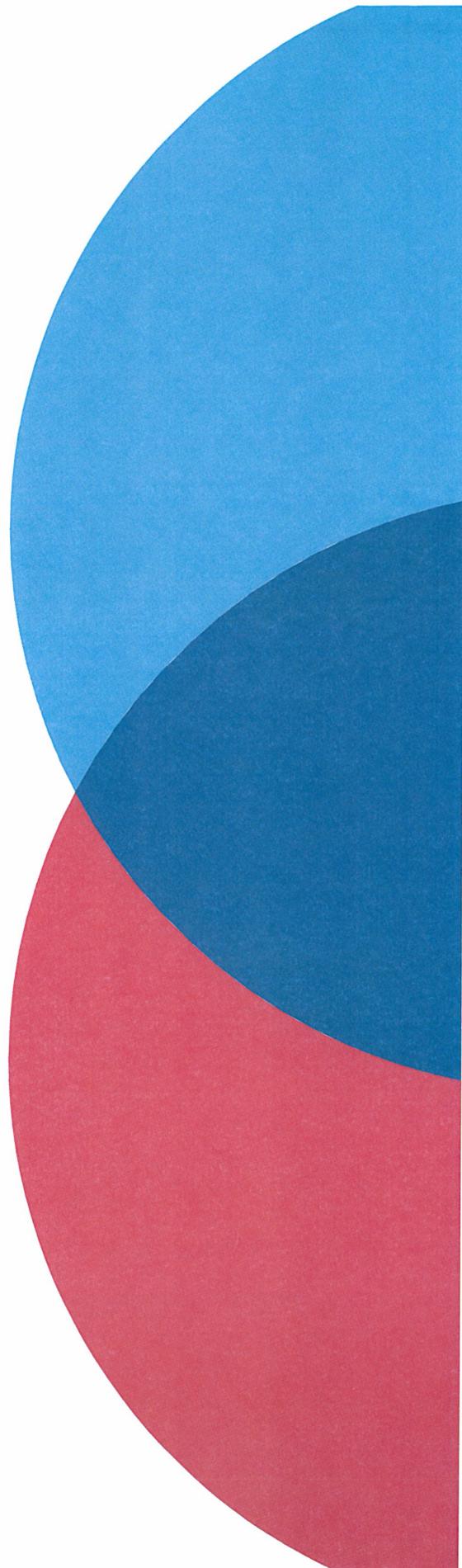




# ELECTED LIFE

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](mailto: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?

Can I google it?

What knowledge and skills do I have, need, want to develop?



# 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
- Working with diversity/change
- Collaborative decision making
- Patience

# 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
  - usually include selected data
  - include a methodology
  - draws conclusions
- What assumptions, data, methodological approaches were used in developing the report/study and why?

# The legislative context



## Legislative hierarchy

- legislation - includes governance and operational roles
- the regulations - more to come
- the policies - in line with legislation and regulations
- the procedures - more process detail and in line with legislation and regs

