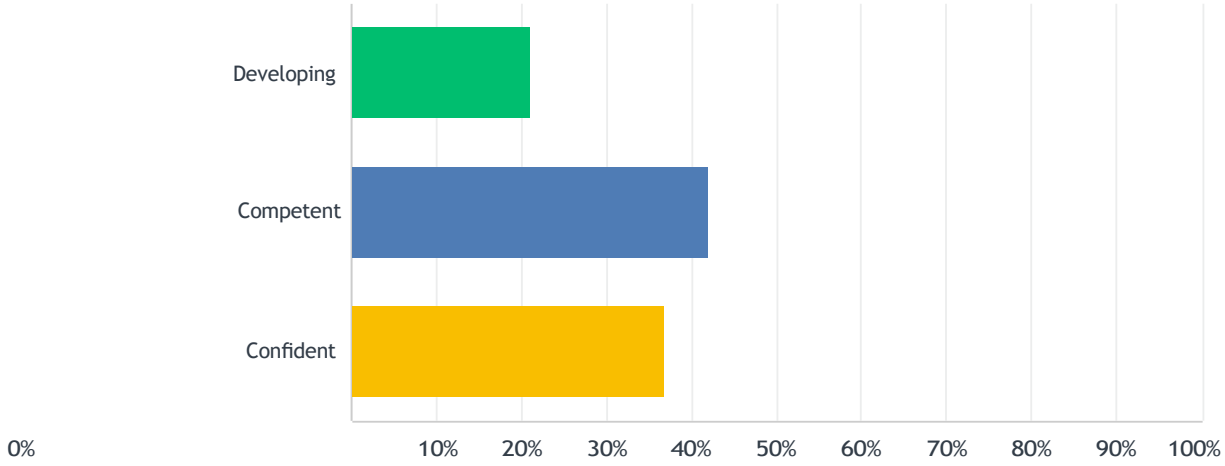


ANSWER CHOICES	RESPONSES	
Developing	5.26%	1
Competent	36.84%	7
Confident	57.89%	11
<b>TOTAL</b>		<b>19</b>



Q31. I create opportunities to communicate with different groups and people, including hard to reach groups. (gypsies and traveler’s, young people, vulnerable people, migrant workers, etc).

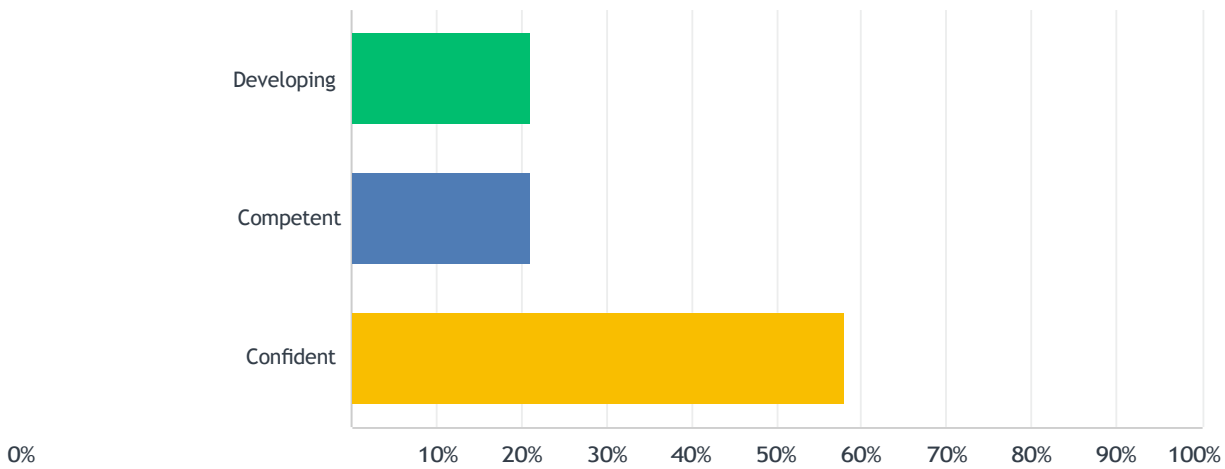
Answered: 19 Skipped: 3



ANSWER CHOICES	RESPONSES	
Developing	21.05%	4
Competent	42.11%	8
Confident	36.84%	7
<b>TOTAL</b>		<b>19</b>

Q32. I feel confident with speaking publicly to both small and large groups of people such as residents, council meetings and the press.

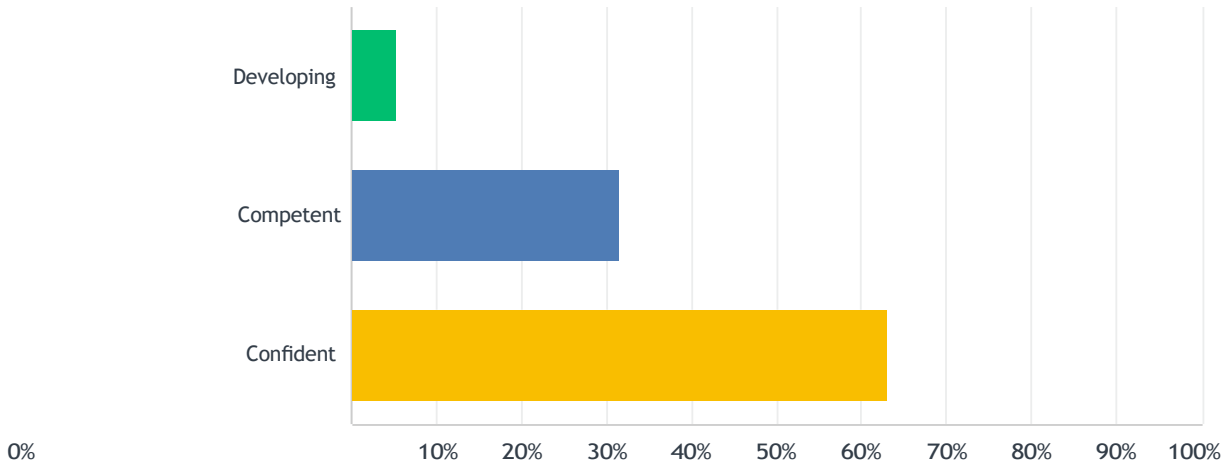
Answered: 19 Skipped: 3



ANSWER CHOICES	RESPONSES	
Developing	21.05%	4
Competent	21.05%	4
Confident	57.89%	11
<b>TOTAL</b>		<b>19</b>

