LOCAL GOVERNMENT
CAPABILITY FRAMEWORK

LOCAL
GOVERNMENT
NSW

Publication and contact details

The Local Government Capability Framework

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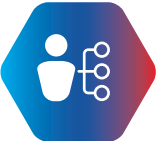
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Introduction

Communities rely on local government, and performance in local government depends on the joint efforts of elected members and employees. All people in local government need to have a core set of capabilities – knowledge, skills, abilities and other attributes – to do their jobs and deliver for the community.

The Local Government Capability Framework has come about because local government in NSW expressed a strong desire to have a set of capabilities to provide clear expectations about performance and behaviour for all people in the sector. It has been developed by LGNSW with significant involvement from elected and workforce representatives across the state.

This framework brings into sharp focus the behaviours and attitudes that together make up our desired culture by emphasising how we do the things we do and making transparent what "good" looks like. It is a leap forward in aligning elected members and the workforce to deliver community outcomes by describing capabilities in terms of observable behaviour so that everyone knows what is expected.

While NSW councils can choose whether to use the framework, the benefits to individual councils and the sector will increase with large scale adoption. Over time, more and more people will have been recruited against capabilities; performance will be measured against capabilities; organisational plans will consider the mix of capabilities needed to deliver community outcomes; and elected members' professional development will be based on capabilities.

Done well, we expect to see sector-wide capability building resulting in measurable improvements in council performance, community perceptions of local government, and attractiveness as employers.

This is a game changer of which we are very proud.

About the Local Government Capability Framework

The Local Government Capability Framework describes the core knowledge, skills, abilities and other attributes expected of elected members and local government employees in NSW.

The framework is a foundation for the full range of workforce management and development activities: role design and description, recruitment and selection, performance management, learning and development and strategic workforce planning. It also provides a clear basis for councillors' professional development in line with legal requirements.

Ultimately, the framework will support NSW councils to:

> align the workforce and elected members in delivering community outcomes

> improve performance and capacity

> attract and retain highly capable people

> provide a shared basis for workforce planning

> provide broader career options and develop the next generation of local government leaders in NSW

> provide a common basis for professional development to build capability in local government.

The groups of capabilities

The Local Government Capability Framework describes 16 capabilities across four core groups: **Personal Attributes**, **Relationships**, **Results** and **Resources**. These capabilities apply to all elected members and local government employees in NSW. Four capabilities in the **Workforce Leadership** group are for employees who manage people, and another four capabilities in the **Civic Leadership** group are for elected members.

Together the capability groups set out the knowledge, skills, abilities and other attributes expected of the workforce and elected members.

Personal Attributes

Manage Self
Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning

Display Resilience and Adaptability
Express own views, persevere through challenges, and be flexible and willing to change

Act with Integrity
Be honest, ethical and professional, and prepared to speak up for what is right

Demonstrate Accountability
Take responsibility for own actions, commit to safety, and act in line with legislation and policy

Relationships

Communicate and Engage
Communicate clearly and respectfully, listen, and encourage input from others

Community and Customer Focus
Commit to delivering customer and community focused services in line with strategic objectives

Work Collaboratively
Be a respectful, inclusive and reliable team member, collaborate with others, and value diversity

Influence and Negotiate
Persuade and gain commitment from others, and resolve issues and conflicts

Results

Plan and Prioritise
Plan and organise work in line with organisational goals, and adjust to changing priorities

Think and Solve Problems
Think, analyse and consider the broader context to develop practical solutions

Create and Innovate
Encourage and suggest new ideas and show commitment to improving services and ways of working

Deliver Results
Achieve results through efficient use of resources and a commitment to quality outcomes

Resources

Finance
Be a responsible custodian of council funds and apply processes in line with legislation and policy

Assets and Tools
Use, allocate and maintain work tools appropriately and manage community assets responsibly

Technology and Information
Use technology and information to maximise efficiency and effectiveness

Procurement and Contracts
Understand and apply procurement processes to ensure effective purchasing and contract performance

Workforce Leadership

Manage and Develop People
Engage and motivate staff, develop capability and potential in others

Inspire Direction and Purpose
Communicate organisational goals, priorities and vision and recognise achievements

Optimise Workforce Contribution
Hire and deploy people effectively and apply sound workforce planning principles

Lead and Manage Change
Initiate, support and champion change, assist others to accept and engage with change

Civic Leadership

Represent Communities
Understand and promote the interests of citizens and stakeholders

Inspire Direction and Purpose
Create and communicate council's goals, priorities and vision for the community

Govern Responsibly
Be a responsible and active member of the governing body, fulfilling responsibilities in line with legislation

Make Quality Decisions
Make considered, timely and transparent decisions based on merit, and uphold the decision of council

Core Capabilities

People Managers

Elected Members

How to read the capabilities

Capability group

Organises related capabilities under a single heading

Capability name and descriptor

The name of the capability and a description of what it covers

Personal attributes
MANAGE SELF
Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning

Foundational	Intermediate	Adept	Advanced	Highly Advanced
Checks understanding of own role within the team	Understands what needs to be done and steps up to do it	Initiates action on team/unit projects, issues and opportunities	Demonstrates motivation to serve the community and organisation	Demonstrates motivation to serve the community, make an impact and advance the organisation
Proactively seeks instruction and guidance	Pursues own and team goals with drive and commitment	Accepts and tackles demanding goals with drive and commitment	Initiates team activity on organisation/unit projects, issues and opportunities	Models initiative and decisiveness
Approaches work tasks with energy and enthusiasm	Shows awareness of own strengths and weaknesses	Seeks opportunities to apply and develop strengths and skills	Seeks and accepts challenging assignments and other development opportunities	Applies and shares knowledge gained through experience and exposure to experts, colleagues and stakeholders
Stays up to date with knowledge, training and accreditation in relevant skills areas	Asks for feedback from colleagues and stakeholders	Examines and reflects on own performance	Seeks feedback broadly and asks others for help with own development areas	Proactively seeks opportunities for growth for self and others
Is willing to learn and apply new skills	Makes the most of opportunities to learn and apply new skills	Seeks and responds well to feedback and guidance	Translates negative feedback into an opportunity to improve	Actively seeks, reflects and acts on feedback, showing a strong capacity and willingness to modify behaviour
Learns from mistakes and the feedback of others				Works to apply strengths and mitigate weaknesses and limitations

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Level descriptors

For the workforce: each capability is described in terms of levels ranging from **Foundational** to **Highly Advanced**, reflecting a progressive increase in complexity and skill.

For elected members:
Each capability is described at **Councillor level**, and most are also described at **Mayor level**, reflecting the additional responsibilities and challenges facing Mayors.

Behavioural indicators

Behavioural indicators are sets of statements illustrating the type of behaviours expected at each level.