# 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

# Local government Act 1993

with amendments assented

- <https://legislation.nsw.gov.au/#/view/act/1993/30/chap7/part1/div2/sec72>

# Local government Act 1993



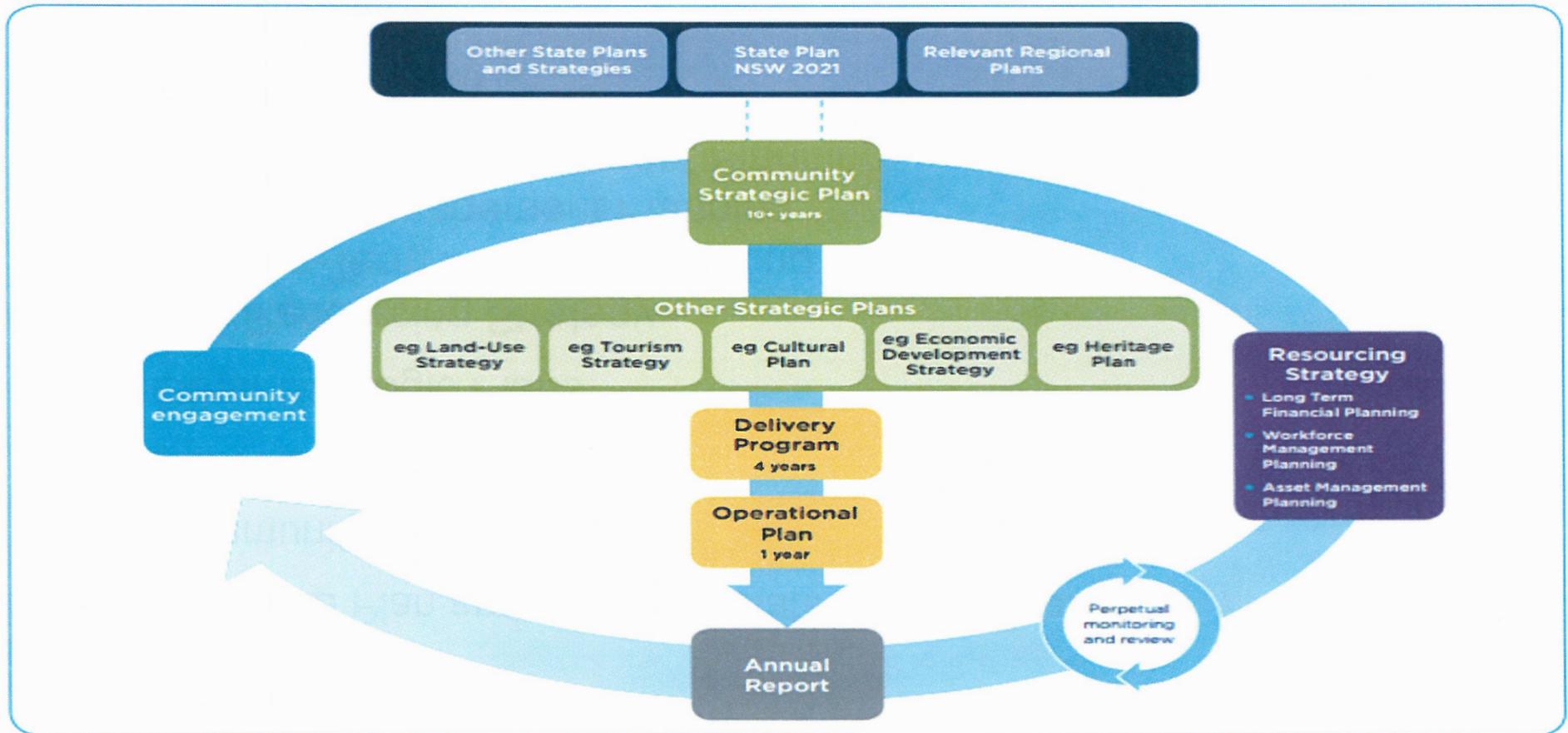
Schedule 1 [8] revises the role of a councillor to include requirements to represent the collective interests of residents, ratepayers and the local community and

Uphold and represent accurately the policies and decisions of the governing body and to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of councillor.

# A Council's Structure



# 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 ??
- Community Engagement
- Community Strategic Plan
- Other Strategic Plans
- The Resourcing Strategy
  - Long-Term Financial Planning
  - Asset Management Planning
  - Workforce Management Planning
- Delivery Program
- Operational Plan
- Annual Report (Reporting)

<https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework>

# Council's Community Strategic Plan

The Community Strategic Plan is the highest level plan that a council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to identify strategies for achieving these goals.

## Local government Act 1993



- Mayors elected by councillors on or after 30 August 2016 will hold office for two years.
- All mayors and councillors are required to take an oath or affirmation of office before they can perform their functions and duties.
- Determination of the organisation structure of a council is by the governing body of the council, in consultation with the general manager for senior staff positions and by the general manager for the remainder of the structure.
- Expenses and facilities policies are to be adopted by a council within 12 months of the term of a new council and policy amendments are no longer required to be specifically notified to the Office of Local Government.
- Countback provisions will not be available to fill casual vacancies occurring in the office of a councillor following the 2016 ordinary elections.
- Further Phase 1 amendments will be put in place over time and will be the subject of separate guidance.