**Q33. I communicate appropriately and clearly in verbal and written forms, and I avoid using jargon whenever possible.**

Answered: 19 Skipped: 3

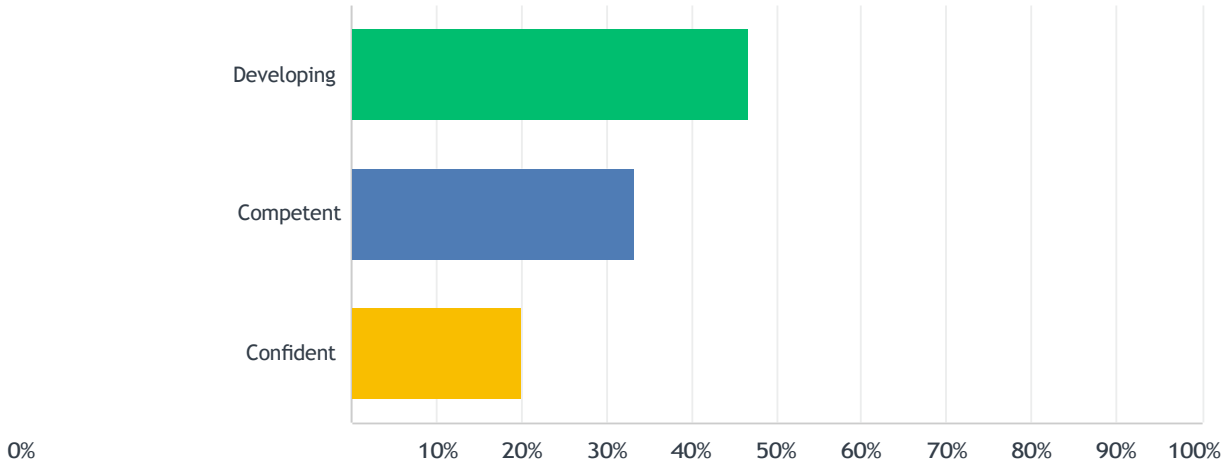


ANSWER CHOICES	RESPONSES	
Developing	5.26%	1
Competent	31.58%	6
Confident	63.16%	12
<b>TOTAL</b>		<b>19</b>



**Q34. Cabinet Members or Aspiring Councillors, Providing Vision: I establish strategic policies and prioritise actions on local needs, manifestos and regional opportunities.**

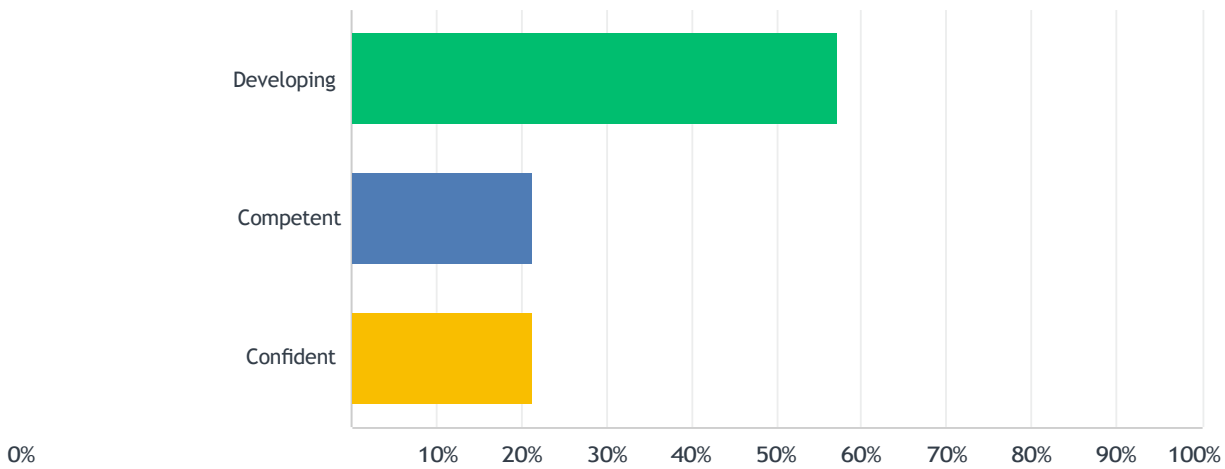
Answered: 15 Skipped: 7



ANSWER CHOICES	RESPONSES	
Developing	46.67%	7
Competent	33.33%	5
Confident	20.00%	3
<b>TOTAL</b>		<b>15</b>

Q35. I work with officers to collate and analyse information, inform budget priorities and performance plans.

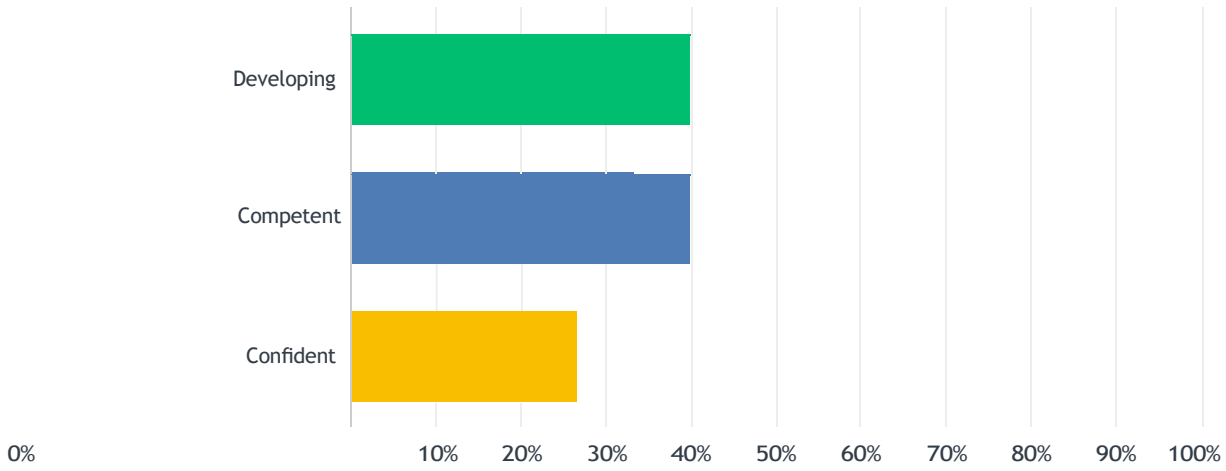
Answered: 14 Skipped: 8



ANSWER CHOICES	RESPONSES	
Developing	57.14%	8
Competent	21.43%	3
Confident	21.43%	3
<b>TOTAL</b>		<b>14</b>

Q36. I actively encourage involvement of stakeholders in policy formation.