Core Capabilities

PERSONAL
ATTRIBUTES

Personal attributes
MANAGE SELF

Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning

Foundational

Checks understanding of own role within the team

Proactively seeks instruction and guidance

Approaches work tasks with energy and enthusiasm

Stays up to date with knowledge, training and accreditation in relevant skills areas

Is willing to learn and apply new skills

Learns from mistakes and the feedback of others

Intermediate

Understands what needs to be done and steps up to do it

Pursues own and team goals with drive and commitment

Shows awareness of own strengths and weaknesses

Asks for feedback from colleagues and stakeholders

Makes the most of opportunities to learn and apply new skills

Adept

Initiates action on team/unit projects, issues and opportunities

Accepts and tackles demanding goals with drive and commitment

Seeks opportunities to apply and develop strengths and skills

Examines and reflects on own performance

Seeks and responds well to feedback and guidance

Advanced

Demonstrates motivation to serve the community and organisation

Initiates team activity on organisation/unit projects, issues and opportunities

Seeks and accepts challenging assignments and other development opportunities

Seeks feedback broadly and asks others for help with own development areas

Translates negative feedback into an opportunity to improve

Highly Advanced

Demonstrates motivation to serve the community, make an impact and advance the organisation

Models initiative and decisiveness

Applies and shares knowledge gained through experience and exposure to experts, colleagues and stakeholders

Proactively seeks opportunities for growth for self and others

Actively seeks, reflects and acts on feedback, showing a strong capacity and willingness to modify behaviour

Works to apply strengths and mitigate weaknesses and limitations

DISPLAY RESILIENCE AND ADAPTABILITY

Express own views, persevere through challenges, and be flexible and willing to change

Foundational	Intermediate	Adept	Advanced	Highly Advanced
Adapts to changing work tasks and environments	Adapts quickly to changed priorities and organisational settings	Is flexible, showing initiative and responding quickly to change	Is flexible and readily adjusts own style and approach to suit the situation	Is comfortable with constant change, and able to adjust accordingly
Is open to new ways of doing things	Welcomes new ideas and ways of working	Accepts changed priorities and decisions and works to make the most of them	Adjusts tactics or priorities in response to changes in the organisational environment	Provides sound rationale for agreed positions while remaining open to valid suggestions for change
Stays calm in difficult situations	Stays calm and focused in difficult situations	Gives frank and honest feedback/advice	Gives frank, honest advice, even in the face of strong, contrary views	Creates a climate which encourages openness and debate around critical issues
Does not give up easily when problems arise	Perseveres through challenges	Listens when challenged and seeks to understand criticisms before responding	Accepts criticism of own ideas and responds in a thoughtful and considered way	Raises critical issues and makes tough decisions
Asks questions and offers own opinion	Offers own opinion and raises challenging issues	Raises and works through challenging issues and seeks alternatives	Welcomes challenges and persists in raising and working through difficult issues	Persists in the face of significant, complex and novel challenges
		Stays calm and acts constructively under pressure and in difficult situations	Shows composure and decisiveness in dealing with difficult and controversial issues	Manages own emotions and acts as a stabilising influence in emotionally charged situations

ACT WITH INTEGRITY

Be honest, ethical and professional, and prepared to speak up for what is right
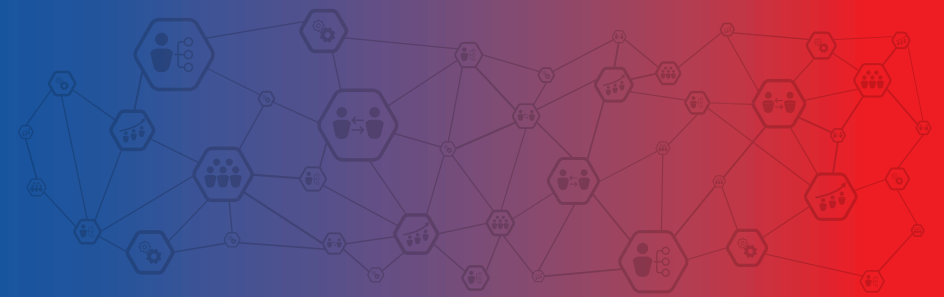
Foundational

Is open and honest

Tells the truth and admits to mistakes

Follows the code of conduct, policies and guidelines

Has the courage to speak up and report inappropriate behaviour and misconduct

Intermediate

Maintains confidentiality of customer and organisational information

Is open, honest and consistent in words and behaviour

Takes steps to clarify ethical issues and seeks advice when unsure what to do

Helps others to understand their obligations to follow the code of conduct, legislation and policies

Recognises and reports inappropriate behaviour, misconduct and perceived conflicts of interest

Adept

Acts honestly, ethically and with discretion and encourages others to do so

Sets a tone of integrity and professionalism with customers and the team

Supports others to uphold professional standards and to report inappropriate behaviour

Respectfully challenges behaviour that is inconsistent with organisational values, standards or the code of conduct

Consults appropriately when issues arise regarding misconduct, unethical behaviour and perceived conflicts of interest

Advanced

Models ethical behaviour and reinforces it in others

Represents the organisation in an honest, ethical and professional way and sets an example for others to follow

Promotes integrity, courage and professionalism inside and outside the organisation

Monitors ethical practices, standards and systems and reinforces their use

Proactively addresses ethical and people issues before they magnify

Highly Advanced

Champions and acts as an advocate for the highest standards of ethical and professional behaviour

Sets a tone of integrity and professionalism in the organisation and in dealings external to the organisation

Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use

Creates a climate in which staff feel empowered to challenge and report inappropriate behaviour

Acts promptly and visibly in response to complex ethical and people issues

Personal attributes
DEMONSTRATE ACCOUNTABILITY
Take responsibility for own actions, commit to safety, and act in line with legislation and policy
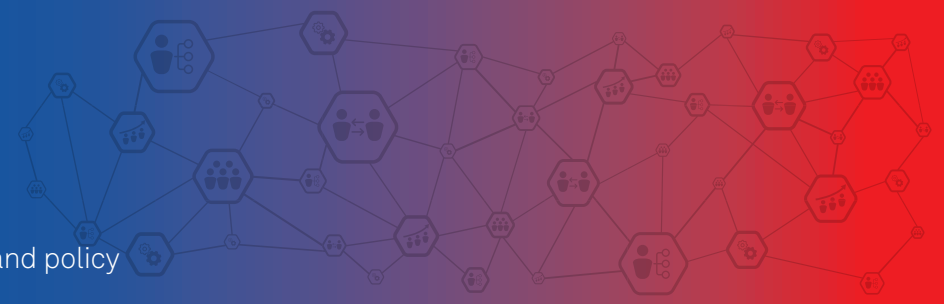
Foundational	Intermediate	Adept	Advanced	Highly Advanced
Takes responsibility for own actions	Follows through reliably and openly takes responsibility for own actions	Is prepared to make decisions within own level of authority	Is prepared to make decisions involving tough choices and weighing of risks	Acts in the public interest at all times
Completes tasks he/she has agreed to on time	Understands delegations and acts within authority level	Takes an active role in managing issues in the team	Addresses situations before they become crises and identifies measures to avoid recurrence	Is prepared to act and take ownership for difficult decisions
Is aware of the decisions that need to be referred to a manager or supervisor and acts accordingly	Is vigilant about the use of safe work practices by self and others	Coaches team members to take responsibility and follow through	Takes responsibility for outcomes, including mistakes and failures	Supports and stands by people in the organisation who have made an honest mistake
Takes care of own and others' safety and wellbeing by following safe work practices	Is alert to risks in the workplace and raises them to the appropriate level	Is committed to safe work practices and manages work health and safety risks	Coaches team members to take responsibility for addressing and resolving challenging situations	Creates a climate in which people feel supported to take responsibility for outcomes
Identifies and speaks up about risks in the workplace		Identifies and manages other risks in the workplace	Oversees implementation of safe work practices and the risk management framework	Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks

