**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?
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| **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?
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| **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?
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| **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?
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| **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?
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| **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?
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| **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?
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| **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?
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| **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?
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| **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?
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Source: Dr Stephanie Snape, New Leadership Foundation