# 232 The role of a councillor



## (1) The role of a councillor is as follows:

- (a) to be an active and contributing member of the governing body,
- (b) to make considered and well informed decisions as a member of the governing body,
- (c) to participate in the development of the integrated planning and reporting framework,
- (d) to represent the collective interests of residents, ratepayers and the local community,
- (e) to facilitate communication between the local community and the governing body,
- (f) to uphold and represent accurately the policies and decisions of the governing body,
- (g) to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

(2) A councillor is accountable to the local community for the performance of the Council

## 223 Role of governing body



### (1) The role of the governing body is as follows:

- (a) to direct and control the affairs of the council in accordance with this Act,
- (b) to provide effective civic leadership to the local community,
- (c) to ensure as far as possible the financial sustainability of the council,
- (d) to ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 and the plans, programs, strategies and policies of the council,
- (e) to develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council,
- (f) to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the strategic plans (including the community strategic plan) of the council and for the benefit of the local area,

## 223 Role of governing body



**(1) The role of the governing body is as follows:**

- (g) to keep under review the performance of the council, including service delivery,
- (h) to make decisions necessary for the proper exercise of the council's regulatory functions,
- (i) to determine the process for appointment of the general manager by the council and to monitor the general manager's performance,
- (j) to determine the senior staff positions within the organisation structure of the council,
- (k) to consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities,
- (l) to be responsible for ensuring that the council acts honestly, efficiently and appropriately.

(2) The governing body is to consult with the general manager in directing and controlling the affairs of the council.

## 335 Functions of general manager



- (a) to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council,
- (b) to implement, without undue delay, lawful decisions of the council,
- (c) to advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council,
- (d) to advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council,
- (e) to prepare, in consultation with the mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- (f) to ensure that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the council that are delegated by the council to the general manager,
- (h) to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the council,
- (i) to direct and dismiss staff,
- (j) to implement the council's workforce management strategy,
- (k) any other functions that are conferred or imposed on the general manager by or under this or any other Act.

## 8B Principles of sound financial management

**The following principles of sound financial management apply to councils:**

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
  - (i) performance management and reporting,
  - (ii) asset maintenance and enhancement,
  - (iii) funding decisions,
  - (iv) risk management practices.
  - (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
    - (i) policy decisions are made after considering their financial effects on future generations,
    - (ii) the current generation funds the cost of its services.

## Environmental Planning and Assessment

**The Planning Act 2002 (NI) (the Planning Act) currently provides for three general development assessment pathways:**

1. Permitted (as of right) use or development – no development approval required.
2. Permitted use or development – requires development approval but not “consent”; and is subject to conditions.
3. Permissible (with consent) use or development – requires development “consent” and is subject to merit based determination and conditions.

# Environmental Planning and Assessment

## It is proposed to introduce a separate development assessment pathway for Significant Development

- projects that meet specific criteria; with the aims to:
- improve efficiencies in managing the development assessment of major developments; and
- provide clarity on development assessment procedures for major developments; and
- provide more certainty for investment and economic growth; and
- facilitate the development assessment for Significant Development so that development
- projects that have the potential to benefit the whole Island (economically, socially, culturally,
- environmentally) can be facilitated; and the possibility of delays in approvals and potentially
- missed opportunities is reduced

# Jargon - the curse of knowledge



## The knowledge asymmetry can cause problems

when you know things that the other person does not and you have forgotten what it's like to not have this knowledge

## Civil engineering

<https://itunes.apple.com/us/app/engineering-dictionary-terminology/id1021591837?mt=8>

## Urban Planning

<http://www.byron.nsw.gov.au/glossary-of-planning-terms>

<http://www.maitland.nsw.gov.au/PlanningDevel/GlossaryofPlanningTerms>

# Jargon - the curse of knowledge



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

<http://www.legislation.nsw.gov.au/#/view/act/1993/30/chap13>

• **Local Government (General) Regulation 2005 – Part 9 - Management and Accountability**