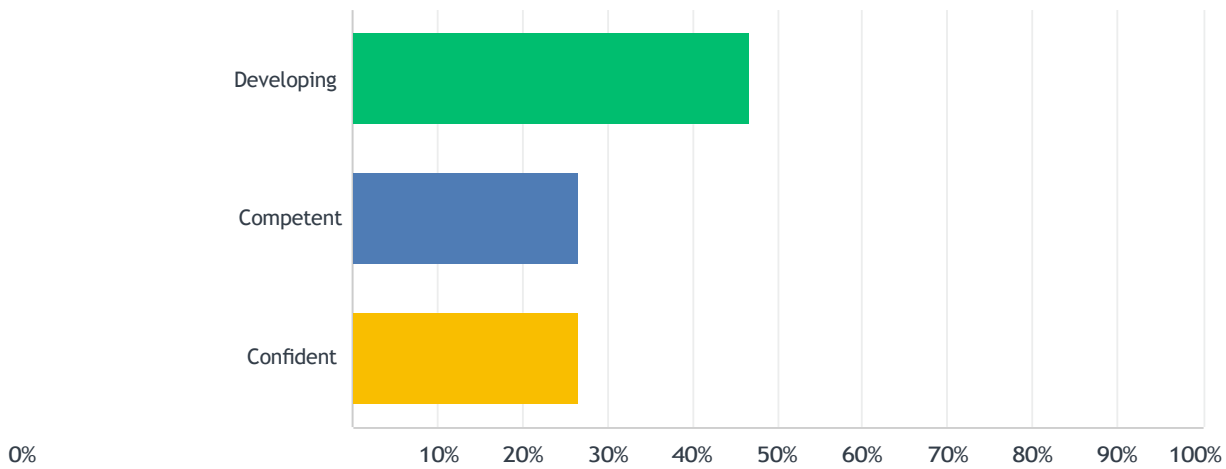
Answered: 15 Skipped: 7



ANSWER CHOICES	RESPONSES	
Developing	40.00%	6
Competent	33.33%	5
Confident	26.67%	4
<b>TOTAL</b>		<b>15</b>

Q37. I create and communicate a shared council vision, providing clear direction and promoting understanding.

Answered: 15 Skipped: 7

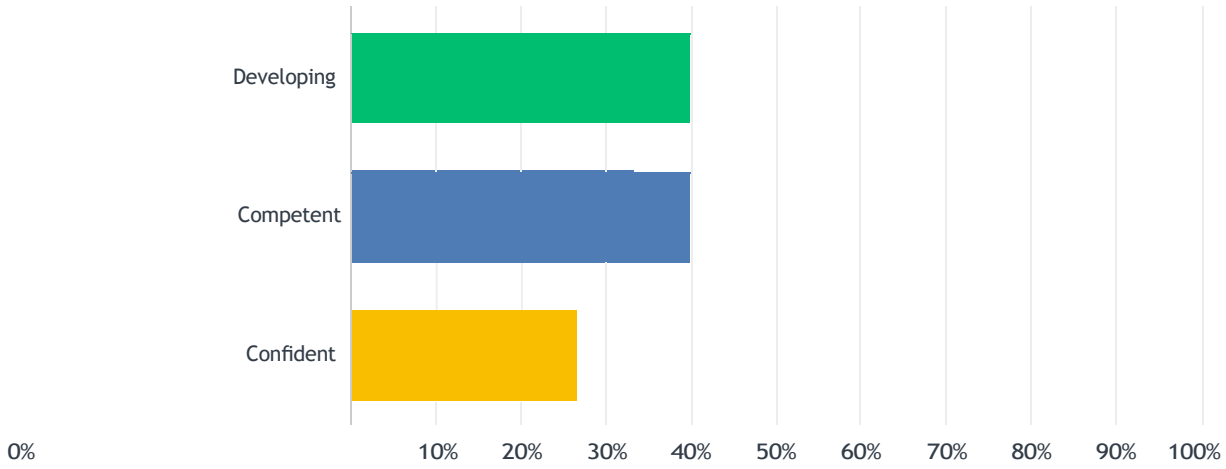


ANSWER CHOICES	RESPONSES	
Developing	46.67%	7
Competent	26.67%	4
Confident	26.67%	4
<b>TOTAL</b>		<b>15</b>



Q38. I adapt innovatively to a changing environment (e.g. e-government), open to new ideas.

