

NON EXEMPT

**EAST HAMPSHIRE DISTRICT COUNCIL &
HAVANT BOROUGH COUNCIL**

Joint HR Committee

21st October 2015

Councillor Competency Framework
Caroline Tickner, Service Manager (HR)

FOR INFORMATION

**Portfolio: Governance & Logistics: Councillor Wilson (HBC) &
Deputy Leader and Property and Contracts Councillor Millard (EHDC)**

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with an overview of the Councillor Competency Framework which has been developed specifically for each Council.
- 1.2 This framework has been developed to describe the key Councillor behaviours which will improve organisational performance and enhance the delivery of Councillor roles in the Community.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) note the content of the report and the attached Councillor Competency Framework for use by all Councillors across both Councils.

3.0 Introduction

- 3.1 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.
- 3.2 The concept of competency frameworks emerged during the early 1980's as a response to the organisational drive for higher performance. Since this time, competency frameworks have become an accepted part of modern HR practice. Competency frameworks are seen as an essential vehicle for achieving high organisational performance through focusing and reviewing each individual's capability and potential.
- 3.3 This paper provides JHR Committee with an overview of the Councillor Competency Framework which has been adapted from the LGA Political Skills

Framework tool kit. The LGA have spent a lot of time and research focusing on the key skills and behaviours needed to be an effective Councillor which we have been able to benefit from.

4.0 Subject of the 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
 - Policy Development
 - Regulation & Monitoring
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Each competency within the framework consists of a definition, positive and negative indicators and a self reflective learning exercise. Further detail can be found at Appendix A (EHDC Councillor Competency Framework) and Appendix B (HBC Councillor Competency Framework).

5.0 Implications

Financial

- 5.1 There are no financial implications to report with this item. The cost of any training for the roll out of this framework will be met from existing training budgets.

Legal

- 5.2 There are no legal implications associated with this report.

Strategy

- 5.3 The Councillor Competency Framework aims to enhance organisational performance and the delivery of the strategy at each Council.

Customer access

- 5.4 None to report.

Risks

- 5.5 None to report.

Communications/Public Relations

- 5.6 There will need to be an internal communications campaign to raise awareness and understanding of the Councillor competency framework. It is envisaged that Cabinet will lead on this process.

East Hampshire/Havant

- 5.7 None to report.

6.0 Links to other projects

- 6.1 None to report.

7.0 Conclusions

- 7.1 Describing the Councillor behaviours that are expected provides a common language for what is acceptable and what is not. Having a Councillor competency framework in place will enable Councillors to be the most effective that they can be in their roles. This in turn will enhance the role of Councillors in the community and the contribution made to organisational performance.

8.0 Recommendations

- 8.1 For Joint HR Committee to note the content of the report and the attached Councillor Competency Framework for use by all Councillors.

Background papers used in the production of the report (national/regional/ internal reports and research):

N/A

Appendices:

Appendix A - EHDC Councillor Competency Framework

Appendix B - HBC Councillor Competency Framework

Agreed and signed off by:

Executive Head for Governance and Logistics: 2.10.15

Legal Services: 5.10.15

Executive Head for Marketing and Development:

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