<http://www.legislation.nsw.gov.au/#/view/regulation/2005/487/part9>

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

<http://www.olg.nsw.gov.au/strengthening-localgovernment/supporting-and-advising-councils/accounting-practice>

**Low Cost Loans Initiative for councils**

<https://www.planning.nsw.gov.au/Policy-and-Legislation/Housing-supply/Low-Cost-Loans-Initiative>

# 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](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 a 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>



LOCAL  
GOVERNMENT  
NSW

[LGNSW.ORG.AU](http://LGNSW.ORG.AU)

# 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

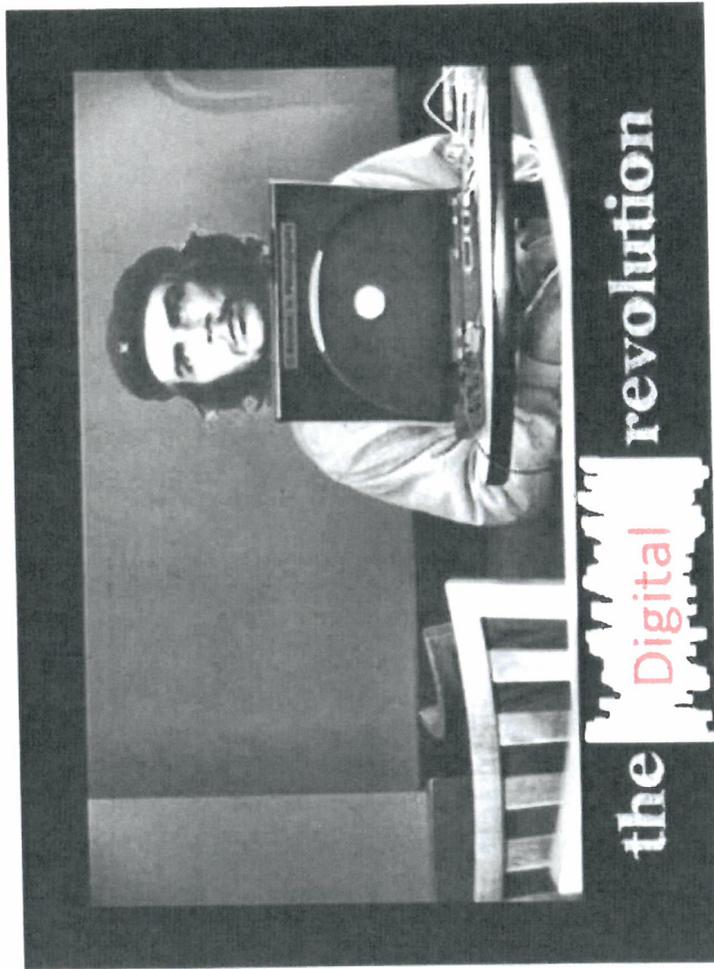
**Other priorities?**

## What to understand, what to do?

Is there an app for everything?

Can I google it?

What knowledge and skills do I have, need, want to develop?



## **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
- Working with diversity/change
- Collaborative decision making
- Patience

- 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
  - usually include selected data
  - include a methodology
  - draws conclusions
- What assumptions, data, methodological approaches were used in developing the report/  
study and why?

# The legislative context

## Legislative hierarchy

- legislation - includes governance and operational roles
- the regulations - more to come
- the policies - in line with legislation and regulations
- the procedures - more process detail and in line with

