



LOCAL GOVERNMENT CAPABILITY FRAMEWORK

Developing Capabilities for Elected Members

Presented by Sarah Artist

Senior Manager Innovation & Capacity, LGNSW

Today's Agenda

- The new regulation for Induction and PD for Elected Members
- Overview of the Local Government Capability Framework
- Understanding PD in a Box – access and functions
- Training options including LGNSW programs

Induction and PD is important for Mayors and Councillors because...

- It gives you the confidence and ability to fulfill your roles
- It gives you the knowledge to comply with legislation
- It helps you to find new solutions to local problems
- It prevents issues arising which might otherwise damage the reputation of the council and the sector
- If it is done together then it helps to build a team approach
- It gives you an understanding of the bigger picture
- It enhances your credibility and reputation



OLG GUIDELINES FOR INDUCTION AND PROFESSIONAL DEVELOPMENT

New role statements and legislated responsibilities

- Elevated role for the mayor, governing body, and councillors, includes:
 - Effective civic leadership
 - Accountable to the community
 - Ensure the financial sustainability of the council
 - Review the performance of the council
 - Monitor the general manager's performance
 - Represent the council on regional organisations (Mayor)
- Ongoing learning required and included as a legal responsibility:
 - Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor

New guidelines for induction and professional development

- The General Manager is responsible
- Induction program within 6 months of election - all councillors and a specialised program for mayors
- Ongoing professional development program for the Mayor and each Councillor over the term of the council
- Focus is on knowledge and skills necessary to perform their roles
- Content to be determined in consultation with the Mayor and each Councillor
- Mayors and Councillors must make all reasonable efforts to participate
- Annual report to specify participation of the mayor and each council in induction and pd program
- Report to include the percentage of induction and pd completed by each individual
- Total annual cost also to be reported

OLG Guidelines for Induction and Professional Development, August 2018

Designing your approach



- What are the biggest challenges for elected members in fulfilling their roles?
- What do your mayors need that is different from councillors?
- Who will consult with each councillor about their development needs? how?
- What kind of budget do you have allocated?
- Who sets the training priorities?
- How do you ensure that people attend?
- How are you going to report non-attendance?
- How might you accommodate different levels of literacy? availability? self awareness?

Roles and responsibilities – who does what?



	Co-ordinating staff	General Manager	Independent external facilitator	Mayor	Councillors
Driving the process	✓	✓	?		
Assessing skills gaps		✓	?	✓	✓
Populating a development plan	✓	✓	?	✓	✓
Negotiating and allocating priorities and resources		✓		✓	✓
Monitoring and reporting on implementation	✓	✓			

This is a suggested process, how will it work in your Council?

The background features a complex network of interconnected hexagons. Some hexagons are larger and contain icons representing various concepts: a person with a checklist, a group of people, a gear, a bar chart, and two people with arrows between them. These larger hexagons are connected to a web of smaller, empty hexagons, creating a mesh-like structure. The background has a color gradient from blue on the left to red on the right.