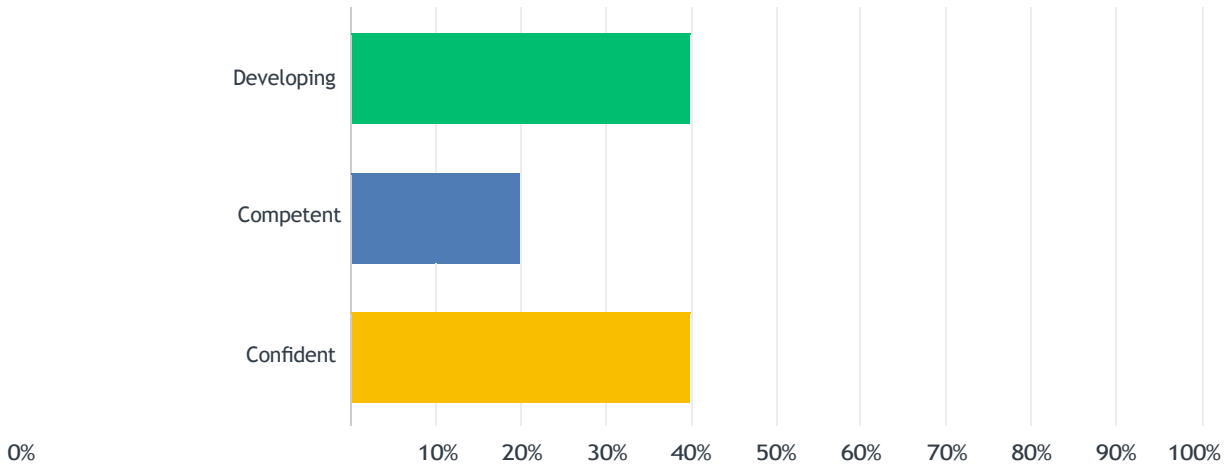
Answered: 15 Skipped: 7



ANSWER CHOICES	RESPONSES	
Developing	40.00%	6
Competent	33.33%	5
Confident	26.67%	4
<b>TOTAL</b>		<b>15</b>

Q39. I act to broaden perspective and enhance effectiveness by learning from others and sharing best practice (e.g other councils, agencies or bodies).

Answered: 15 Skipped: 7

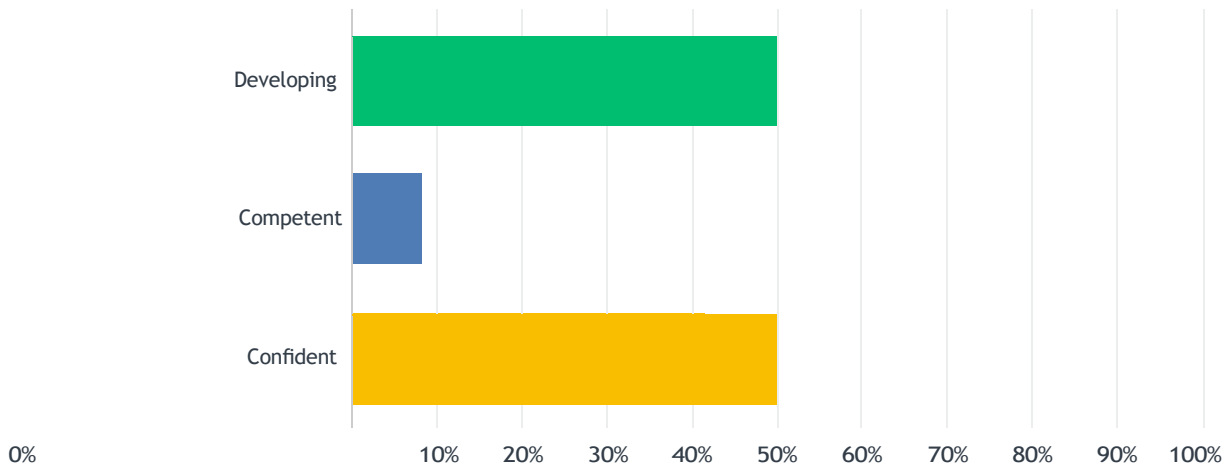


ANSWER CHOICES	RESPONSES	
Developing	40.00%	6
Competent	20.00%	3
Confident	40.00%	6
<b>TOTAL</b>		<b>15</b>



**Q40. Managing Performance:** I work closely with senior officers to develop, agree and implement portfolio strategies.

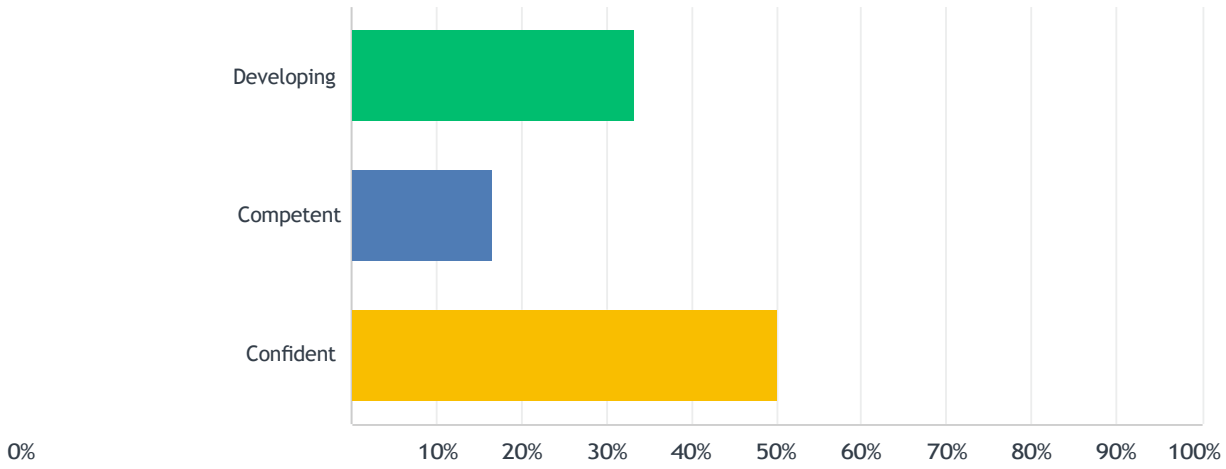
Answered: 12 Skipped: 10



ANSWER CHOICES	RESPONSES	
Developing	50.00%	6
Competent	8.33%	1
Confident	41.67%	5
<b>TOTAL</b>		<b>12</b>

Q41. I set and communicate realistic and achievable objectives, monitor performance and act to address deficits.

