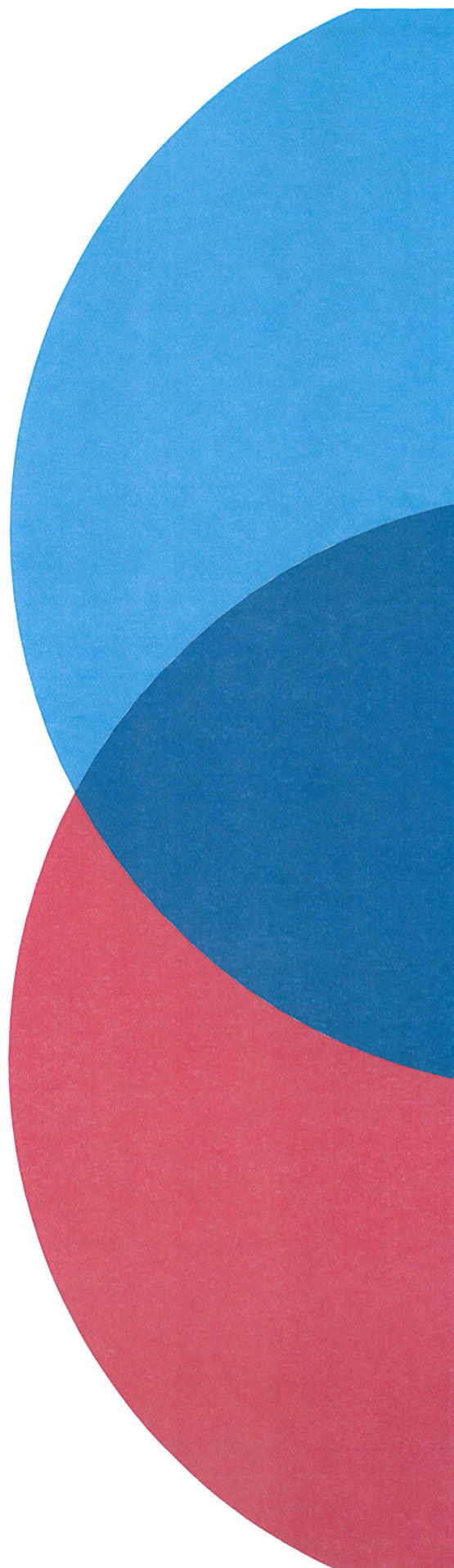




ELECTED LIFE

December 2018



About Local Government NSW

LGNSW is the peak organisation that represents the interests of NSW general and special purpose councils. LGNSW aims to strengthen and protect an effective, democratic system of local government across NSW by supporting and advocating on behalf of member councils and delivering a range of relevant, quality services. LGNSW achieves this by:

- Actively and persuasively representing the views of local government to the NSW and Australian governments
- Providing effective, responsive and accountable leadership to member councils
- Providing a comprehensive range of high-quality services and policy advice to members
- Increasing the capacity of local government to deliver quality services and meet the needs of local communities across NSW
- Enhancing the profile and building community trust in and awareness of local government.



LGNSW commissioned an audit in November 2017 to quantify the value it delivers to members. The audit showed that LGNSW delivers significant value, in particular as an advocate, adviser and aggregator. It also made suggestions to improve the value proposition. LGNSW is implementing a range of initiatives, as part of ongoing improvements and more recently, to address issues raised in the audit. We aim to ensure members are at the centre of everything we do and deliver value wherever possible. The actions listed below have been completed or are in progress.

- ✓ **Capability review** - to assess the internal capability of LGNSW.
- ✓ **Strategic plan** - the capability review will feed into the development of LGNSW's 2018-22 strategic plan.
- ✓ **Increased focus on advocacy** - e.g. an advocacy plan for the 2019 State election.
- ✓ **Joint organisations** - we're listening to what they want, how they want to engage, and how we can best support them.
- ✓ **Systems improvement** - we are developing a Customer Relationship Management (CRM) system and a new website.
- ✓ **Council summits** - involves the President, board members and staff visiting and consulting with members across the state.
- ✓ **External committee representation** - all positions will be open to all councillors and expressions of interest assessed independently
- ✓ **Board accessibility** - new measures ensure members have a stronger sense of issues being considered.