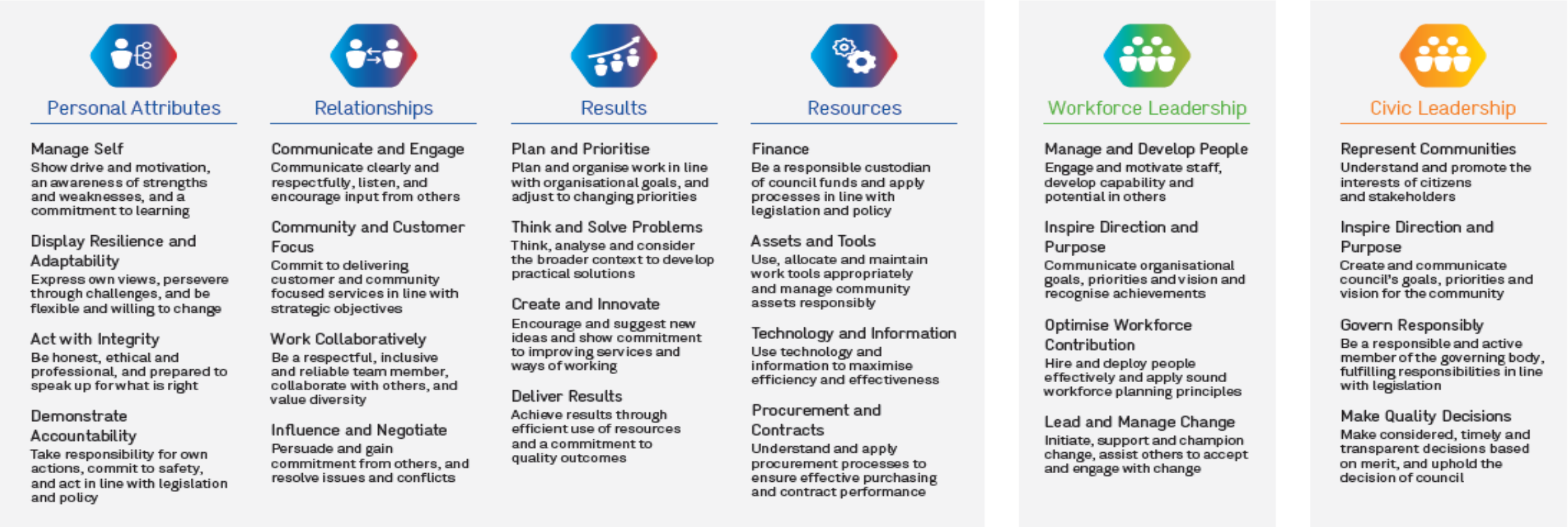
LOCAL GOVERNMENT CAPABILITY FRAMEWORK

The Local Government Capability Framework

- Approved by the LGNSW Board and now available to all councils
- Describes the core capabilities that everyone needs to have to work well in their role
- Common capabilities for workforce and elected members reflect common purpose in serving the community
- Expressed as behaviours that show knowledge, skills, abilities and organisational values – “how we do things around here”
- Core capabilities complement professional and technical skills
- Provides a common language to describe expectations
- Improve performance and capacity
- Provide a common foundation for professional development of elected members, as required by legislation

Design summary

Capability group
Organises related capabilities under a single high level heading



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

Behavioural indicators
Sit underneath each capability and are a set of statements illustrating the type of behaviours expected at each level

Core capabilities
Apply to both workforce and elected members:

- 5 workforce levels
- 2 elected member levels

People Managers
Applies to members of the workforce with people responsibilities with 5 capability levels

Elected members
Capabilities for elected members only with 2 capability levels – Mayor & Councillor



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



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



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DISCUSSION

Which capabilities are your strongest ones?

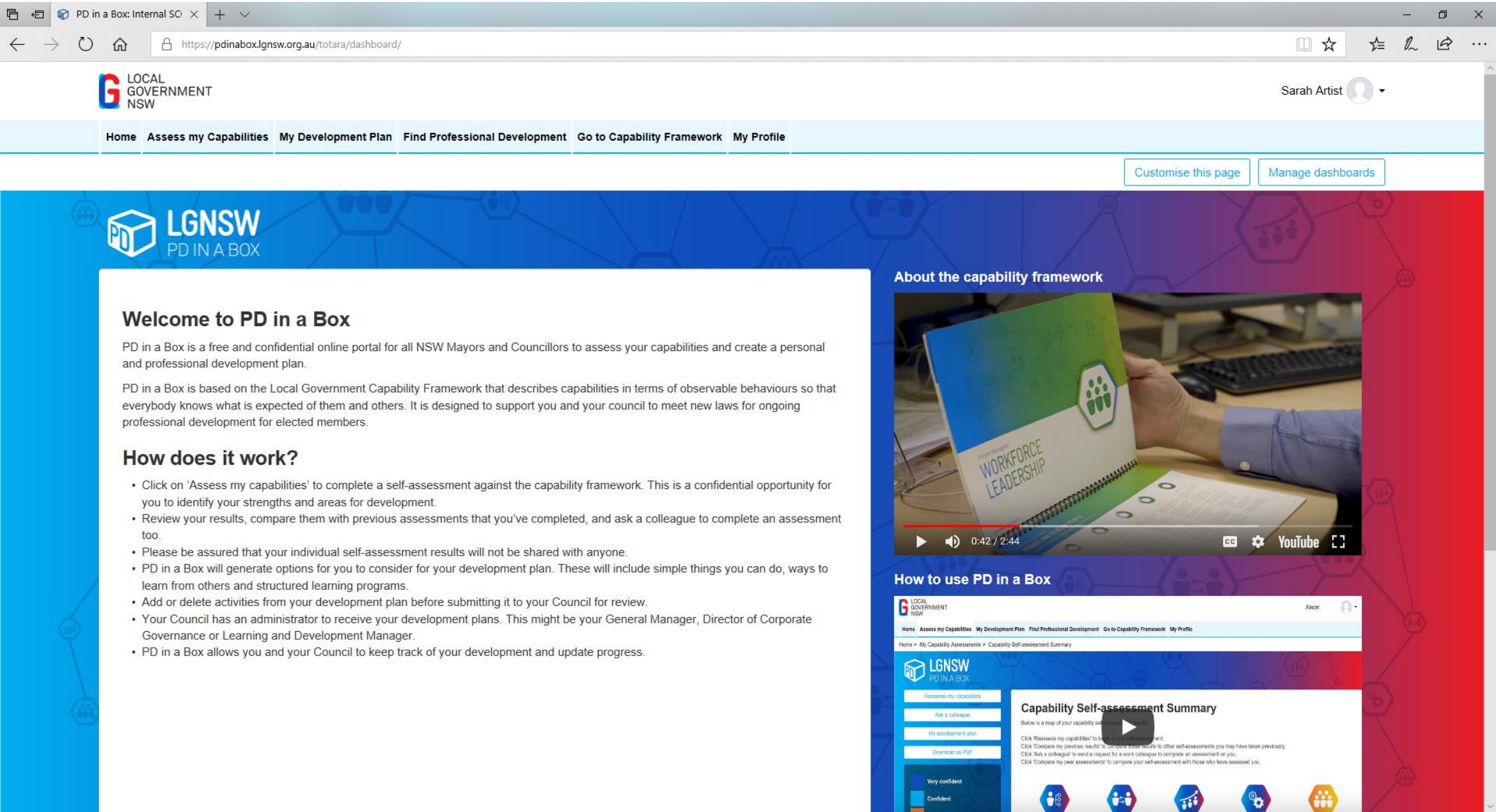
In which areas would you like more support and information?