Core Capabilities

RELATIONSHIPS

Relationships
COMMUNICATE AND ENGAGE

Communicate clearly and respectfully, listen, and encourage input from others

Foundational

Speaks at an appropriate pace and volume

Uses appropriate body language and facial expressions

Explains things clearly

Allows others time to speak

Shows sensitivity to cultural, religious and other individual differences when interacting with others

Intermediate

Focuses on key points and communicates in 'Plain English'

Clearly explains and presents ideas and technical information

Monitors own and others' non-verbal cues and adapts where necessary

Listens to others when they are speaking and asks appropriate, respectful questions

Shows sensitivity in adapting communication content and style for diverse audiences

Adept

Tailors content, pitch and style of communication to the needs and level of understanding of the audience

Clearly explains complex concepts and technical information

Adjusts style and approach flexibly for different audiences

Actively listens and encourages others to provide input

Writes fluently and persuasively in a range of styles and formats

Advanced

Presents with credibility and engages varied audiences

Translates complex information concisely for diverse audiences

Creates opportunities for others to contribute to discussion and debate

Demonstrates active listening skills, using techniques that contribute to a deeper understanding

Is attuned to the needs of diverse audiences, adjusting style and approach flexibly

Prepares (or coordinates preparation of) high impact written documents and presentations
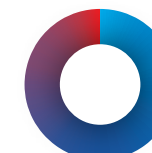
Highly Advanced

Puts forward compelling arguments

Explains complex concepts appropriately for diverse audiences

Anticipates and addresses key areas of interest for diverse audiences and adapts style under pressure

Invites, actively listens and responds respectfully to questions, comments and suggestions

Relationships
COMMUNITY AND CUSTOMER FOCUS
Commit to delivering customer and community focused services in line with strategic objectives

Foundational

Shows awareness that he/she is working for the community

Shows respect, courtesy and fairness when interacting with customers and members of the community

Listens and asks questions to understand customer/community needs

Informs customers of progress and checks their needs are being met

Intermediate

Identifies and responds quickly to customer needs

Demonstrates a thorough knowledge of services provided

Puts the customer and community at the heart of work activities

Takes responsibility for resolving customer issues and needs

Adept

Demonstrates a sound understanding of the interests and needs of customers and the community

Takes responsibility for delivering quality customer-focused services

Listens to customer and community needs and ensures responsiveness

Builds relationships with customers and identifies improvements to services

Finds opportunities to work with internal and external stakeholders to implement improvements to customer services

Advanced

Demonstrates a thorough understanding of the interests, needs and diversity in the community

Promotes a culture of quality customer service

Initiates and develops partnerships with customers and the community to define and evaluate service outcomes

Ensures that the customer is at the heart of business process design

Makes improvements to management systems, processes and practices to improve service delivery

Works towards social, environmental and economic sustainability in the community/region

Highly Advanced

Creates an organisational culture which embraces high quality customer service

Ensures that management systems, processes and practices drive service delivery outcomes

Ensures that community and customer needs are central to strategic planning processes

Establishes systems to set and monitor service delivery standards in line with customer and community expectations

Ensures council services contribute to social, environmental and economic sustainability in the community/region

WORK COLLABORATIVELY

Be a respectful, inclusive and reliable team member, collaborate with others, and value diversity

Foundational

Keeps team and supervisor informed of what he/she is working on

Shares knowledge and information with team members and other staff

Offers to help colleagues and takes on additional tasks when workloads are high

Is aware of the wellbeing of co-workers and provides support as appropriate

Is open to input from people with different experiences, perspectives and beliefs

Intermediate

Encourages an inclusive, supportive and co-operative team environment

Shares information and learning within and across teams

Works well with other teams on shared problems and initiatives

Looks out for the wellbeing of team members and other colleagues

Encourages input from people with different experiences, perspectives and beliefs

Shows sensitivity to others' workloads and challenges when asking for input and contributions

Adept

Contributes to a culture of respect and understanding in the organisation

Creates an atmosphere of trust and mutual respect within the team

Builds cooperation and overcomes barriers to sharing across teams/units

Relates well to people at all levels and develops respectful working relationships across the organisation

Identifies opportunities to work together with other teams/units

Acts as a resource for other teams/units on complex or technical matters

Advanced

Builds a culture of respect and understanding across the organisation

Facilitates collaboration across units and recognises outcomes resulting from effective collaboration between teams

Builds co-operation and overcomes barriers to sharing across the organisation

Facilitates opportunities to develop joint solutions with stakeholders across the region and sector

Models inclusiveness and respect for diversity in people, experiences and backgrounds

Highly Advanced

Communicates the expectation of collaboration across the organisation

Celebrates successful outcomes of collaboration across the organisation, region and sector

Establishes systems, structures and practices to facilitate sharing and learning across the organisation, region and sector

Develops respectful relationships with stakeholders who hold different, even directly conflicting, views

Sets a tone of inclusiveness and an expectation that all staff respect diversity in people, experiences and backgrounds

Relationships
INFLUENCE AND NEGOTIATE
Persuade and gain commitment from others, and resolve issues and conflicts

Foundational

Helps find solutions to problems he/she raises

Uses facts and sound reasoning to make a case

Listens to understand others' interests and needs

Is tactful when disagreeing or proposing a different approach or outcome

Works towards mutually satisfactory outcomes

Intermediate

Builds a network of work contacts across the organisation

Approaches negotiations in the spirit of cooperation

Puts forward a valid argument using facts, knowledge and experience

Asks questions to understand others' interests, needs and concerns

Works with others to generate options that address the main needs and concerns of all parties

Adept

Builds a network of work contacts/relationships inside and outside the organisation

Approaches negotiations in the spirit of maintaining and strengthening relationships

Negotiates from an informed and credible position

Influences others with a fair and considered approach and sound arguments

Encourages others to share and debate ideas

Advanced

Builds and maintains professional relationships inside and outside the organisation

Makes a strong personal impression and influences others with a fair and considered approach

Establishes a negotiation position based on a firm grasp of key issues, likely points of difference and areas for compromise

Identifies key stakeholders and tests their level of support in advance of negotiations

Uses humour appropriately to enhance professional relationships and interactions

Pre-empts and minimises conflict by working towards mutually beneficial outcomes

Highly Advanced

Credibly promotes the organisation's position in the community, region and sector

Builds and maintains a wide network of professional relationships outside the organisation

Obtains the commitment of key stakeholders to major projects and ensures ongoing communication

Uses understanding of decision-making processes and networks to determine the organisation's bargaining strategy

Uses sound evidence-based arguments supported by expert opinion to influence outcomes