For further information about the value audit or LGNSW please email lgnsw@lgnsw.org.au or call 9242 4000.

Elected Life

Máire Sheehan

Norfolk Island 2018

Welcome all

My name is **Máire Sheehan.**

- This session will be a mix of information and group discussions to explore and reflect on the information
- Please feel free to ask questions any time

Provide Councillors with an opportunity to explore:

- the role and responsibilities of Councillors and Council in practice
- the impacts of changes at the governance and operational areas
- the 'state of play' at this stage in the term
- opportunities for leadership
- transparency and accountability
- advocacy



Proposed topics

- Leadership in the context of IP&R
- Community strategic plan and advocacy
- Communication link between the community, the governing body and the administration
- Code of conduct
- Meeting Procedures
- Working collaboratively
- Government requirements and impacts on council business



Using the themes below what are your 2 key priorities to explore in this session.

- Working within the legislative and local context and separation of powers
- Informed decision making
- Working with diversity/change
- Collaborative decision making
- Transparency and accountability
- Patience

Other priorities?

What to understand, what to do?

Is there an app for everything?

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Leadership



Key knowledge and skills for Councillors:

- Knowing what you would like to achieve on council
- Strategies for achieving your goals for the community in the context of legislated responsibilities and processes

Key leadership themes

- Working within the legislative and local context and separation of powers
- Informed decision making
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Information to support decision-making

- understanding Council's legislative responsibilities, policies, and decision making processes
- reconciling policy positions, political platforms and outcomes for overall community good
- understanding the difference between independent advice, opinion, informed advice etc.
- avoiding information overload.

How do you prepare for decision making?

All reports are constructed

- They may or may not have a bias.....
 - reports usually include assumptions
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The legislative context



Legislative hierarchy

- legislation - includes governance and operational roles
- the regulations - more to come
- the policies - in line with legislation and regulations
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Council's Structure



- The separation of powers between council and administration
- The role of the Mayor, Councillors and the governing body
- Councillors, senior management, administrative and specialist functions and services within council

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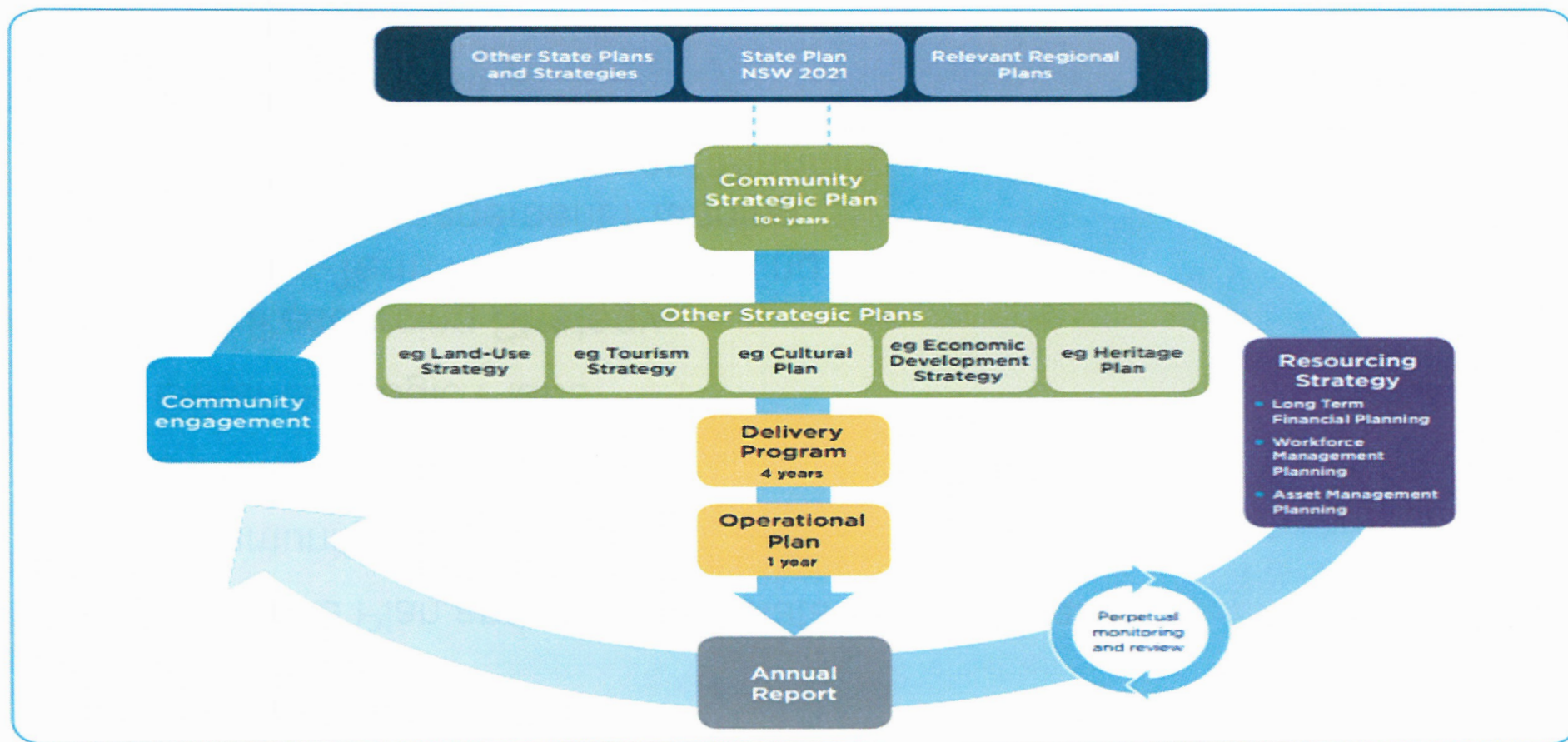
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Integrated Planning & Reporting Framework



