LOCAL GOVERNMENT
CAPABILITY FRAMEWORK
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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.

- **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

- **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

- **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

- **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

- **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**
  - Understand and apply sound workforce planning principles
- **Lead and Manage Change**
  - Initiate, support and champion change, assist others to accept and engage with change

- **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
How to read the capabilities

### Capability group
Organises related capabilities under a single heading

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

#### Capability
- **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
  - Leans 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 opportunities to apply and develop strengths and skills
  - Examines and reflects on own performance
  - Seeks feedback broadly and asks others for help with own development areas

- **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
  - 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

#### 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

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

DISPLAY RESILIENCE AND ADAPTABILITY

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

**Foundational**
- Adapts to changing work tasks and environments
- Is open to new ways of doing things
- Stays calm in difficult situations
- Does not give up easily when problems arise
- Asks questions and offers own opinion

**Intermediate**
- Adapts quickly to changed priorities and organisational settings
- Welcomes new ideas and ways of working
- Stays calm and focused in difficult situations
- Perseveres through challenges
- Offers own opinion and raises challenging issues

**Adept**
- Is flexible, showing initiative and responding quickly to change
- Accepts changed priorities and decisions and works to make the most of them
- Gives frank and honest feedback/advice
- Listens when challenged and seeks to understand criticisms before responding
- Raises and works through challenging issues and seeks alternatives
- Stays calm and acts constructively under pressure and in difficult situations

**Advanced**
- Is flexible and readily adjusts own style and approach to suit the situation
- Adjusts tactics or priorities in response to changes in the organisational environment
- Gives frank, honest advice, even in the face of strong, contrary views
- Accepts criticism of own ideas and responds in a thoughtful and considered way
- Welcomes challenges and persists in raising and working through difficult issues
- Shows composure and decisiveness in dealing with difficult and controversial issues

**Highly Advanced**
- Is comfortable with constant change, and able to adjust accordingly
- Provides sound rationale for agreed positions while remaining open to valid suggestions for change
- Creates a climate which encourages openness and debate around critical issues
- Raises critical issues and makes tough decisions
- Persists in the face of significant, complex and novel challenges
- Manages own emotions and acts as a stabilising influence in emotionally charged situations
Personal attributes

**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**
  - Takes responsibility for own actions
  - Completes tasks he/she has agreed to on time
  - Is aware of the decisions that need to be referred to a manager or supervisor and acts accordingly
  - Takes care of own and others’ safety and wellbeing by following safe work practices
  - Identifies and speaks up about risks in the workplace

- **Intermediate**
  - Follows through reliably and openly takes responsibility for own actions
  - Understands delegations and acts within authority level
  - Is vigilant about the use of safe work practices by self and others
  - Is alert to risks in the workplace and raises them to the appropriate level

- **Adept**
  - Is prepared to make decisions within own level of authority
  - Takes an active role in managing issues in the team
  - Coaches team members to take responsibility and follow through
  - Is committed to safe work practices and manages work health and safety risks
  - Identifies and manages other risks in the workplace

- **Advanced**
  - Is prepared to make decisions involving tough choices and weighing of risks
  - Addresses situations before they become crises and identifies measures to avoid recurrence
  - Takes responsibility for outcomes, including mistakes and failures
  - Coaches team members to take responsibility for addressing and resolving challenging situations
  - Oversees implementation of safe work practices and the risk management framework

- **Highly Advanced**
  - Acts in the public interest at all times
  - Is prepared to act and take ownership for difficult decisions
  - Supports and stands by people in the organisation who have made an honest mistake
  - Creates a climate in which people feel supported to take responsibility for outcomes
  - 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
Relationships

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 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
Results

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

LOCAL GOVERNMENT CAPABILITY FRAMEWORK
## Results

### CREATE AND INNOVATE

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

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<tbody>
<tr>
<td>Contributes own knowledge and ideas</td>
<td>Researches developments and trends in the industry</td>
<td>Produces new ideas, approaches or insights</td>
<td>Encourages independent thinking and new ideas from others</td>
<td>Models and promotes the value of initiative and continuous improvement</td>
</tr>
<tr>
<td>Suggests improvements to the way work is done</td>
<td>Thinks about issues and opportunities from different viewpoints</td>
<td>Analyses successes and failures in the organisation for insights to inform improvement</td>
<td>Draws on developments and trends in the industry and beyond to develop solutions</td>
<td>Stays up to date with industry, national and global best practices and trends</td>
</tr>
<tr>
<td></td>
<td>Links together unrelated ideas or events to generate insights</td>
<td>Identifies ways in which industry developments and trends impact on own business area</td>
<td>Supports experimentation and rapid prototyping to test and refine innovative solutions</td>
<td>Encourages people to challenge the status quo and actively seek opportunities to improve</td>
</tr>
<tr>
<td></td>
<td>Identifies improvements to work systems, processes and practices</td>
<td>Shows curiosity in the future of the community and region and thinks creatively about opportunities for the organisation</td>
<td>Identifies, shares and encourages suggestions for organisational improvement</td>
<td>Creates an organisational climate in which people feel supported to experiment to test new ideas and innovations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identifies, shares and encourages suggestions for organisational improvement</td>
<td>Explores creative alternatives to improve management systems, processes and practices</td>
<td>Uses diversity to foster innovation and drive change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Experiments to develop innovative solutions</td>
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Results

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
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
ASSETS AND TOOLS

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

**Foundational**
- Uses core work tools and equipment effectively
- Takes care of work tools, equipment, accommodation and community assets