Pre-empts and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution

Core Capabilities

RESULTS

PLAN AND PRIORITISE

Plan and organise work in line with organisational goals, and adjust to changing priorities

Foundational

Understands team objectives and own contribution

Plans and organises own work tasks

Asks when unsure about the relative priority of allocated tasks

Manages time appropriately and re-prioritises as required

Identifies and informs supervisor of issues that may impact on completion of tasks

Intermediate

Participates constructively in unit planning and goal setting

Helps plan and allocate work tasks in line with team/project objectives

Checks progress against schedules

Identifies and escalates issues impacting on ability to meet schedules

Provides feedback to inform future planning and work schedules

Adept

Consults on and delivers team/unit goals and plans, with clear performance measures

Takes into account organisational objectives when setting and reviewing team priorities and projects

Scopes and manages projects effectively, including budgets, resources and timelines

Manages risks effectively, minimising the impacts of variances from project plans

Monitors progress, makes adjustments, and evaluates outcomes to inform future planning

Advanced

Ensures business plans and priorities are in line with organisational objectives

Uses historical context to inform business plans and mitigate risks

Anticipates and assesses shifts in the environment and ensures contingency plans are in place

Ensures that program risks are managed and strategies are in place to respond to variance

Implements systems for monitoring and evaluating effective program and project management

Highly Advanced

Sets and communicates organisational objectives, ensuring these are the focus for planning activity

Considers the organisation's long term role in the community and region when planning

Ensures that a governance framework enables high quality strategic, corporate and operational planning

Ensures effective governance of program and project management, including acceptance of new initiatives

THINK AND SOLVE PROBLEMS

Think, analyse and consider the broader context to develop practical solutions

Foundational

Finds and checks information needed to complete own work tasks

Breaks down information and issues into component parts

Thinks through the options available and checks his/her suggested approach

Refers complex issues and problems to a manager/supervisor

Intermediate

Gathers and investigates information from a variety of sources

Questions basic inconsistencies or gaps in information and raises to appropriate level

Asks questions to get to the heart of the issue and define the problem clearly

Analyses numerical data and other information and draws conclusions based on evidence

Works with others to assess options and identify appropriate solutions

Adept

Draws on numerous sources of information, including past experience, when facing new problems

Demonstrates an understanding of how individual issues relate to larger systems

Makes appropriate recommendations based on synthesis and analysis of complex numerical data and written reports

Uses rigorous logic and a variety of problem solving methods to develop workable solutions

Anticipates, identifies and addresses risks and issues with practical solutions

Leads cross team/unit efforts to resolve common issues or barriers to effectiveness

Advanced

Is able to draw on wide-ranging interests and experiences when facing new challenges

Thinks broadly about the root of problems before focusing in on the problem definition and solutions

Is able to discuss issues from different angles and project impacts into the future

Considers the broader context when critically analysing information and weighing recommendations

Involves diverse perspectives in testing thinking and solutions

Highly Advanced

Quickly grasps unfamiliar concepts and deals comfortably with complexity

Demonstrates deep knowledge and expertise across numerous subject areas

Critically analyses information and seeks diverse perspectives to formulate effective responses to policy issues

Identifies and evaluates broader impacts of proposed policies and solutions

Makes good decisions based on available evidence, observed patterns and evaluation of risks and benefits

CREATE AND INNOVATE

Encourage and suggest new ideas and show commitment to improving services and ways of working

Foundational

Contributes own knowledge and ideas

Suggests improvements to the way work is done

Intermediate

Researches developments and trends in the industry

Thinks about issues and opportunities from different viewpoints

Links together unrelated ideas or events to generate insights

Identifies improvements to work systems, processes and practices

Adept

Produces new ideas, approaches or insights

Analyses successes and failures in the organisation for insights to inform improvement

Identifies ways in which industry developments and trends impact on own business area

Shows curiosity in the future of the community and region and thinks creatively about opportunities for the organisation

Identifies, shares and encourages suggestions for organisational improvement

Experiments to develop innovative solutions

Advanced

Encourages independent thinking and new ideas from others

Draws on developments and trends in the industry and beyond to develop solutions

Supports experimentation and rapid prototyping to test and refine innovative solutions

Develops/champions innovative solutions with long standing, organisation-wide impact

Explores creative alternatives to improve management systems, processes and practices

Contributes own knowledge and experience to staff training and development sessions

Highly Advanced

Models and promotes the value of initiative and continuous improvement

Stays up to date with industry, national and global best practices and trends

Encourages people to challenge the status quo and actively seek opportunities to improve

Creates an organisational climate in which people feel supported to experiment to test new ideas and innovations

Uses diversity to foster innovation and drive change

DELIVER RESULTS

Achieve results through efficient use of resources and a commitment to quality outcomes

Foundational

Takes the initiative to progress work tasks

Clarifies work required and timeframe available

Identifies what information/ resources are needed to complete work tasks

Checks own work for accuracy, quality and completeness

Completes tasks under guidance, on time and to the required standard

Intermediate

Takes the initiative to progress own and team work tasks

Contributes to the allocation of responsibilities and resources to achieve team/project goals

Consistently delivers high quality work with minimal supervision

Consistently delivers key work outputs on time and on budget

Adept

Takes responsibility for the quality and timeliness of the team's work products

Ensures team understands goals and expectations

Shares the broader context for projects and tasks with the team

Identifies resource needs, including team, budget, information and tools

Allocates responsibilities and resources appropriately

Gives team members appropriate flexibility to decide how to get the job done

Advanced

Sets high standards and challenging goals for self and others

Delegates responsibility appropriately and provides support

Defines what success looks like in measurable terms

Uses own professional knowledge and the expertise of others to drive results

Implements and oversees quality assurance practices

Highly Advanced

Creates a culture of achievement by setting stretch goals and high expectations for self and others

Shares leadership responsibility and decision making authority, where possible

Drives organisational activity in an environment of ongoing change and uncertainty

Identifies and removes potential hurdles to achievement of sustainable outcomes

Core Capabilities

RESOURCES

Resources
FINANCE

Be a responsible custodian of council funds and apply processes in line with legislation and policy

Foundational

Shows respect for the value of public money

Calculates and records financial information accurately

Seeks approval from manager/supervisor for expenses and claims, as required by policies or guidelines

Intermediate

Presents basic financial information clearly and in an appropriate format

Uses funds and records financial transactions in line with financial audit and reporting obligations

Makes expenditure decisions within budget limits

Uses financial and other resources responsibly and helps others understand their obligations to do so

Adept

Uses basic financial terminology appropriately

Considers the impact of funding allocations on business models, projects and budgets

Manages project finances effectively, including budget, timely receipting, billing, collection and variance recognition

Prepares and evaluates business cases with due regard for long term financial sustainability

Applies high standards of financial probity with public monies and other resources

Identifies, monitors and mitigates financial risks

Advanced

Ensures the design/delivery of services is within budget

Explains the organisation's financial drivers to others in plain language

Evaluates strategic business cases including the relative cost benefits of direct provision or purchase of services

Models the highest standards of financial probity, demonstrating respect for public monies and other resources

Promotes the role of sound financial management and its impact on long term financial sustainability