<http://www.olg.nsw.gov.au/sites/default/files/Intergrated-Planning-and-Reporting-Manual-March-2013.pdf>

Integrated Planning & Reporting Framework



- The State Plan and other key State and regional plans ??
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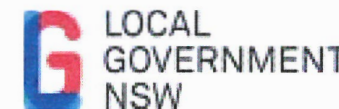


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Local Government Act 1993– Chapter 13 – Part 3 – Financial Management

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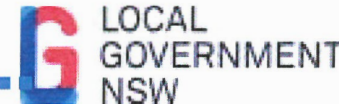
• **Code of Accounting Practice and Financial Reporting**
– (includes Australian Accounting Standards and Interpretations)

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Low Cost Loans Initiative for councils

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decision-making bias - we all have them...



- **Selective search** – only search for what supports your position
- **Premature termination of search** –accepting the first alternative that looks like it might work.
- **Cognitive inertia** – Unwillingness to change existing thought patterns in the face of new circumstances.
- **Source credibility bias** - reject a person's statement because of a bias against the person, or group to which the person belongs
- **Selective perception** – actively screen-out information we think is not important.
- **Recency** –placing more attention on recent information
- **Repetition bias** – A willingness to believe what one has been told most often and by the greatest number of different sources.
- **Incremental decision making and escalating commitment** - We look at a decision as a small step in a process and this tends to perpetuate a series of similar decisions
- **Anchoring and adjustment** – Decisions are unduly influenced by initial information that shapes our view of subsequent information

decision-making bias - we all have them....



- **Group think – peer pressure** - conform to the opinions held by the group
- **Role fulfilment** - A tendency to conform to others' decision-making expectations.
- **Underestimating uncertainty and the illusion of control** - People tend to underestimate future uncertainty because of a tendency to believe they have more control over events than they do.
- **Sunk-cost fallacy** - is a specific type of framing effect that affects decision making. It involves an individual making a decision about a current situation based on what they have previously invested in the situation
- **Prospect theory** - the idea that when faced with a decision making event, an individual is more likely to take on a risk when evaluating potential losses, and are more likely to avoid risks when evaluating potential gains.