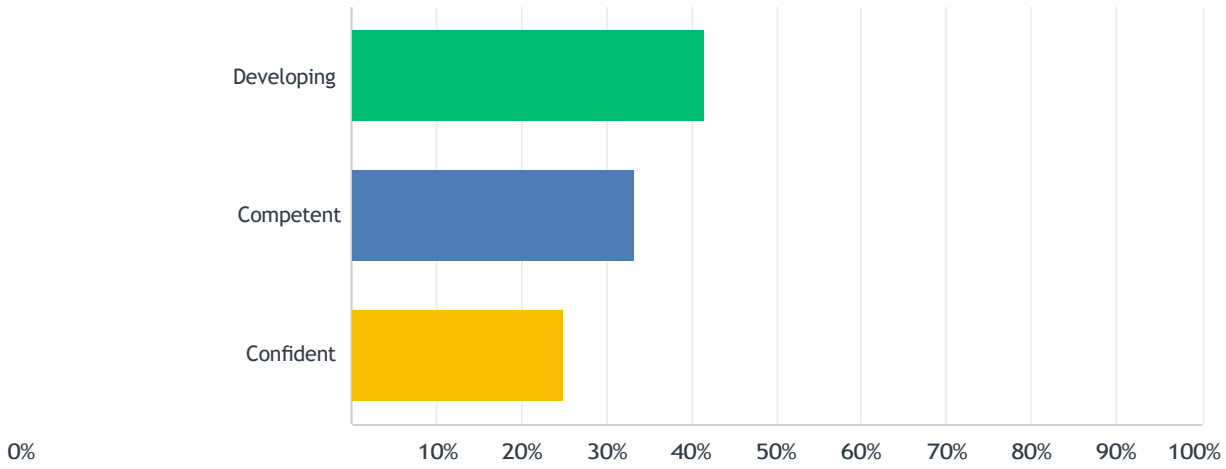
Answered: 12 Skipped: 10



ANSWER CHOICES	RESPONSES	
Developing	33.33%	4
Competent	16.67%	2
Confident	50.00%	6
<b>TOTAL</b>		<b>12</b>

Q42. I develop knowledge of council systems and input council views at area specific meetings (e.g. planning, licensing).

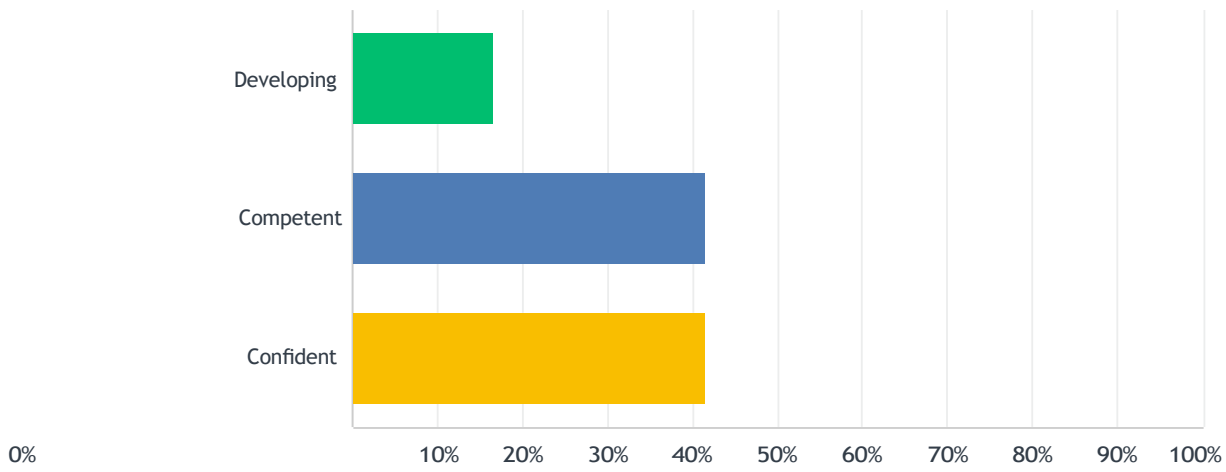
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ANSWER CHOICES	RESPONSES	
Developing	41.67%	5
Competent	33.33%	4
Confident	25.00%	3
<b>TOTAL</b>		<b>12</b>

Q43. I emphasise a team approach and share responsibility for success and failure.

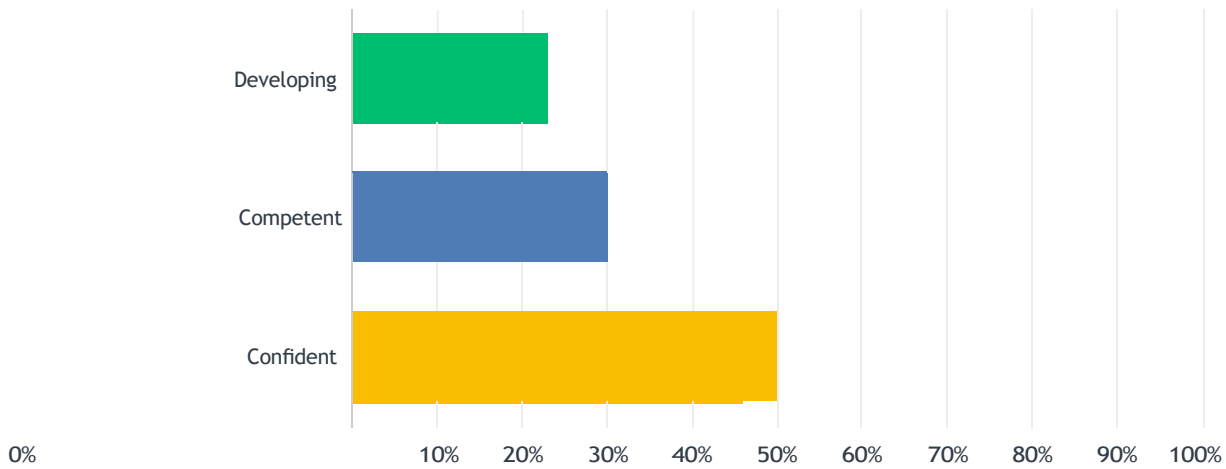
Answered: 12 Skipped: 10



ANSWER CHOICES	RESPONSES	
Developing	16.67%	2
Competent	41.67%	5
Confident	41.67%	5
<b>TOTAL</b>		<b>12</b>

Q44. I encourage scrutiny and respond positively to feedback, challenge and ideas.