Seeks and applies specialist financial advice to inform decisions
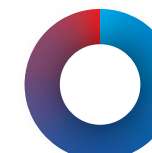
Highly Advanced

Sets organisational strategies and plans with reference to key financial indicators

Ensures that strategic decisions are made with appropriate advice from finance professionals

Identifies the most appropriate financing and funding strategies to meet operational and capital needs

Inspires a culture which respects the obligation to manage public monies and other resources responsibly

Establishes effective governance to ensure the ethical and honest use of financial resources

Actively pursues financial risk minimisation strategies, plans and outcomes

Resources
ASSETS AND TOOLS

Use, allocate and maintain work tools appropriately and manage community assets responsibly

Foundational	Intermediate	Adept	Advanced	Highly Advanced
Uses core work tools and equipment effectively	Uses a variety of work tools and resources to enhance work products and expand own skill set	Contributes quality information about council and community assets to asset registers	Considers council and community assets in the design/delivery of services	Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan
Takes care of work tools, equipment, accommodation and community assets	Ensures others understand their obligations to use and maintain work tools and equipment appropriately	Prepares accurate asset maintenance and replacement costings in line with council plans and policies	Facilitates and monitors appropriate deployment of assets and tools in line with community priorities	Ensures effective governance of the allocation, maintenance and investment in assets and tools
	Contributes to the allocation of work tools and resources to optimise team outcomes	Is aware of asset management risks and actions to manage and mitigate these	Implements and monitors compliance with asset management and maintenance plans and policies	Promotes the role of councils as custodians of community assets
				Actively pursues asset risk minimisation strategies, plans and outcomes

TECHNOLOGY AND INFORMATION

Use technology and information to maximise efficiency and effectiveness

Foundational

Shows confidence in using the technology required in the role

Uses technology appropriately, in line with acceptable use policies

Completes work tasks in line with records, information and knowledge management policies

Intermediate

Shows confidence in using core office software and other computer applications

Makes effective use of records, information and knowledge management systems

Supports the introduction of new technologies to improve efficiency and effectiveness

Adept

Selects appropriate technologies for projects and tasks

Identifies ways to leverage the value of technology to achieve outcomes

Ensures team understands their obligations to use technology appropriately

Ensures team understands obligations to comply with records, information and knowledge management requirements

Advanced

Implements appropriate controls to ensure compliance with information and communications security and use policies

Implements and monitors appropriate records, information and knowledge management systems

Seeks advice from technical experts on leveraging technology to achieve organisational outcomes

Stays up to date with emerging technologies and considers how they might be applied in the organisation
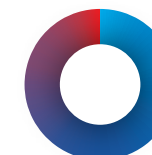
Highly Advanced

Ensures effective governance enables efficient and effective applications of technology in the organisation

Ensures effective governance of information and communications security and use policies

Encourages research and expert advice on the application of emerging technologies

Critically assesses business cases to introduce new technologies

PROCUREMENT AND CONTRACTS

Understand and apply procurement processes to ensure effective purchasing and contract performance

Foundational	Intermediate	Adept	Advanced	Highly Advanced
Complies with basic ordering, receipting and payment processes	Helps others understand and comply with basic ordering, receipting and payment processes	Prepares documents that clearly set out business requirements, deliverables and expectations of suppliers	Ensures that organisational policy on procurement and contract management is implemented	Ensures procurement and contract management policy and practices are in line with guidelines
Checks quotes and invoices for accuracy	Contributes to the identification of business requirements, deliverables and expectations of suppliers	Delivers open, transparent, competitive and effective procurement processes	Applies knowledge of procurement and contract management risks to decisions	Ensures effective governance of procurement processes and management of supplier and contractor performance
Checks that invoiced fees and charges match goods or services delivered	Provides objective input to evaluation processes for proposals and tenders	Manages relationships with suppliers and contractors to ensure expectations are clear and business needs are met	Ensures others understand their obligations to manage and mitigate risks in procurement	Monitors and evaluates compliance with and effectiveness of procurement and contract management policies and procedures
	Works with suppliers and contractors to ensure that goods and services meet time and quality requirements	Takes appropriate actions to manage and mitigate procurement and contract management risks	Implements effective governance arrangements to monitor provider, supplier and contractor performance	
			Represents the organisation in resolving disputes with suppliers and contractors	

People Managers

WORKFORCE
LEADERSHIP

Workforce Leadership
MANAGE AND DEVELOP PEOPLE
Engage and motivate staff, develop capability and potential in others

Foundational

Clearly explains work required, expected behaviour and outputs

Gives regular feedback about positive behaviour and areas for improvement

Provides appropriate support to enable development

Recognises ongoing performance issues and seeks advice on managing them

Intermediate

Clearly communicates roles and responsibilities in the team

Discusses and sets clear performance goals and standards

Gives regular feedback with the aim of improving performance and helping others learn and develop

Recognises development needs of individuals and identifies suitable learning opportunities

Recognises ongoing performance issues and works towards resolving them

Adept

Seeks to understand the individual strengths, weaknesses, goals and concerns of team members

Defines and communicates roles and responsibilities and sets clear performance standards and goals

Coaches team members to help improve performance and development

Regularly discusses performance with team members and provides accurate, constructive reviews

Identifies suitable learning opportunities, including stretch assignments, based on individual needs, interests and goals

Addresses team and individual performance issues, including unsatisfactory performance, in a timely and effective way

Advanced

Knows the individual strengths, weaknesses, goals and concerns of members of the team

Fosters high performance through effective conversations and feedback and by providing stretch opportunities

Identifies and develops talent across the organisation

Coaches and mentors staff to foster professional development and continuous learning

Implements performance development frameworks to align capability with the organisation's current and future priorities

Resolves team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way

Highly Advanced

Creates a climate in which people across the organisation want to do their best

Ensures the organisation engages in effective performance management, development planning and talent identification

Drives executive capability development and ensures effective succession management practices

Creates a climate in which senior staff value regular feedback, continuous learning and new experiences

Ensures workforce management systems, policies and practices are inclusive of all individuals

Instils a sense of urgency around addressing performance problems among leaders in the organisation

INSPIRE DIRECTION AND PURPOSE

Communicate organisational goals, priorities and vision and recognise achievements

Foundational	Intermediate	Adept	Advanced	Highly Advanced
Explains the organisation's goals, structure and services	Explains the organisation's mission and how the team's work relates	Demonstrates passion, enthusiasm and personal dedication to the organisation's vision	Translates organisational vision and strategy into operational goals to help staff understand their own contribution	Articulates a shared vision of the organisation's future, described in measurable terms
Helps team to understand how their activities support organisational objectives and community outcomes	Promotes the organisation's direction and goals and encourages a positive attitude in the team	Translates organisation and unit objectives into team goals and plans to help staff understand the links	Builds a shared sense of purpose through involving people in defining priorities and cascading goals	Champions the organisational vision and strategy, and communicates the way forward
Keeps team informed of organisational policies and decisions	Discusses organisational issues with the team and helps them understand decisions in context	Builds a shared sense of purpose through involving people in the process of cascading goals	Regularly communicates progress against business unit and organisational goals	Generates enthusiasm and commitment to goals and cascades understanding throughout the organisation
Recognises and acknowledges high quality work	Recognises and acknowledges individual and team achievements	Motivates staff by providing autonomy in how they do their work, saying thanks and celebrating successes	Creates opportunities for recognising and celebrating high performance at the individual and team level	Communicates the context and parameters surrounding organisational strategies
		Takes opportunities to recognise and reward individual and team efforts and performance		Celebrates success and high performance and supports regular workplace activities to build a positive culture