https://en.wikipedia.org/wiki/List_of_cognitive_biases

Group decision-making techniques



- Consensus decision-making tries to avoid "winners" and "losers".
- Voting-based methods
 - Range voting lets each member score one or more of the available options. The option with the highest average is chosen.
 - Majority requires support from more than 50% of the members of the group. Thus, the bar for action is lower than with unanimity and a group of "losers" is implicit to this rule.
 - Plurality, where the largest block in a group decides, even if it falls short of a majority.
- Delphi method is structured communication technique for groups, originally developed for collaborative forecasting but has also been used for policy making.
- Dotmocracy is a facilitation method to allow large groups to collectively brainstorm and recognise agreement on an unlimited number of ideas they have authored.

Code of Conduct



- Is an important element of councils' governance framework. It underpins the principle of councils maintaining best practice public governance and acting fairly, responsibly, ethically, and in the public interest
- Amendments have been made to give councils greater flexibility to informally resolve less serious matters.
- OLG receives a considerable number of submissions on the Code of Conduct, most of which is related to the inappropriate use of the Code.

<https://www.olg.nsw.gov.au/strengthening-local-government/conduct-and-governance/model-code-of-conduct/information-councillors>

Code of meeting practice



- What is a meeting?
- Code of Meeting Practice – does your council have one?
- Types of Meeting – ordinary, extraordinary, committees etc.
- Difference between Extraordinary and Ordinary?
- Agenda and business papers
- Open meetings
- Quorum
- Chairperson
- Ruling out of order
- Mayoral Minute

Code of meeting practice



- Motions, seconding a motion, amendments
- Withdrawing a motion
- Rescission motion
- Vote of 'no confidence'
- Motion of dissent
- Voting and abstaining
- Adjournment
- Order and disorder
- Minutes

Community

- The word 'community' within local government raises some complex issues partly because there is no agreed understanding of what a 'community' actually is – where it begins and ends?
- Once plans are adopted they may restrict flexibility to respond to local community concerns and issues, particularly resource allocation and funding
- The difficult role in balancing and reconciling the community expectations and operating with the legislative and statutory framework
- Engaging with the community as a member of the governing body and as an elected Councillor.

Thank you for participating and respecting each



If you are interested in more information to assist you prepare for the election and life on Council you can contact:

1. Local Government NSW, the peak industry association for general purpose councils, 12 special purpose councils and the NSW Aboriginal Land Council. LGNSW provides a comprehensive continuing professional development program <http://www.lgnsw.org.au/>
2. The office of Local Government for information about councils and how government legislation and government policies affect local councils <https://www.olg.nsw.gov.au/>
3. Strengthening the system of local government <https://www.olg.nsw.gov.au/content/strengthening-system-local-government-nsw>



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Elected Life

Máire Sheehan

Norfolk Island 2018

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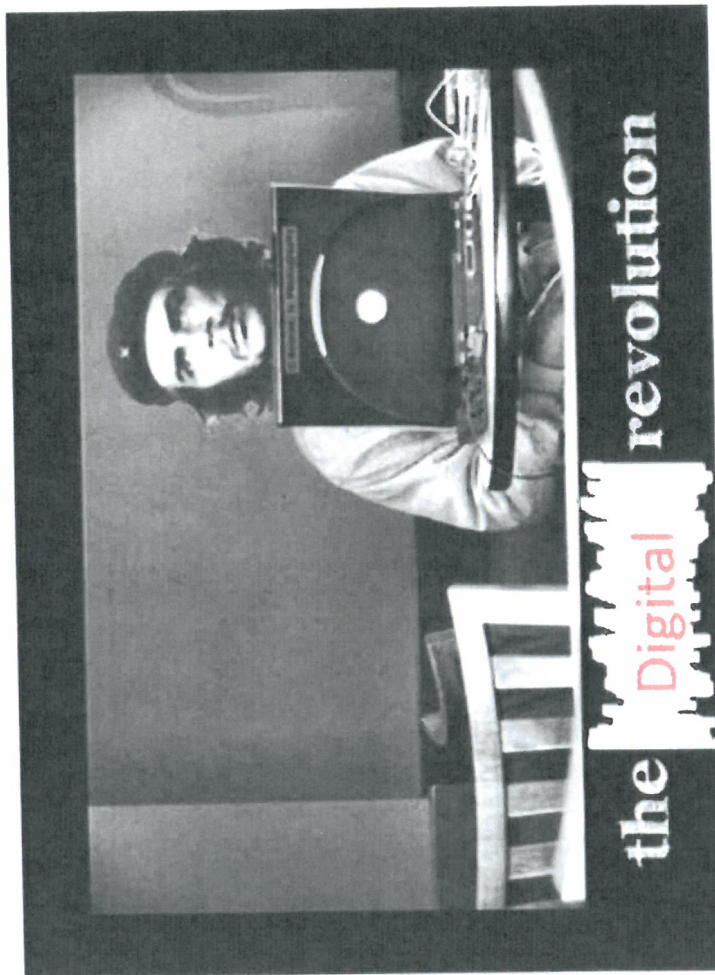
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Norfolk Island 2018