Answered: 13 Skipped: 9

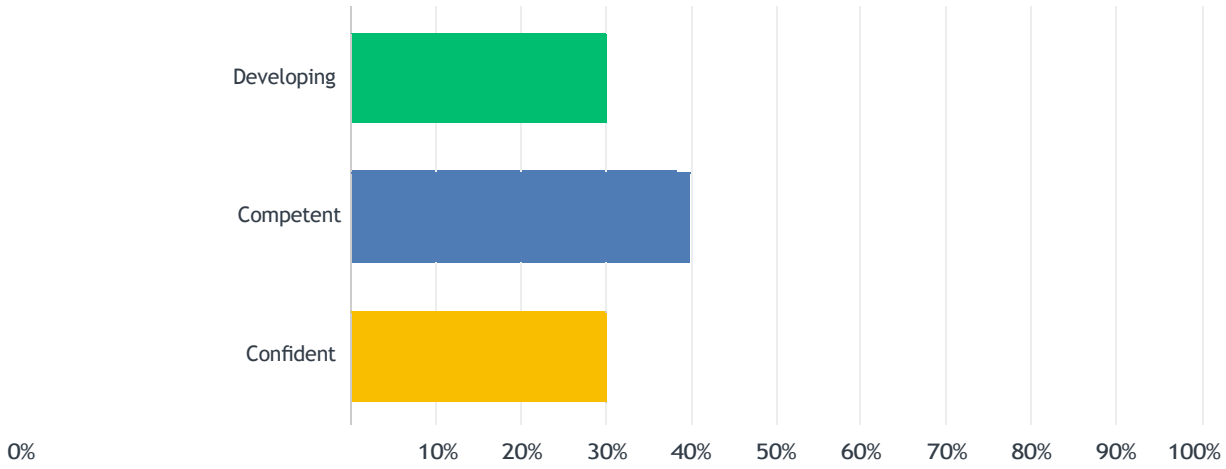


ANSWER CHOICES	RESPONSES	
Developing	23.08%	3
Competent	30.77%	4
Confident	46.15%	6
<b>TOTAL</b>		<b>13</b>



Q45. I represent the electorate and council at a strategic level through links and partnerships at local, regional and national levels.

Answered: 13 Skipped: 9

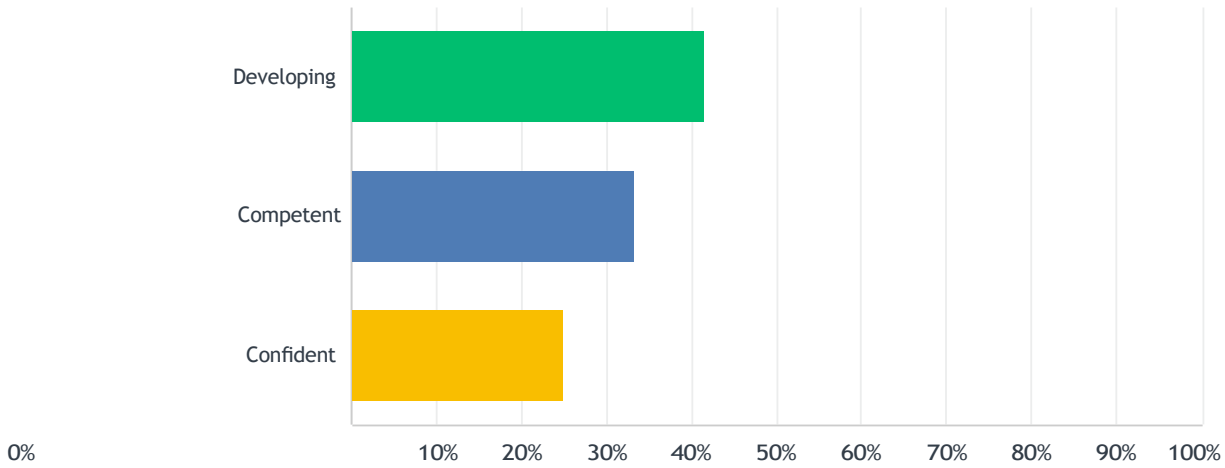


ANSWER CHOICES	RESPONSES	
Developing	30.77%	4
Competent	38.46%	5
Confident	30.77%	4
<b>TOTAL</b>		<b>13</b>



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

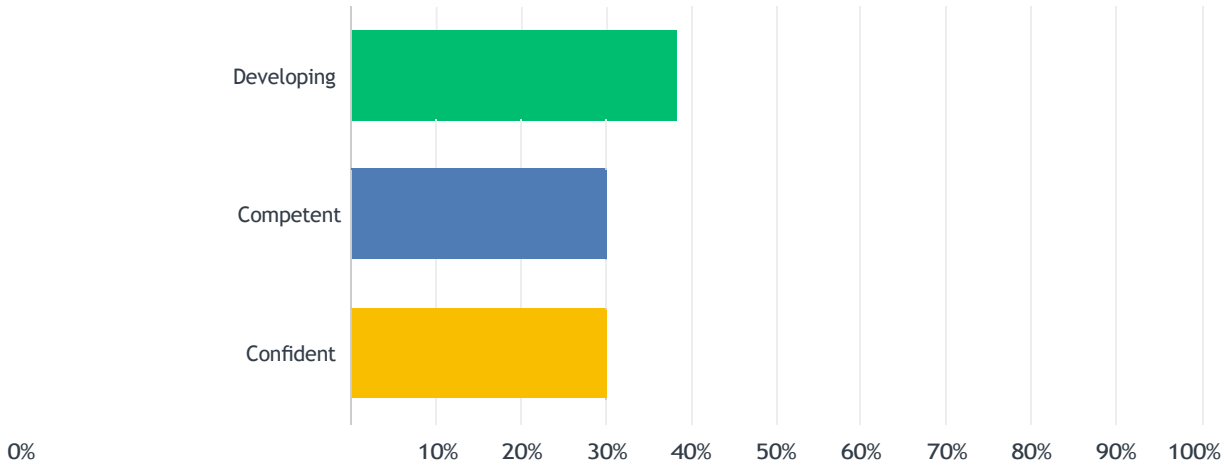
Answered: 12 Skipped: 10



ANSWER CHOICES	RESPONSES	
Developing	41.67%	5
Competent	33.33%	4
Confident	25.00%	3
<b>TOTAL</b>		<b>12</b>