Workforce Leadership
OPTIMISE WORKFORCE CONTRIBUTION
Hire and deploy people effectively and apply sound workforce planning principles

Foundational	Intermediate	Adept	Advanced	Highly Advanced
Allocates work tasks appropriately to make the best use of the skills and strengths of people in the team	Develops team/project plans that make the best use of the skills and strengths of people in the team	Develops team/project plans that take into consideration individual capabilities, strengths and preferences	Ensures resource management plans effectively distribute people resources in line with priorities	Ensures that operating models, systems, processes and workforce structure are aligned to key organisational strategies
Identifies current and potential resource/capability gaps in the team and seeks advice on how to manage them	Plans and monitors resource allocation against unit/project plans	Identifies opportunities for stretch assignments to help grow the capabilities and experience of staff	Develops workforce management plans that link to current and future organisational priorities and objectives	Oversees the workforce management strategy to ensure the organisation is the right size and shape to deliver outcomes
Ensures that team members make effective use of time and resources	Identifies solutions to current and potential resource/capability gaps	Plans and monitors team resource allocation in line with organisational priorities	Uses talent management processes to guide learning and development investment and to allocate critical roles	Champions the benefits of diversity and ensures hiring practices attract diverse applicants and minimise selection biases
	Participates in workforce planning to ensure the availability of capable resources	Makes informed contributions to workforce planning and resource allocation processes	Recruits capable people with varied backgrounds, styles and strengths	Ensures talent management processes are in place to inform organisational development priorities and investment decisions
		Makes good recruitment decisions based on the capabilities, knowledge and experience required in the role		

Workforce Leadership
LEAD AND MANAGE CHANGE

Initiate, support and champion change, assist others to accept and engage with change

Foundational	Intermediate	Adept	Advanced	Highly Advanced
Supports change initiatives through words and actions	Promotes change initiatives and helps the team to understand the purpose and benefits	Promotes change initiatives, explaining the purpose and benefits and the implications for the team	Translates change initiatives into practical strategies, including the role of staff in implementing them	Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences
Shares information and communicates change processes	Provides guidance and support through change processes	Contributes to efforts to involve staff and stakeholders at various stages of the project	Analyses the change context to identify the level of consultation and involvement required from staff and stakeholders	Analyses the change context to develop the right change approach for the organisation, community and region
Supports the team to accept and manage uncertainty and change	Initiates improvements to work systems, processes and practices in consultation with team members	Provides clear guidance, coaching and support through change processes	Develops appropriate approaches to involve staff and stakeholders at various stages of the project	Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment
Identifies and implements improvements to work processes and practices	Ensures work procedures support changes	Contributes to efforts to align organisational structures, systems, processes and culture to changes	Implements structured processes to manage structural, system, process and cultural barriers to change	Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes
Identifies and reports potential barriers to change	Identifies potential barriers to change and takes steps to address them		Provides coaching and leadership in times of uncertainty and difficulty for staff	Anticipates, plans for and addresses cultural barriers to change

Elected Members

PERSONAL ATTRIBUTES

Personal Attributes
MANAGE SELF
Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning
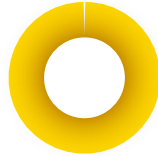
Councillor

Talks to the mayor, general manager and other councillors about own role and responsibilities, and seeks feedback

Pursues responsibilities with energy, drive and commitment

Manages own time effectively, balancing demands in line with council priorities

Shows awareness of own strengths and areas for growth

Looks for and takes opportunities to develop knowledge and skills as a councillor
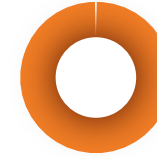
Mayor

Talks to the general manager and other councillors about own role and responsibilities, and seeks feedback

Pursues responsibilities with energy, drive and commitment

Manages own time effectively, balancing demands in line with council priorities

Shows awareness of own strengths and areas for growth

Looks for and takes opportunities to develop knowledge and skills as a mayor

Honestly examines personal motivation and capability as mayor

Reflects on and integrates feedback, showing a capacity and willingness to modify own behaviours

DISPLAY RESILIENCE AND ADAPTABILITY

Express own views, persevere through challenges, and be flexible and willing to change
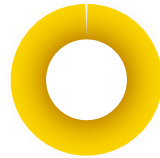
Councillor

Is flexible and willing to change his/her mind in light of new information

Stays calm and objective in challenging situations

Advocates constructively for an idea or position, even in the face of strong, contrary views

Listens when challenged and seeks to understand criticisms before responding

Stays positive and perseveres in the face of resistance or setbacks

Accepts public feedback and responds in a thoughtful and considered way
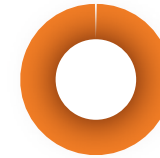
Mayor

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Stays calm and objective in challenging situations

Advocates constructively for an idea or position, even in the face of strong, contrary views

Listens when challenged and seeks to understand criticisms before responding

Stays positive and perseveres in the face of resistance or setbacks

Accepts public feedback and responds in a thoughtful and considered way

Reads situations quickly and shows leadership in times of crisis

Acts as a stabilising influence in challenging and emotionally charged situations

Personal attributes
ACT WITH INTEGRITY

Be honest, ethical and professional, and prepared to speak up for what is right
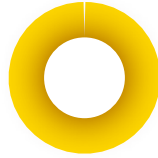
Councillor

Is open, honest and consistent in words and behaviour

Tells the truth and admits to own mistakes

Maintains confidentiality

Takes steps to clarify ethical issues and seeks advice when unsure what to do

Follows the code of conduct, legislation and policies applicable to councillors

Speaks out against illegal and inappropriate behaviour and perceived conflicts of interest
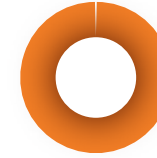
Mayor

Is open, honest and consistent in words and behaviour

Tells the truth and admits to own mistakes

Maintains confidentiality

Takes steps to clarify ethical issues and seeks advice when unsure what to do

Follows the code of conduct, legislation and policies applicable to a mayor

Speaks out against illegal and inappropriate behaviour and perceived conflicts of interest

Helps councillors understand their obligations to comply with the codes of conduct, legislation and policies

Identifies and discusses ethical issues with other councillors

Promotes a culture of integrity within council and in dealings external to council

Personal attributes

DEMONSTRATE ACCOUNTABILITY

Take responsibility for own actions, commit to safety, and act in line with legislation and policy
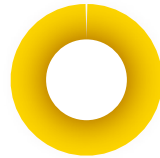
Councillor

Prepares appropriately for council meetings

Acts in the public interest and observes the highest standards of personal conduct at all times

Takes responsibility for fulfilling the role of councillor/mayor to the best of his/her ability