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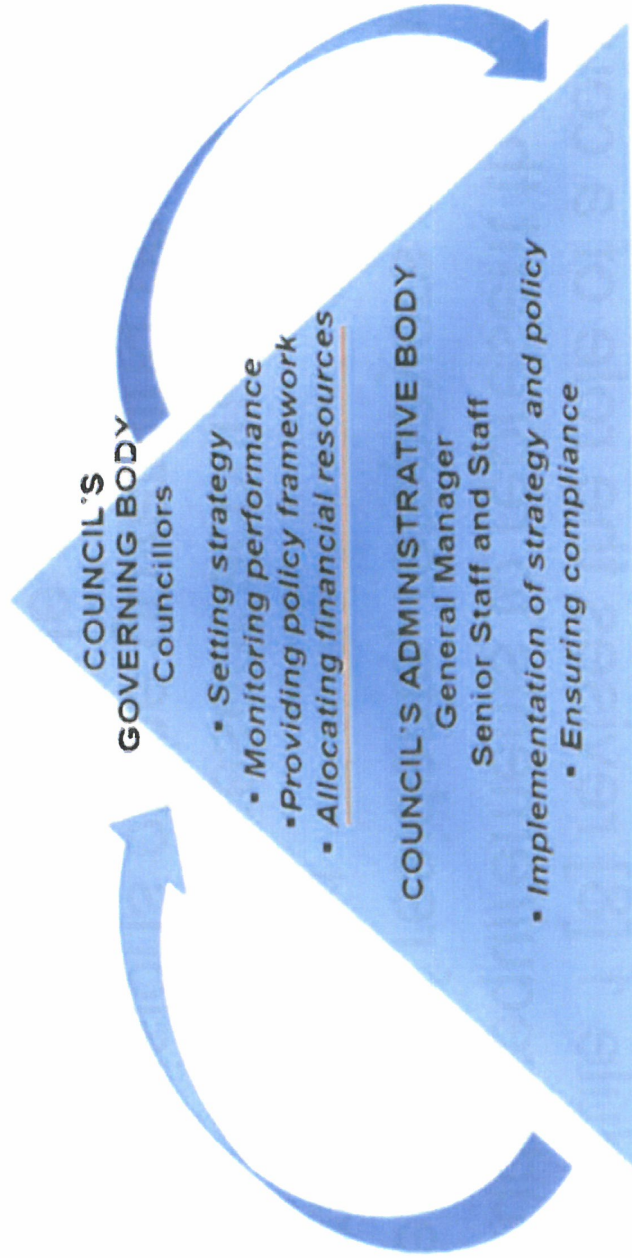
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