legislation and regs

# 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

# Local government Act 1993

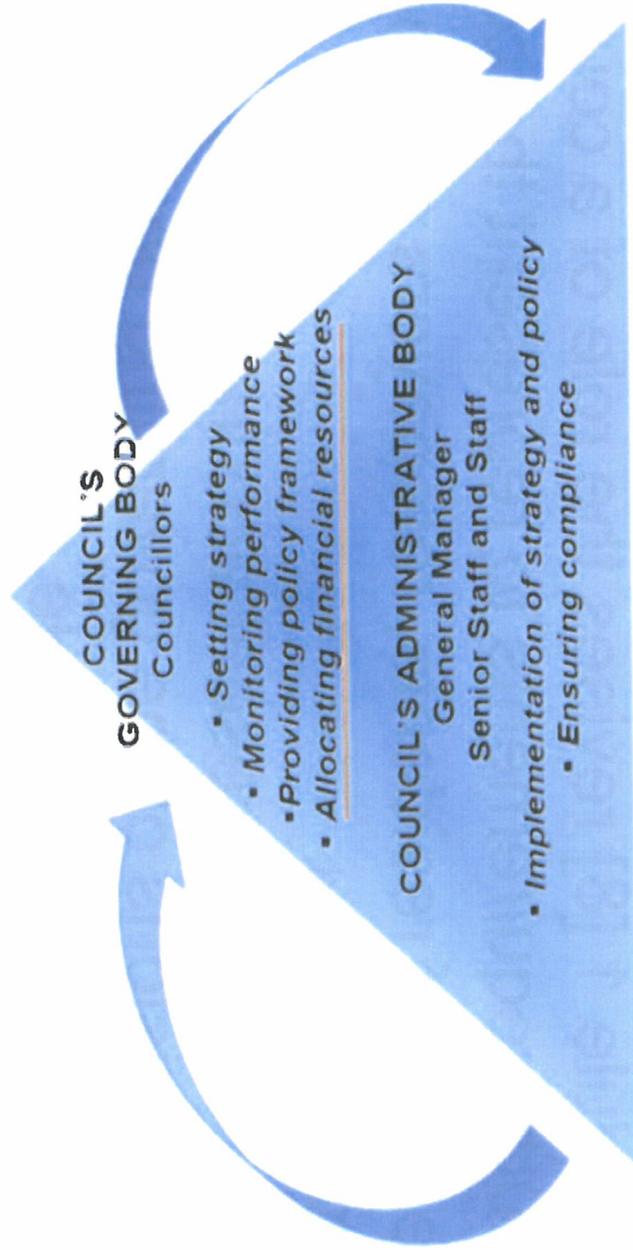
with amendments assented

- [https://legislation.nsw.gov.au/#/view/act/1993/30/  
chap7/part1/div2/sec72](https://legislation.nsw.gov.au/#/view/act/1993/30/chap7/part1/div2/sec72)