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

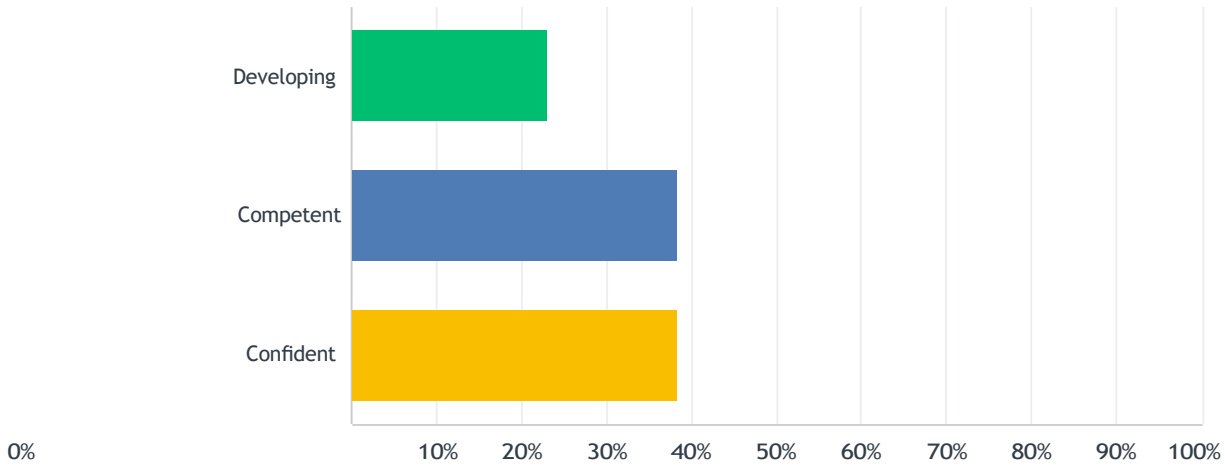
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ANSWER CHOICES	RESPONSES	
Developing	38.46%	5
Competent	30.77%	4
Confident	30.77%	4
<b>TOTAL</b>		<b>13</b>

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

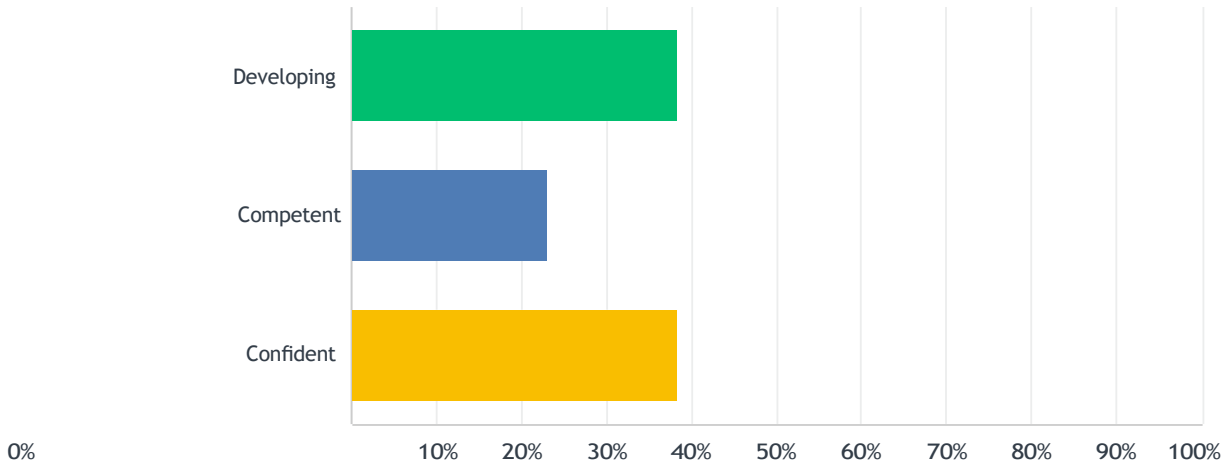
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ANSWER CHOICES	RESPONSES	
Developing	23.08%	3
Competent	38.46%	5
Confident	38.46%	5
<b>TOTAL</b>		<b>13</b>

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

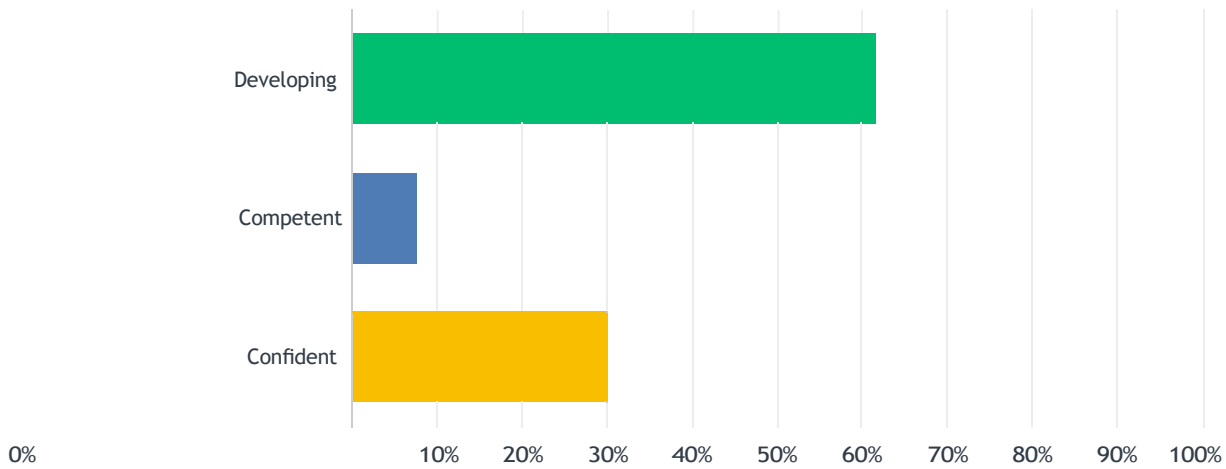
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ANSWER CHOICES	RESPONSES	
Developing	38.46%	5
Competent	23.08%	3
Confident	38.46%	5
<b>TOTAL</b>		<b>13</b>