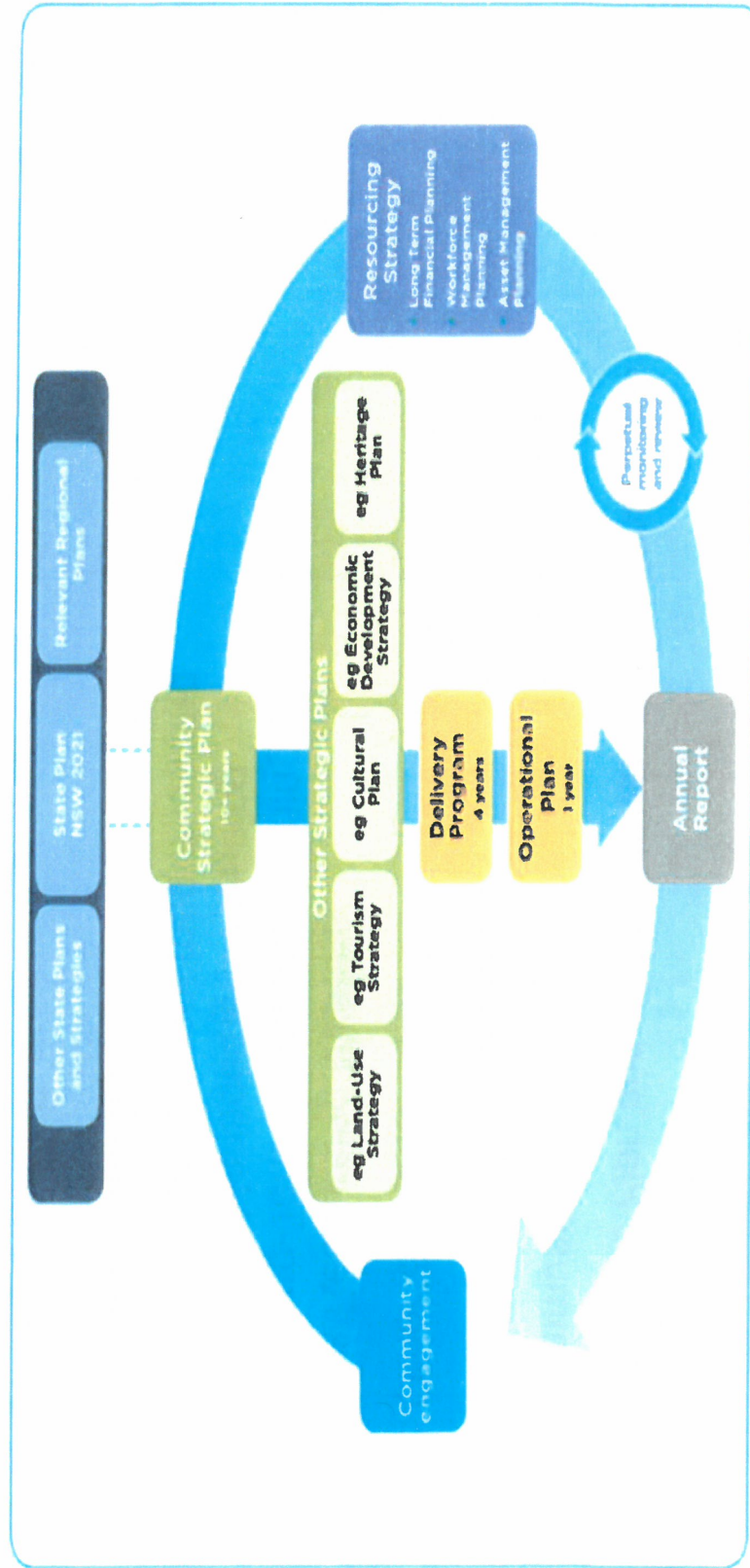
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Norfolk Island 2018