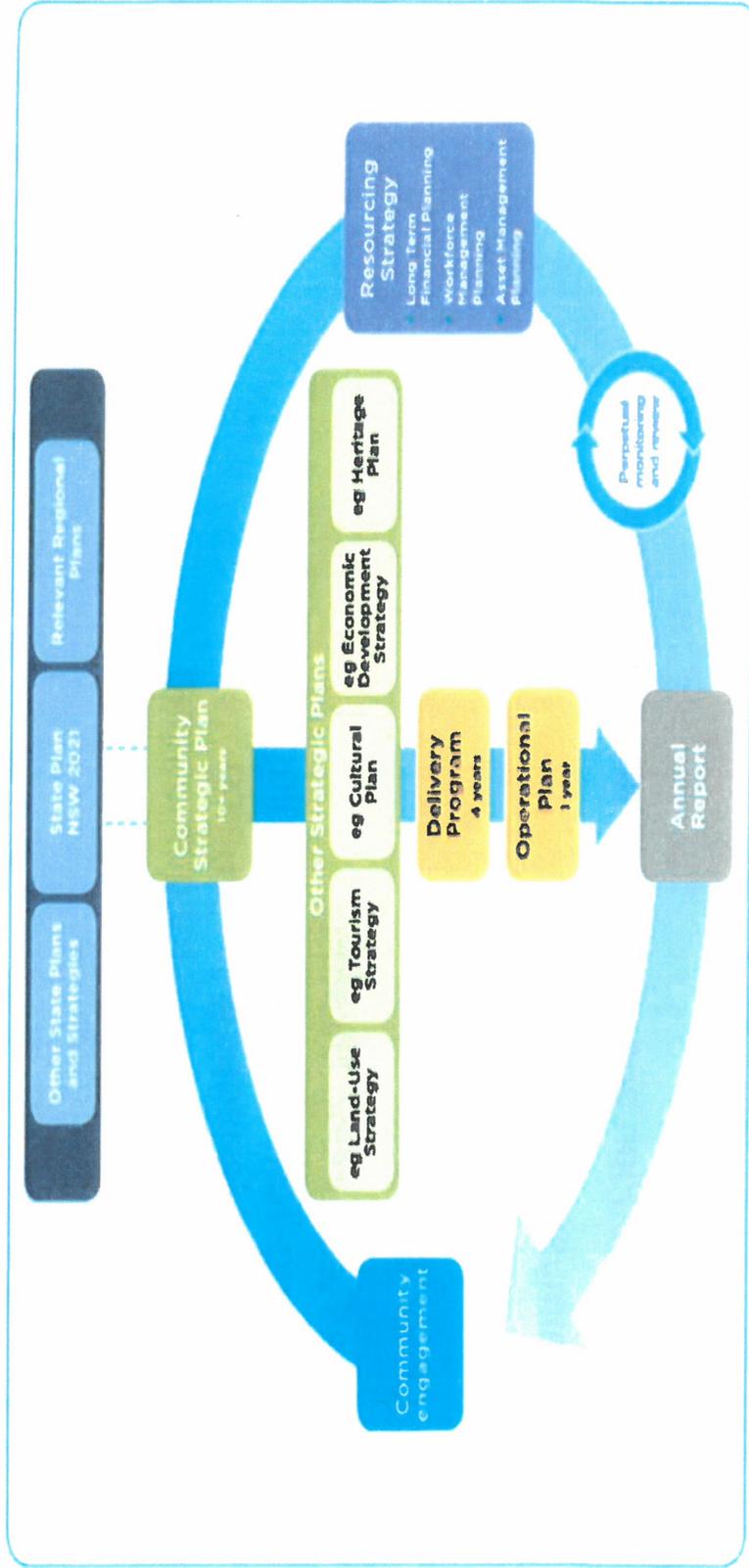
Schedule 1 [8] revises the role of a councillor to include requirements to represent the collective interests of residents, ratepayers and the local community and

Uphold and represent accurately the policies and decisions of the governing body and to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of councillor.

# A Council's Structure



# Integrated Planning & Reporting Framework



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

## Integrated Planning & Reporting Framework

- The State Plan and other key State and regional plans ??
- Community Engagement
- Community Strategic Plan
- Other Strategic Plans
- The Resourcing Strategy
  - Long-Term Financial Planning
  - Asset Management Planning
  - Workforce Management Planning
- Delivery Program
- Operational Plan
- Annual Report (Reporting)

<https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework>



# Council's Community Strategic Plan

The Community Strategic Plan is the highest level plan that a council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to identify strategies for achieving these goals.

- Mayors elected by councillors on or after 30 August 2016 will hold office for two years.
- All mayors and councillors are required to take an oath or affirmation of office before they can perform their functions and duties.
- Determination of the organisation structure of a council is by the governing body of the council, in consultation with the general manager for senior staff positions and by the general manager for the remainder of the structure.
- Expenses and facilities policies are to be adopted by a council within 12 months of the term of a new council and policy amendments are no longer required to be specifically notified to the Office of Local Government.
- Countback provisions will not be available to fill casual vacancies occurring in the office of a councillor following the 2016 ordinary elections.
- Further Phase 1 amendments will be put in place over time and will be the subject of separate guidance.

