

# NON EXEMPT

## HAVANT BOROUGH COUNCIL

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### CABINET

7 October 2015

### **Councillor Competency Framework Report by Caroline Tickner (Service Manager, HR)**

#### FOR DECISION

**Portfolio: Councillor Wilson and Councillor Branson**

**Key Decision: No**

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#### **1.0 Purpose of Report**

- 1.1 This report provides Cabinet with an overview of the Councillor Competency Framework which has been adapted from the LGA Political Skills Framework for use in the Council.
- 1.2 This framework has been developed to describe the key Councillor behaviours which will improve organisational performance and enhance the performance of Councillors in their roles.

#### **2.0 Recommendation**

- 2.1 That Cabinet recommends to full Council that it approves the implementation of the competency framework. This will ensure there is a clear understanding of what is expected of Councillors in their role.

#### **3.0 Summary**

- 3.1 There have been many changes to local government over the past few years and these changes are set to continue. The Council recognises that it will be judged on how it responds to these changes and how effectively it delivers its services.
- 3.2 Against this background, the Council has identified Councillor development and training as a key priority to enable Councillors to maximise their ability and capacity in a modern political structure.
- 3.3 Competencies are defined as the behaviours which leaders need to have or acquire to perform well at work. Competencies therefore describe the behaviours that lie behind competent performance. A competency framework is a structure that sets out and defines each individual competency.
- 3.4 This paper provides Cabinet with an overview of the Councillor Competency Framework which has been adapted from the LGA Political Skills Framework tool kit. Please see Appendix A for further detail.

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### **4.0 Subject of Report**

- 4.1 The political landscape is more complex than ever before and it is vital that we equip our Councillors with the right skills needed to do the job. Core to this is the need to define the types of behaviours which we need our Councillors to demonstrate to enhance their role in the organisation and the wider community.
- 4.2 The LGA first developed the Political Skills Framework in 2004 and since this time there have been a number of iterations to adapt to the changing world and demands placed on Councillors in their roles. To be effective in their role, Councillors need to know what is required of them and have the knowledge and skills to achieve this. The political skills framework provides this by setting out the key knowledge and skills needed in a Councillor role.
- 4.3 Rather than re-invent the wheel the opportunity has been taken to adapt the framework slightly to meet Council needs. The Councillor Competency Framework incorporates the key elements from the Political Skills Framework document.

The framework is split into two areas:

- a) A description of the core competencies needed
  - b) A self reflective learning review for each competency area to support Councillors in being able to identify their own areas of strength and development.
- 4.4 The Councillor Competency Framework outlines six competencies which have been identified as key Councillor behaviours. These behaviours are:
- Local Leadership
  - Partnership Working
  - Communication Skills
  - Political Understanding
  - Scrutiny & Challenge
  - Regulation & Monitoring

Each competency within the framework consists of a definition, positive and negative indicators and a self reflective learning exercise.

### **5.0 Implications**

#### **5.1 Resources:**

To ensure the successful implementation of the framework there will need to be Cabinet member involvement to roll this out and reinforce the importance of this framework to Councillors.

#### **5.2 Legal:**

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There are no legal implications associated with the implementation of this strategy.

### **5.3 Strategy:**

The implementation of a Councillor Competency Framework supports the objective to ensure that Councillors fulfil their roles and contribute to the delivery of the Council's strategic priorities.

### **5.4 Risks:** (Environmental, Health & Safety and Customer Access Impact Assessment)

None to report

### **5.5 Communications:**

There will need to be clear communications with all Councillors on the framework to reinforce the Council's commitment to Councillor development.

### **5.6 For the Community:**

None to report.

5.7 There is no requirement for an IIA to be completed.

## **6.0 Consultation**

There is no requirement to consult with UNISON on the attached framework.

## **Appendices:**

### **Appendix A: Councillor Competency Framework**

#### **Background Papers:**

n/a

#### **Agreed and signed off by:**

Legal Services: (2.6.15)

Executive Head of Governance & Logistics: (29.5.15)

Relevant Executive Head: (29.5.15)

Portfolio Holder: (29.5.15/12.6.15)

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