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- **Selective search** – only search for what supports your position
- **Premature termination of search** –accepting the first alternative that looks like it might work.
- **Cognitive inertia** – Unwillingness to change existing thought patterns in the face of new circumstances.
- **Source credibility bias** - reject a person's statement because of a bias against the person, or group to which the person belongs
- **Selective perception** – actively screen-out information we think is not important.
- **Recency** –placing more attention on recent information
- **Repetition bias** – A willingness to believe what one has been told most often and by the greatest number of different sources.
- **Incremental decision making and escalating commitment** - We look at a decision as a small step in a process and this tends to perpetuate a series of similar decisions
- **Anchoring and adjustment** – Decisions are unduly influenced by initial information that shapes our view of subsequent information

decision-making bias - we all have them....



- **Group think** – **peer pressure** - conform to the opinions held by the group
- **Role fulfilment** - A tendency to conform to others' decision-making expectations.
- **Underestimating uncertainty and the illusion of control** - People tend to underestimate future uncertainty because of a tendency to believe they have more control over events than they do.
- **Sunk-cost fallacy** - is a specific type of framing effect that affects decision making. It involves an individual making a decision about a current situation based on what they have previously invested in the situation
- **Prospect theory** - the idea that when faced with a decision making event, an individual is more likely to take on a risk when evaluating potential losses, and are more likely to avoid risks when evaluating potential gains.

https://en.wikipedia.org/wiki/List_of_cognitive_biases

Group decision-making techniques

- Consensus decision-making tries to avoid "winners" and "losers".
- Voting-based methods
 - Range voting lets each member score one or more of the available options. The option with the highest average is chosen.
 - Majority requires support from more than 50% of the members of the group. Thus, the bar for action is lower than with unanimity and a group of "losers" is implicit to this rule.
 - Plurality, where the largest block in a group decides, even if it falls short of a majority.
- Delphi method is structured communication technique for groups, originally developed for collaborative forecasting but has also been used for policy making.
- Dotmocracy is a facilitation method to allow large groups to collectively brainstorm and recognise agreement on an unlimited number of ideas they have authored.

Code of Conduct

- Is an important element of councils' governance framework. It underpins the principle of councils maintaining best practice public governance and acting fairly, responsibly, ethically, and in the public interest
- Amendments have been made to give councils greater flexibility to informally resolve less serious matters.
- OLG receives a considerable number of submissions on the Code of Conduct, most of which is related to the inappropriate use of the Code.

<https://www.olg.nsw.gov.au/strengthening-local-government/conduct-and-governance/model-code-of-conduct/information-councillors>

Code of meeting practice

- What is a meeting?
- Code of Meeting Practice – does your council have one?
- Types of Meeting – ordinary, extraordinary, committees etc.
- Difference between Extraordinary and Ordinary?
- Agenda and business papers
- Open meetings
- Quorum
- Chairperson
- Ruling out of order
- Mayoral Minute

Code of meeting practice



- Motions, seconding a motion, amendments
- Withdrawing a motion
- Rescission motion
- Vote of 'no confidence'
- Motion of dissent
- Voting and abstaining
- Adjournment
- Order and disorder
- Minutes

Community

- The word 'community' within local government raises some complex issues partly because there is no agreed understanding of what a 'community' actually is – where it begins and ends?
- Once plans are adopted they may restrict flexibility to respond to local community concerns and issues, particularly resource allocation and funding
- The difficult role in balancing and reconciling the community expectations and operating with the legislative and statutory framework
- Engaging with the community as a member of the governing body and as an elected Councillor.

Thank you for participating and respecting each

If you are interested in more information to assist you prepare for the election and life on Council you can contact:

1. Local Government NSW, the peak industry association for general purpose councils, 12 special purpose councils and the NSW Aboriginal Land Council. LGNSW provides a comprehensive continuing professional development program <http://www.lgnsw.org.au/>
2. The office of Local Government for information about councils and how government legislation and government policies affect local councils <https://www.olg.nsw.gov.au/>
3. Strengthening the system of local government <https://www.olg.nsw.gov.au/content/strengthening-system-local-government-nsw>

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PARTICIPANTS LIST

Council		Course	Date
Norfolk Island Council		Councillor Handbook & Financial Overview	3 & 4 December 2018

Please complete **CAREFULLY** and pass on. **PRINT** your name clearly so we can issue certificates of attendance.

FIRST NAME	SURNAME	JOB TITLE	SIGNATURE
Robin	Adams	Mayor and Councillor	
John	McCoy	Deputy Mayor and Councillor	
Lisle	Snell	Councillor	
Rod	Buffett	Councillor	
David	Porter	Councillor	
Lotta	Jackson	General Manager	
Susan	Prior	Executive Assistant to General Manager and Mayor	
Joy	Walker	Executive Manager, Governance and Human Resources	

[illegible]