# 232 The role of a councillor

## (1) The role of a councillor is as follows:

- (a) to be an active and contributing member of the governing body,
- (b) to make considered and well informed decisions as a member of the governing body,
- (c) to participate in the development of the integrated planning and reporting framework,
- (d) to represent the collective interests of residents, ratepayers and the local community,
- (e) to facilitate communication between the local community and the governing body,
- (f) to uphold and represent accurately the policies and decisions of the governing body,
- (g) to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

(2) A councillor is accountable to the local community for the performance of the Council

## 223 Role of governing body



### **(1) The role of the governing body is as follows:**

- (a) to direct and control the affairs of the council in accordance with this Act,
- (b) to provide effective civic leadership to the local community,
- (c) to ensure as far as possible the financial sustainability of the council,
- (d) to ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 and the plans, programs, strategies and policies of the council,
- (e) to develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council,
- (f) to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the strategic plans (including the community strategic plan) of the council and for the benefit of the local area,

## 223 Role of governing body

(1) The role of the governing body is as follows:

- (g) to keep under review the performance of the council, including service delivery,
  - (h) to make decisions necessary for the proper exercise of the council's regulatory functions,
  - (i) to determine the process for appointment of the general manager by the council and to monitor the general manager's performance,
  - (j) to determine the senior staff positions within the organisation structure of the council,
  - (k) to consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities,
  - (l) to be responsible for ensuring that the council acts honestly, efficiently and appropriately.
- (2) The governing body is to consult with the general manager in directing and controlling the affairs of the council.

## 335 Functions of general manager



- (a) to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council,
- (b) to implement, without undue delay, lawful decisions of the council,
- (c) to advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council,
- (d) to advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council,
- (e) to prepare, in consultation with the mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- (f) to ensure that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the council that are delegated by the council to the general manager,
- (h) to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the council,
- (i) to direct and dismiss staff,
- (j) to implement the council's workforce management strategy,
- (k) any other functions that are conferred or imposed on the general manager by or under this or any other Act.

## 8B Principles of sound financial management

**The following principles of sound financial management apply to councils:**

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
  - (i) performance management and reporting,
  - (ii) asset maintenance and enhancement,
  - (iii) funding decisions,
  - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
  - (i) policy decisions are made after considering their financial effects on future generations,
  - (ii) the current generation funds the cost of its services.

## Environmental Planning and Assessment

The Planning Act 2002 (NI) (the Planning Act) currently provides for three general development assessment pathways:

1. Permitted (as of right) use or development – no development approval required.
2. Permitted use or development – requires development approval but not “consent”; and is subject to conditions.
3. Permissible (with consent) use or development – requires development “consent” and is subject to merit based determination and conditions.

## It is proposed to introduce a separate development assessment pathway for Significant Development

- projects that meet specific criteria; with the aims to:
- improve efficiencies in managing the development assessment of major developments; and
- provide clarity on development assessment procedures for major developments; and
- provide more certainty for investment and economic growth; and
- facilitate the development assessment for Significant Development so that development
- projects that have the potential to benefit the whole Island (economically, socially, culturally,
- environmentally) can be facilitated; and the possibility of delays in approvals and potentially
- missed opportunities is reduced

## The knowledge asymmetry can cause problems

when you know things that the other person does not and you have forgotten what it's like to not have this knowledge

## Civil engineering

<https://itunes.apple.com/us/app/engineering-dictionary-terminology/id1021591837?mt=8>

## Urban Planning

<http://www.byron.nsw.gov.au/glossary-of-planning-terms>

<http://www.maitland.nsw.gov.au/PlanningDevel/GlossaryofPlanningTerms>

# Jargon - the curse of knowledge



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

<http://www.legislation.nsw.gov.au/#/view/act/1993/30/chap13>

- **Local Government (General) Regulation 2005 – Part 9 - Management and Accountability**  
<http://www.legislation.nsw.gov.au/#/view/regulation/2005/487/part9>

- **Code of Accounting Practice and Financial Reporting**  
– (includes Australian Accounting Standards and Interpretations)  
<http://www.olg.nsw.gov.au/strengthening-localgovernment/supporting-and-advising-councils/accounting-practice>

**Low Cost Loans Initiative for councils**

<https://www.planning.nsw.gov.au/Policy-and-Legislation/Housing-supply/Low-Cost-Loans-Initiative>

- **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](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

