**Reflection Exercise: 10 Components of Effective Opposition during COVID-19**

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|  | **Component of effective opposition** | **Further** | **During COVID-19** | **What has your opposition group done?**  **What has worked well?**  **What have you learnt?**  **What could you do in the future?** |
| **1** | **Clarity on aims & priorities** | * Robust strategic direction which gives clear answer to 'what are we aiming to achieve?' * Clarity on overall aims * Shared political vision * Agreement on priorities | * How does COVID-19 relate to your group's aims, priorities & vision? * Does the strategic direction need re-shaping? |  |
| **2** | **Coherent opposition policy** | * Individual policies sit within coherent overall strategy * Consistency in approach | * Are any changes you make to policies still consistent with your overall approach? |  |
| **3** | **Be a ruling group-in-waiting** | * Preparing for power (regardless of electoral position) provides discipline, energy & momentum * Adopting alternative policies & plans | * What would your group do if you were in power? * Are there alternative policies you would adopt? |  |
| **4** | **Engaging outsiders & refreshing ideas periodically** | * Identifying 'outsiders' with new or interesting ideas * Reviewing longstanding policy - is it still 'fit for purpose?' | * Are there 'outsiders' with interesting views which have emerged during COVID-19? |  |
| **5** | **Skilled use of opposition strategies & tactics** | * Understanding range of opposition strategies & tactics * Applying appropriate strategy/style for particular situation | * What overall strategy are you adopting? Will this change in the recovery period? Will you adapt to different policy areas? |  |
| **6** | **Cohesive, effective team** | * Do you have an effective team which drives your opposition group vision, priorities & strategies e.g. shadow cabinet? * Do you have different teams for different roles? * How effective are your teams working? | * How have your team/s been impacted by COVID-19? * Do you need to re-structure teams either in the short or long term? * Are there emergent leaders who could be used? |  |
| **7** | **Use resources wisely** | * Available resources (human, technological, financial) almost always restricted for opposition * Ensuring maximum impact for resources available | * What is the impact on your resources? * Are there new resources available i.e. emergent leaders or technology? |  |
| **8** | **Understanding implementation** | * Understanding implementation of policy * Gathering information on impact of implementation * Awareness of impact of partner bodies on delivery | * How are COVID-19 measures & policies being implemented? * Are there implementation gaps? * Unintended consequences? |  |
| **9** | **Effective group management** | * Ensuring group dynamics are positive & well managed | * What has been the impact on the group? * How have you ensured the group is still working effectively? |  |
| **10** | **Positive, upbeat approach** | * Adopting a positive approach to opposition (very important in groups which have just lost control) * Understanding the 'upside' of being in opposition and how opposition groups can effect change | * What opportunities have arisen? * Can you point to positive differences made by opposition councillors? Have you celebrated these? |  |

Source: Dr Stephanie Snape, New Leadership Foundation