PD in a Box is...

- A free and confidential online portal
- For all NSW Mayors and Councillors
- Based on the Local Government Capability Framework
- An outline of capabilities in terms of observable behaviours
- Designed to support you and your Council to meet new laws for ongoing professional development for elected members
- Located at <https://pdinabox.lgnsw.org.au/>
- Described in a video you can watch to learn more about it

[WATCH THE VIDEO](#)

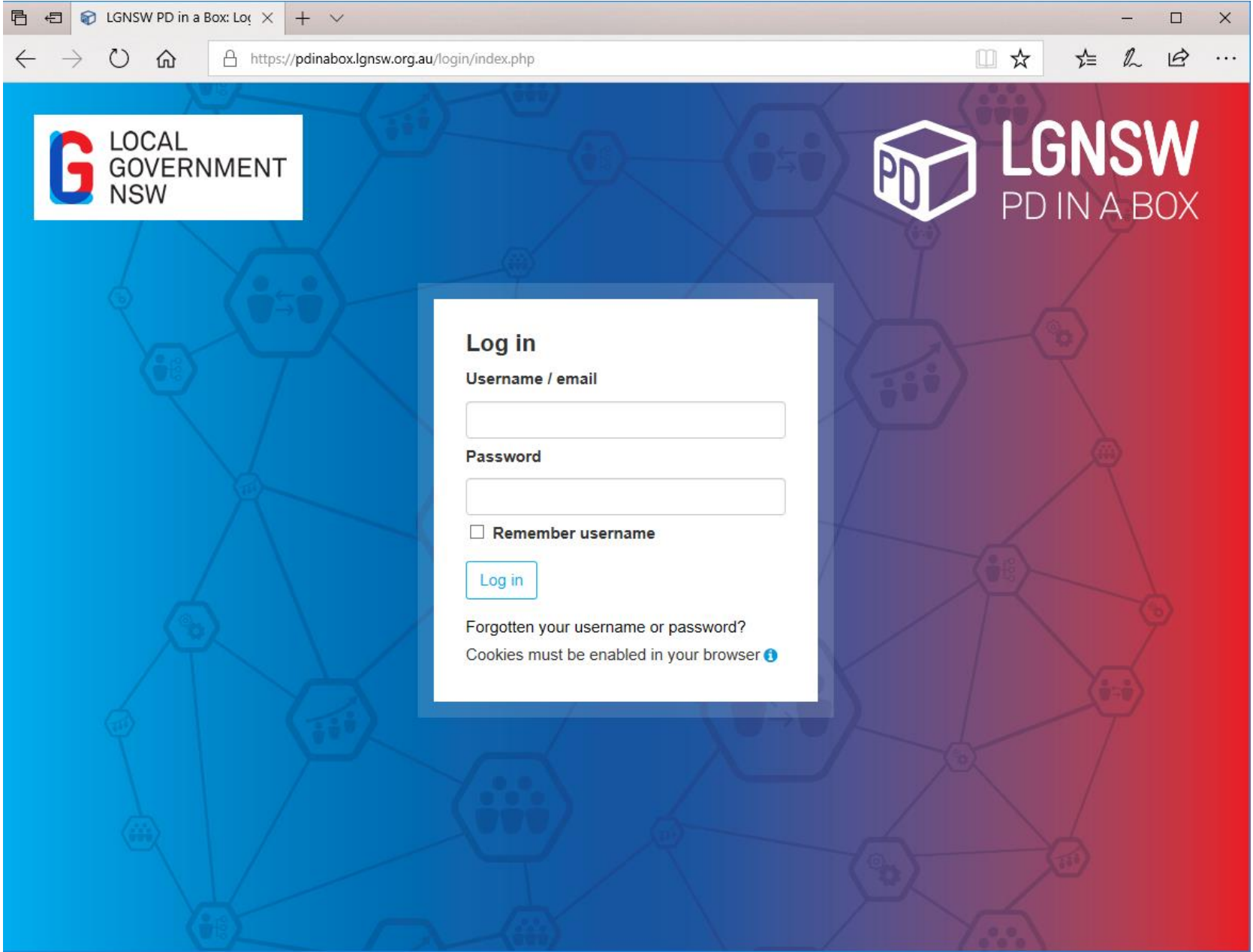
Screenshot



To access the system you...

- Use the username and password emailed to you on 15th December 2017 from noreply@pdinabox.org.au
- If you have mislaid the email, enter your email address as your username
- Click on 'forgotten your password'? and another will be emailed to you
- Indicate your agreement with LGNSW privacy and copyright policies
- Complete your profile
- Enter the system homepage

pdinabox.lgnsw.org.au



pdinabox.lgnsw.org.au

LGNSW PD in a Box: Log X

https://pdinabox.lgnsw.org.au/login/index.php

LOCAL GOVERNMENT NSW

LGNSW PD IN A BOX

Log in

Username / email

Password

☐ Remember username

Log in

Forgotten your username or password?

Cookies must be enabled in your browser

To enter the system, click here then type your email address. You'll get an email inviting you to change your password, and you can access the system via the email

To assess your capabilities you...

- Take your time and review each statement carefully
- Recall examples of situations where you have demonstrated these behaviours
- Ask yourself how confident you are in demonstrating them
- The rating scale for the overall assessment is:
 - Very confident
 - Confident
 - Gaining confidence
 - Not confident

Once you have finished your self assessment you can...

- View a map of your assessment results
- Download a PDF of your assessment results
- Click 'Reassess my capabilities' to begin a new self-assessment
- Click 'Compare my previous results' to compare these results to other self-assessments you may have taken previously
- Click 'Ask a colleague' to send a request for a work colleague to complete an assessment on you
- Click 'Compare my peer assessments' to compare your self-assessment with those who have assessed you

Screenshot

LOCAL GOVERNMENT NSW

Sarah Artist

Home

Assess my Capabilities

My Development Plan

Find Professional Development

Go to Capability Framework

My Profile