Is transparent in actions and decision making, declaring potential conflicts
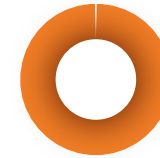
Mayor

Prepares appropriately for council meetings

Acts in the public interest and observes the highest standards of personal conduct at all times

Takes responsibility for fulfilling the role of councillor/mayor to the best of his/her ability

Is transparent in actions and decision making, declaring potential conflicts

Models the highest standards of accountability, providing transparency to enable public scrutiny

Provides advice on strategies taken by council to be accountable, transparent and efficient

Elected Members

RELATIONSHIPS

Relationships
COMMUNICATE AND ENGAGE

Communicate clearly and respectfully, listen, and encourage input from others
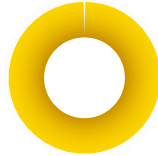
Councillor

Clearly communicates ideas and arguments

Adjusts tone, pace and message for different audiences

Listens when others are speaking and asks appropriate, respectful questions

Shows sensitivity to cultural, religious and other individual differences when interacting with others

Uses communication channels that are suitable for the diversity in the community

Creates opportunities for people to engage with council and contribute to public discussion and debate
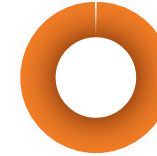
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Shows sensitivity to cultural, religious and other individual differences when interacting with others

Uses communication channels that are suitable for the diversity in the community

Creates opportunities for people to engage with council and contribute to public discussion and debate

COMMUNITY AND CUSTOMER FOCUS

Commit to delivering customer and community focused services in line with strategic objectives

Councillor

Keeps up to date on current issues affecting the community

Shows pride in and talks positively about the community and region

Commits time and energy to serving the community

Works towards social, environmental and economic sustainability in the community/region

Collects and uses broad community feedback to identify opportunities for improvement

Builds effective relationships with a range of people who reflect the diversity in the community

Mayor

Keeps up to date on current issues affecting the community

Shows pride in and talks positively about the community and region

Commits time and energy to serving the community

Works towards social, environmental and economic sustainability in the community/region

Collects and uses broad community feedback to identify opportunities for improvement

Builds effective relationships with a range of people who reflect the diversity in the community

Relationships
WORK COLLABORATIVELY
Be a respectful, inclusive and reliable team member, collaborate with others, and value diversity
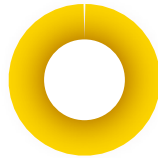
Councillor

Shares information with other councillors about community issues, stakeholders and activities

Is respectful of council staff and receptive to their advice

Shows respect for the diversity of skills and experience on the governing body

Initiates collaborative forums on issues facing the community

Works together with stakeholder networks for the benefit of the community and region
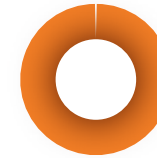
Mayor

Shares information with other councillors about community issues, stakeholders and activities

Is respectful of council staff and receptive to their advice

Shows respect for the diversity of skills and experience on the governing body

Initiates collaborative forums on issues facing the community

Works together with stakeholder networks for the benefit of the community and region

Encourages councillors to work collaboratively

Builds a productive working relationship with the general manager based on clear expectations, trust and respect

Supports positive relations between the general manager and the governing body

Builds partnerships between council and external stakeholders that are of strategic value to council

Facilitates and supports strategic collaboration with other councils to benefit the broader region

INFLUENCE AND NEGOTIATE

Persuade and gain commitment from others, and resolve issues and conflicts
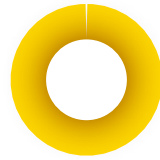
Councillor

Uses understanding of political processes and networks to develop a negotiation strategy

Listens to contrary points of view and endeavours to find common ground

Influences others with a fair and considered approach and sound arguments

Avoids starting from an entrenched position and is willing to give and take

Wins concessions without damaging relationships
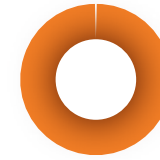
Mayor

Uses understanding of political processes and networks to develop a negotiation strategy

Listens to contrary points of view and endeavours to find common ground

Influences others with a fair and considered approach and sound arguments

Avoids starting from an entrenched position and is willing to give and take

Wins concessions without damaging relationships

Establishes and maintains relationships outside council in order to find common ground and further council's position

Anticipates points of contention and plans negotiations accordingly

Steers discussion and debate towards achieving an acceptable outcome

Elected Members

RESULTS
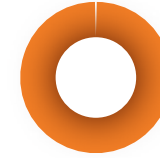
PLAN AND PRIORITISE

Plan and organise work in line with organisational goals, and adjust to changing priorities

Councillor

Identifies and pursues critical priorities and sets aside less critical activities

Contributes to setting clear performance goals that include quality measures

Considers council performance reports and rollover of projects when making new plans

Considers the impact of changes, e.g. government policy/economic conditions and budgets, on strategic plans

Incorporates sound risk management principles into strategic planning

Mayor

Identifies and pursues critical priorities and sets aside less critical activities

Contributes to setting clear performance goals that include quality measures

Considers council performance reports and rollover of projects when making new plans

Considers the impact of changes, e.g. government policy/economic conditions and budgets, on strategic plans

Incorporates sound risk management principles into strategic planning

Works with the general manager to translate strategic direction into a delivery program and operational plan

Monitors progress against the delivery program and operational plan

Considers council's current and potential future role within the community and region when planning

THINK AND SOLVE PROBLEMS

Think, analyse and consider the broader context to develop practical solutions
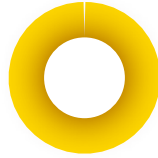
Councillor

Gathers and investigates information from a variety of sources

Asks questions to get to the heart of the issue and define the problem clearly

Considers the broader context and long-term impacts of policy options

Works with others to assess options and identify appropriate solutions
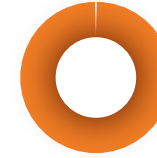
Mayor

Gathers and investigates information from a variety of sources

Asks questions to get to the heart of the issue and define the problem clearly

Considers the broader context and long-term impacts of policy options

Works with others to assess options and identify appropriate solutions

CREATE AND INNOVATE

Encourage and suggest new ideas and show commitment to improving services and ways of working
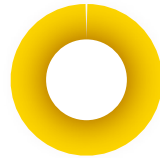
Councillor

Thinks about issues and opportunities from different viewpoints

Looks for non-obvious solutions

Encourages independent thinking and new ideas from others

Explores innovative solutions with long-standing community-wide impact
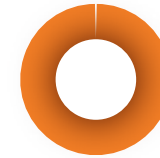
Mayor

Thinks about issues and opportunities from different viewpoints

Looks for non-obvious solutions

Encourages independent thinking and new ideas from others

Explores innovative solutions with long-standing community-wide impact

Results

DELIVER RESULTS

Achieve results through efficient use of resources and a commitment to quality outcomes

Councillor

Monitors and provides advice on the delivery of customer/community focused services

Instigates and champions initiatives to deliver community outcomes

Identifies and addresses potential risks to the achievement of council goals

Mayor

Monitors and provides advice on the delivery of customer/community focused services