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

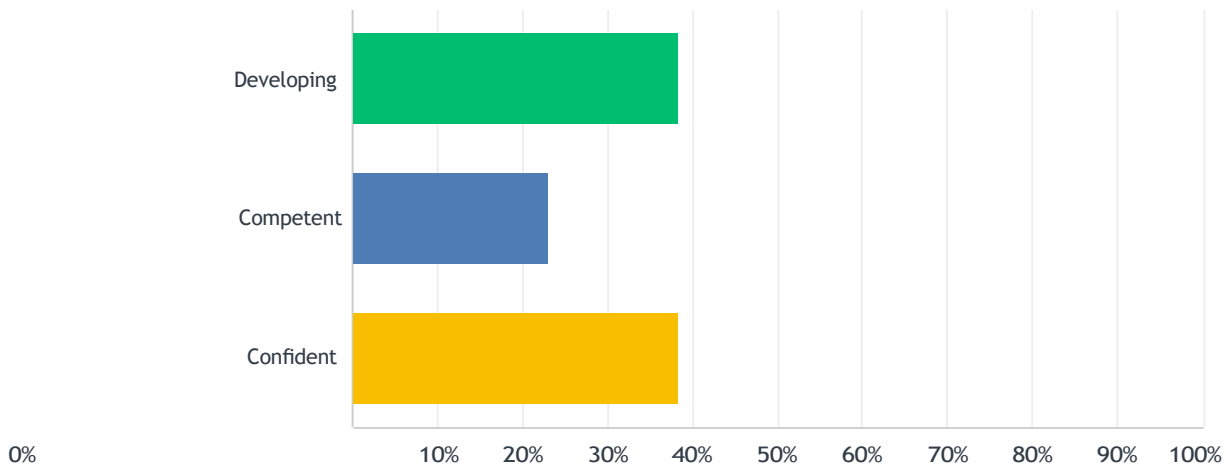
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ANSWER CHOICES	RESPONSES	
Developing	61.54%	8
Competent	7.69%	1
Confident	30.77%	4
<b>TOTAL</b>		<b>13</b>

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

Answered: 13 Skipped: 9

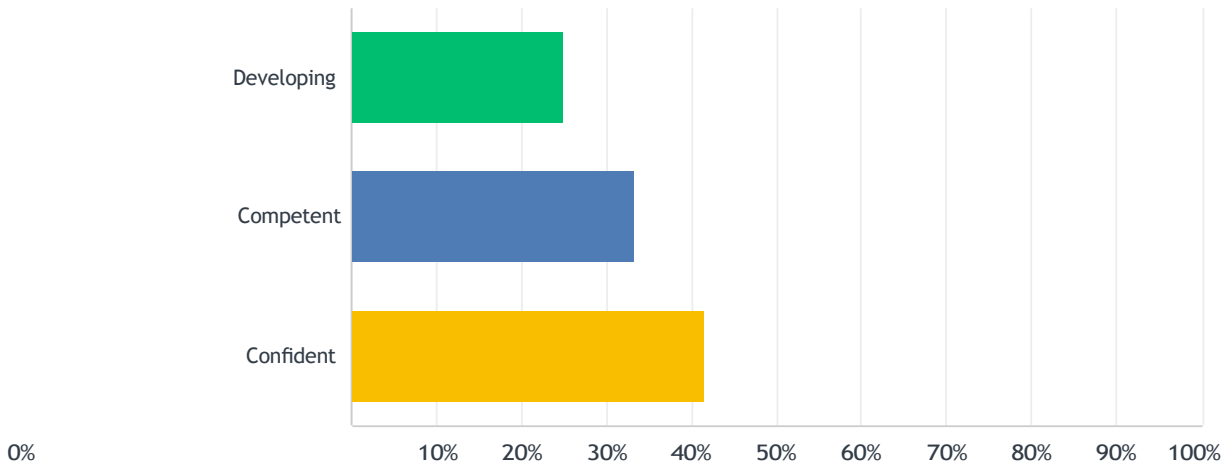


ANSWER CHOICES	RESPONSES	
Developing	38.46%	5
Competent	23.08%	3
Confident	38.46%	5
<b>TOTAL</b>		<b>13</b>



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

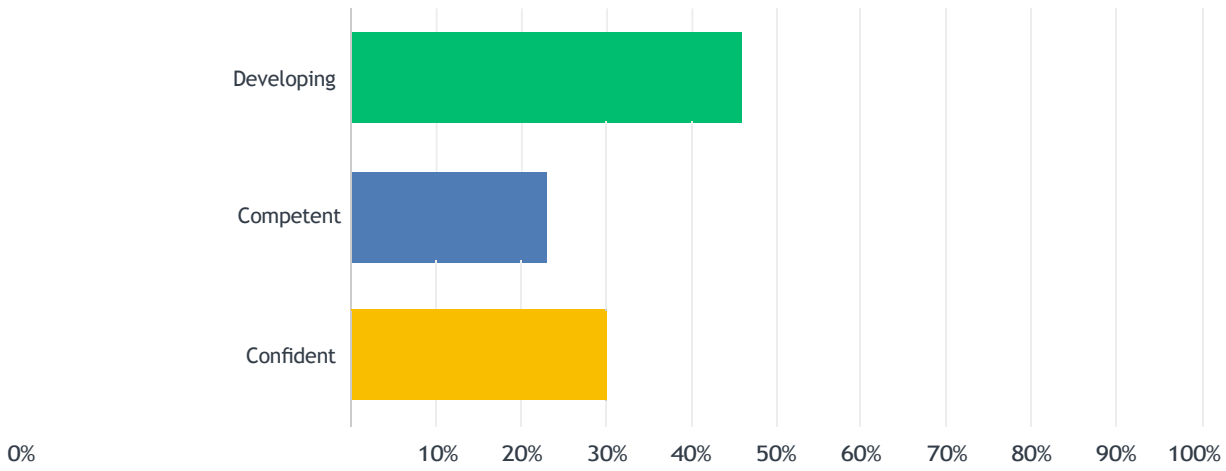
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ANSWER CHOICES	RESPONSES	
Developing	25.00%	3
Competent	33.33%	4
Confident	41.67%	5
<b>TOTAL</b>		<b>12</b>

Q53. I effectively 'juggle' numerous, potentially conflicting, responsibilities.

Answered: 13 Skipped: 9



ANSWER CHOICES	RESPONSES	
Developing	46.15%	6
Competent	23.08%	3
Confident	30.77%	4
<b>TOTAL</b>		<b>13</b>