Home > My Capability Assessments > Capability Self-assessment Summary

LGNSW

PD IN A BOX

Reassess my capabilities

Compare my previous results

Ask a colleague

Compare my peer assessments

My development plan

Download as PDF

Very confident

Confident

Gaining confidence

Not confident

Capability Self-assessment Summary

Below is a map of your capability self-assessment results.

Click 'Reassess my capabilities' to begin a new self-assessment.
Click 'Compare my previous results' to compare these results to other self-assessments you may have taken previously.
Click 'Ask a colleague' to send a request for a work colleague to complete an assessment on you.
Click 'Compare my peer assessments' to compare your self-assessment with those who have assessed you.

Personal attributes

Relationships

Results

Resources

Civic Leadership

Manage self	Communicate and Engage	Plan and Prioritise	Finance	Represents Communities
Displays Resilience and Adaptability	Community and Customer Focus	Think and Solve Problems	Assets and Tools	Inspire Direction and Purpose
Act with Integrity	Work Collaboratively	Create and Innovate	Technology and Information	Govern Responsibly
Demonstrate Accountability	Influence and Negotiate	Deliver Results	Procurement and Contracts	Make Quality Decisions

Sort by:

capability group

score

LOCAL GOVERNMENT NSW

LOCAL GOVERNMENT

CAPABILITY FRAMEWORK

To create a development plan you...

- Review a range of options generated by the system based on your self-assessment results
- It will include formal and informal development opportunities such as:
 - Simple things you can do in your role
 - Learning from others through feedback, mentoring and coaching
 - Structured learning programs
- Add development options to your plan
 - From our full list of options
 - Create your own development activities
- Delete any suggested options you consider would not add value
- Forward it to your General Manager or Council's nominated PD in a Box administrator for review
- Update your plan or redo the self-assessment at any time
- Keep a record of your activities as you undertake them

Screenshot

HomeAssess my CapabilitiesMy Development PlanFind Professional DevelopmentGo to Capability FrameworkMy Profile

Home > Development Plans > My development plan > Learning activities

PD LGNSW
PD IN A BOX

Send to your council

Plan: My development plan

All the learning activities that form your development plan are shown below.