**Intermediate**
- Uses a variety of work tools and resources to enhance work products and expand own skill set
- Ensures others understand their obligations to use and maintain work tools and equipment appropriately
- Contributes to the allocation of work tools and resources to optimise team outcomes

**Adept**
- Contributes quality information about council and community assets to asset registers
- Prepares accurate asset maintenance and replacement costings in line with council plans and policies
- Is aware of asset management risks and actions to manage and mitigate these

**Advanced**
- Considers council and community assets in the design/delivery of services
- Facilitates and monitors appropriate deployment of assets and tools in line with community priorities
- Implements and monitors compliance with asset management and maintenance plans and policies

**Highly Advanced**
- Engages in strategic planning to ensure the organisation’s assets support delivery of the strategic plan
- Ensures effective governance of the allocation, maintenance and investment in assets and tools
- 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

LOCAL GOVERNMENT CAPABILITY FRAMEWORK

26
**PROCUREMENT AND CONTRACTS**

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

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

**LOCAL GOVERNMENT CAPABILITY FRAMEWORK**
People Managers

WORKFORCE LEADERSHIP

LOCAL GOVERNMENT CAPABILITY FRAMEWORK
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
Workforce Leadership

INSPIRE DIRECTION AND PURPOSE

Communicate organisational goals, priorities and vision and recognise achievements

Foundational
Explain the organisation’s goals, structure and services
Helps team to understand how their activities support organisational objectives and community outcomes
Keeps team informed of organisational policies and decisions
Recognises and acknowledges high quality work

Intermediate
Explain the organisation’s mission and how the team’s work relates
Promotes the organisation’s direction and goals and encourages a positive attitude in the team
Discusses organisational issues with the team and helps them understand decisions in context
Recognises and acknowledges individual and team achievements

Adept
Demonstrates passion, enthusiasm and personal dedication to the organisation’s vision
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 the process of cascading goals
Motivates staff by providing autonomy in how they do their work, saying thanks and celebrating successes
Takes opportunities to recognise and reward individual and team efforts and performance

Advanced
Translates organisational vision and strategy into operational goals to help staff understand their own contribution
Builds a shared sense of purpose through involving people in defining priorities and cascading goals
Regularly communicates progress against business unit and organisational goals
Creates opportunities for recognising and celebrating high performance at the individual and team level

Highly Advanced
Articulates a shared vision of the organisation’s future, described in measurable terms
Champions the organisational vision and strategy, and communicates the way forward
Generates enthusiasm and commitment to goals and cascades understanding throughout the organisation
Communicates the context and parameters surrounding organisational strategies
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**
- Allocates work tasks appropriately to make the best use of the skills and strengths of people in the team
- Identifies current and potential resource/capability gaps in the team and seeks advice on how to manage them
- Ensures that team members make effective use of time and resources

**Intermediate**
- Develops team/project plans that make the best use of the skills and strengths of people in the team
- Plans and monitors resource allocation against unit/project plans
- Identifies solutions to current and potential resource/capability gaps
- Participates in workforce planning to ensure the availability of capable resources

**Adept**
- Develops team/project plans that take into consideration individual capabilities, strengths and preferences
- Identifies opportunities for stretch assignments to help grow the capabilities and experience of staff
- Plans and monitors team resource allocation in line with organisational priorities
- Makes informed contributions to workforce planning and resource allocation processes
- Makes good recruitment decisions based on the capabilities, knowledge and experience required in the role

**Advanced**
- Ensures resource management plans effectively distribute people resources in line with priorities
- Develops workforce management plans that link to current and future organisational priorities and objectives
- Uses talent management processes to guide learning and development investment and to allocate critical roles
- Recruits capable people with varied backgrounds, styles and strengths

**Highly Advanced**
- Ensures that operating models, systems, processes and workforce structure are aligned to key organisational strategies
- Oversees the workforce management strategy to ensure the organisation is the right size and shape to deliver outcomes
- Champions the benefits of diversity and ensures hiring practices attract diverse applicants and minimise selection biases
- Ensures talent management processes are in place to inform organisational development priorities and investment decisions
Workforce Leadership

LEAD AND MANAGE CHANGE

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

Foundational
Supports change initiatives through words and actions
Shares information and communicates change processes
Supports the team to accept and manage uncertainty and change
Identifies and implements improvements to work processes and practices
Identifies and reports potential barriers to change

Intermediate
Promotes change initiatives and helps the team to understand the purpose and benefits
Provides guidance and support through change processes
Initiates improvements to work systems, processes and practices in consultation with team members
Ensures work procedures support changes
Identifies potential barriers to change and takes steps to address them

Adept
Promotes change initiatives, explaining the purpose and benefits and the implications for the team
Contributes to efforts to involve staff and stakeholders at various stages of the project
Provides clear guidance, coaching and support through change processes
Contributes to efforts to align organisational structures, systems, processes and culture to changes

Advanced
Translates change initiatives into practical strategies, including the role of staff in implementing them
Analyses the change context to identify the level of consultation and involvement required from staff and stakeholders
Develops appropriate approaches to involve staff and stakeholders at various stages of the project
Implements structured processes to manage structural, system, process and cultural barriers to change
Provides coaching and leadership in times of uncertainty and difficulty for staff

Highly Advanced
Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences
Analyses the change context to develop the right change approach for the organisation, community and region
Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment
Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes
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
Personal attributes

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

- 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
- 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.

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**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

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**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

Mayor

- 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
Relationships

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.

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**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
Relationships

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
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
Results

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
Results

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
Resource

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
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
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

LOCAL GOVERNMENT CAPABILITY FRAMEWORK
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