Instigates and champions initiatives to deliver community outcomes

Identifies and addresses potential risks to the achievement of council goals

Engages with senior staff about strategies to improve council performance

Elected Members

RESOURCES

Resources
FINANCE

Be a responsible custodian of council funds and apply processes in line with legislation and policy
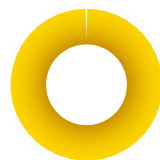
Councillor

Uses basic financial terminology appropriately

Makes informed contributions to debate about the allocation of financial resources

Demonstrates respect for public funds and the obligation to manage council resources responsibly

Is aware of financial risks and strategies to manage and mitigate these

Is able to discuss implications of council's long term financial plan, audited financial statements and budget reviews

Identifies and supports opportunities to generate revenue and attract investment
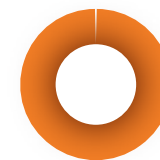
Mayor

Uses basic financial terminology appropriately

Makes informed contributions to debate about the allocation of financial resources

Demonstrates respect for public funds and the obligation to manage council resources responsibly

Is aware of financial risks and strategies to manage and mitigate these

Is able to discuss implications of council's long term financial plan, audited financial statements and budget reviews

Identifies and supports opportunities to generate revenue and attract investment

Promotes the role of sound financial management and its impact on council effectiveness

Resources
ASSETS AND TOOLS
Use, allocate and maintain work tools appropriately and manage community assets responsibly
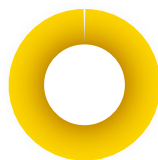
Councillor

Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan

Makes informed contributions to debate about the allocation of assets to community priorities

Supports asset risk minimisation strategies, plans and outcomes for council

Promotes the role of councils as custodians of community assets

Ensures asset management decisions consider long term financial sustainability
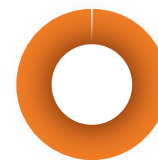
Mayor

Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan

Makes informed contributions to debate about the allocation of assets to community priorities

Supports asset risk minimisation strategies, plans and outcomes for council

Promotes the role of councils as custodians of community assets

Ensures asset management decisions consider long term financial sustainability

Promotes the role of sound asset management and its impact on long term financial sustainability

Resources
TECHNOLOGY AND INFORMATION
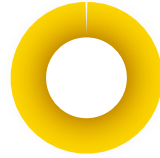Use technology and information to maximise efficiency and effectiveness
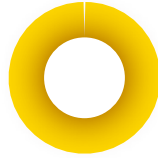
Councillor

Uses a range of technologies to communicate and engage with the community

Supports the introduction of new technologies to improve the efficiency and effectiveness of the council
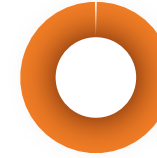
Mayor

Uses a range of technologies to communicate and engage with the community

Supports the introduction of new technologies to improve the efficiency and effectiveness of the council

Resources
PROCUREMENT AND CONTRACTS
Understand and apply procurement processes to ensure effective purchasing and contract performance

Councillor

Exercises commercial acumen in reviewing and approving council contracts and tenders

Makes decisions on council tenders according to value for money, probity and community benefit
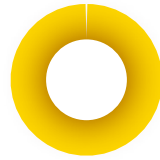
Mayor

Exercises commercial acumen in reviewing and approving council contracts and tenders

Makes decisions on council tenders according to value for money, probity and community benefit

Elected Members

CIVIC
LEADERSHIP

Civic Leadership
REPRESENT COMMUNITIES

Understand and promote the interests of citizens and stakeholders

Councillor

Makes himself/herself available to discuss issues and council activities with members of the community

Seeks to understand the range of views on complex issues in the community

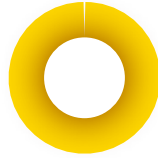Raises issues that are important to constituents with council

Treats all people in the community impartially and champions their right to be heard
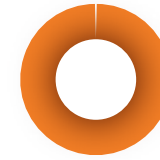
Mayor

Makes himself/herself available to discuss issues and council activities with members of the community

Seeks to understand the range of views on complex issues in the community

Raises issues that are important to constituents with council

Treats all people in the community impartially and champions their right to be heard

Uses a variety of approaches to gather views from a range of individuals and organisations

Advocates for local interests in dealings with external stakeholders, including other sectors and governments
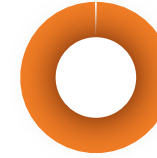
Civic Leadership
INSPIRE DIRECTION AND PURPOSE
Create and communicate council's goals, priorities and vision for the community

Councillor

Demonstrates passion, enthusiasm and personal dedication to council's vision for the community

Champions the community strategic plan and communicates the way forward

Encourages community involvement in council planning processes

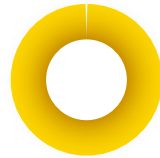Communicates the context and parameters surrounding council strategies and plans

Mayor

Demonstrates passion, enthusiasm and personal dedication to council's vision for the community

Champions the community strategic plan and communicates the way forward

Encourages community involvement in council planning processes

Communicates the context and parameters surrounding council strategies and plans

Communicates purpose and plans using a variety of channels to reach many audiences

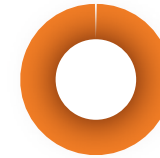Regularly communicates progress against the community strategic plan

Civic Leadership

GOVERN RESPONSIBLY

Be a responsible and active member of the governing body, fulfilling responsibilities in line with legislation

Councillor

Contributes constructively to debate in council

Works towards consensus as a member of the governing body

Contributes to a positive and ethical culture within the governing body

Participates responsibly in exercising council's employer functions in relation to the general manager

Acts in a way that preserves the health and safety of people in the council workplace

Mayor

Contributes constructively to debate in council

Works towards consensus as a member of the governing body

Contributes to a positive and ethical culture within the governing body

Participates responsibly in exercising council's employer functions in relation to the general manager

Acts in a way that preserves the health and safety of people in the council workplace

Leads constructive council meetings with a view to reaching consensus

Cultivates a positive and ethical culture within the governing body

Works with the general manager to ensure legal and regulatory frameworks are applied consistently by council

Sets clear performance standards for the general manager and monitors progress

Regularly discusses performance with the general manager and addresses performance issues early

Civic Leadership
MAKE QUALITY DECISIONS

Make considered, timely and transparent decisions based on merit, and uphold the decision of council
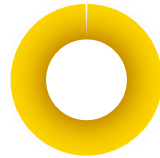
Councillor

Makes considered decisions on merit in the public interest

Considers information about the context and regulatory environment before making decisions

Considers financial and budget implications, including value for money, in making decisions

Explains council decision-making processes to constituents

Communicates the decisions of council in a respectful way, even if own position was not adopted

Assists the community to understand council decisions in context, considering priorities and constraints
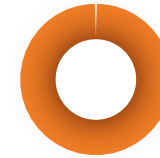
Mayor

Makes considered decisions on merit in the public interest

Considers information about the context and regulatory environment before making decisions

Considers financial and budget implications, including value for money, in making decisions

Explains council decision-making processes to constituents

Communicates the decisions of council in a respectful way, even if own position was not adopted

Assists the community to understand council decisions in context, considering priorities and constraints

Ensures council works through issues, considering all relevant information, before making decisions

Ensures council considers financial and budget implications in making decisions

LOCAL GOVERNMENT NSW

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