Learning activities that are underlined have online material associated with them, which you can access by clicking on the activity name.

Clicking "Choose from our activities" will allow you to choose a new existing learning activity to add to the development plan.

Clicking "Create new activity" will allow you to add your own custom learning activity.

Search "Find Professional Development" in the top menu to find LGNSW courses that you might add as new activities.

Choose from our activities

Create a new activity

Capability	Learning activity	Activity type	Cost	Due date	Completed	Comments	Actions
Technology and Information	Champion the introduction of new technologies to support the work of the governing body	Things you can do		<div>dd/mm/yyyy</div>	<div>dd/mm/yyyy</div>	0	✖
Represents Communities	<u>Explore the Scanlon Foundation and Welcome to Australia 'Welcoming Cities' website</u>	Things you can do		<div>dd/mm/yyyy</div>	<div>dd/mm/yyyy</div>	0	✖
Procurement and Contracts	Request a council briefing on procurement and contacts	Things you can do		<div>dd/mm/yyyy</div>	<div>dd/mm/yyyy</div>	0	✖
Manage self	<u>Take an online survey to identify your leadership strengths</u>	Things you can do		<div>dd/mm/yyyy</div>	<div>dd/mm/yyyy</div>	0	✖
Manage self	Keep a journal of your challenges and insights in developing your capabilities	Things you can do		<div>dd/mm/yyyy</div>	<div>dd/mm/yyyy</div>	0	✖



YOUR DEVELOPMENT OPTIONS

Variety of formats



- **Induction** – foundation information for new Councillors
- **Reading** – such as reports, model policies, analysis and journals can keep Councillors up to date on current issues
- **Council briefings** – can be offered to some or all Councillors, delivered by Council staff and tailored to identified knowledge gaps
- **Peers and mentors** – can provide informal information, advice and support
- **Off-site training** – essential skills and knowledge, can be offered for beginners or as an advanced program
- **Online delivery** - elearning or webinars, videos etc
- **Inhouse programs** – delivered on-site at council or in the region, can promote team cohesion and can also include a workshop component
- **Conferences or public workshops** – offer the opportunity for sector networking, mixing with peers and updating on key sector issues

LGNSW Councillor Programs



Workshops, conferences, forums and seminars	Mixed council groups Mostly in Sydney but some regional programs Regional programs organised on request and if viable
Inhouse Training	We can send a trainer to your Council and tailor our content to your needs
Mentoring	Mayors and Councillors
Online training	Content under development, what is needed?

Upcoming events



LGNSW Annual Conference	Albury	21 – 23 October 2018
Chairing and Effective Meeting Procedures	Cowra	30 October 2018
Financial Issues in Local Government	Sydney	5 November 2018
Developing Capabilities for Elected Members	Sydney	6 November 2018
Executive Certificate for Elected Members - Block 1	Sydney	8 - 10 November 2018
Mayors' Weekend	Sydney	24 - 25 November 2018
Good Governance Forum	Sydney	29 November 2018
Resilience in the Workplace	Sydney	6 December 2018
Executive Certificate for Elected Members – Block 2	Sydney	7 - 8 December 2018
The Art of Business Storytelling	Sydney	13 December 2018

LGNSW Training On Request



At your Council or in your Region:

- Working Together to Deliver – strategy and team development for council executives
- Code of Conduct
- Media Skills
- Lobbying for Success
- Planning 101
- Community and stakeholder engagement
- Social media for councillors etc.
- Other?

LGNSW Mentors



- Free and confidential for all Councillors and Mayors
- Provides access to guidance and support from highly experienced and well regarded colleagues
- An independent sounding board
- Flexibility in timing and frequency of contact
- Feedback from Mayors who have utilised the program has been extremely positive:

'I have found [my mentor] a great support when dealing with difficult issues'

'The advice is honest and accurate. Emails and phone calls were returned promptly'

electedmembers.mentor@lgnsw.org.au



DISCUSSION

What are your plans for induction and professional development?

- ✓ Where?
- ✓ When?
- ✓ How?
- ✓ What?



COME TO THE LGNSW BOOTH TO TALK TO US ABOUT:

How to use PD in a Box
Upcoming courses

Scheduling training in your area or your region
....or any new ideas for support and development!

sarah.artist@lgnsw.org.au
0409 830 283