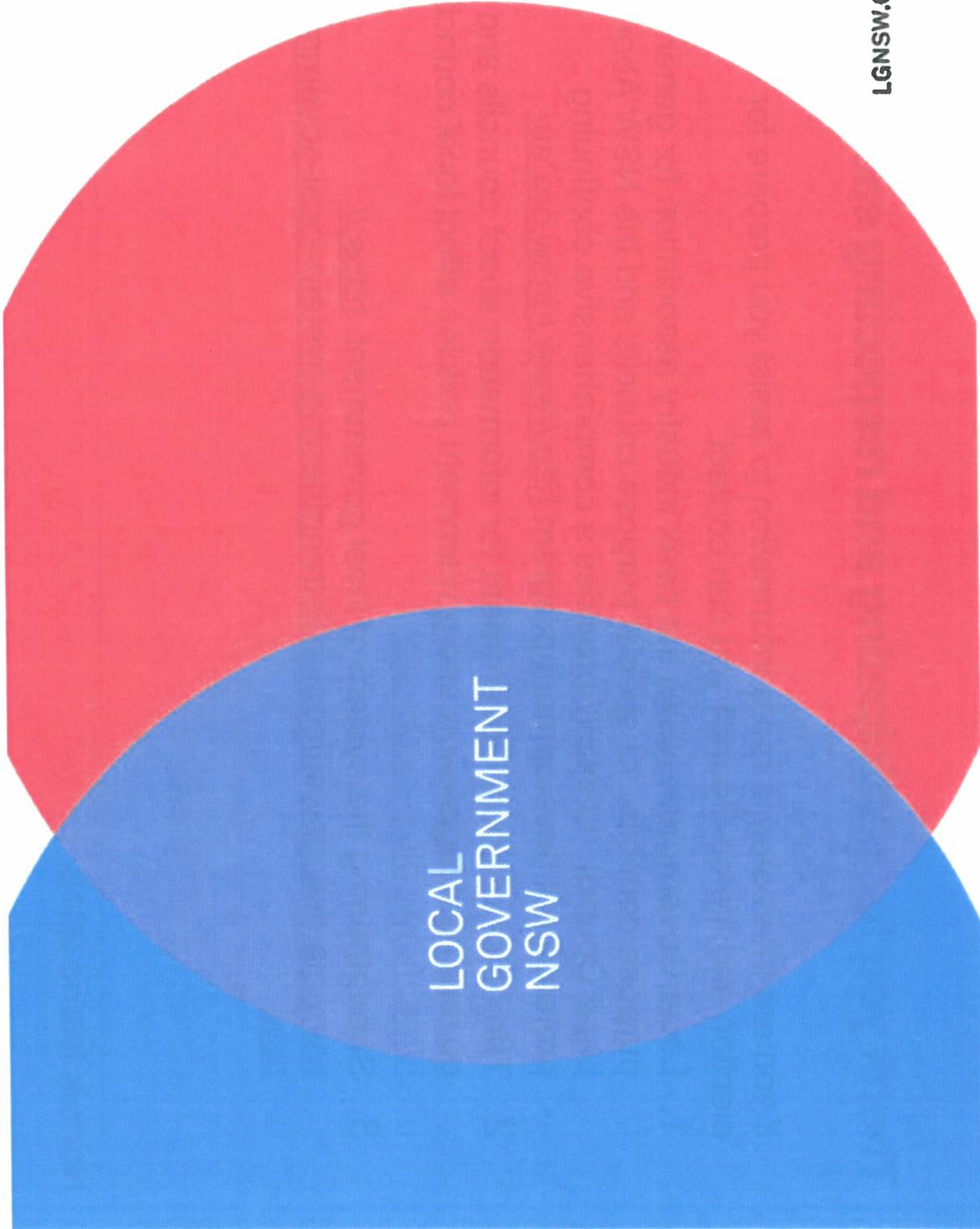
# Community

- 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>



LOCAL  
GOVERNMENT  
NSW

[LGNSW.ORG.AU](http://LGNSW.ORG.AU)

## PARTICIPANTS LIST

Council	Course	Date
<b>Norfolk Island Council</b>	<b>Councillor Handbook &amp; Financial Overview</b>	<b>3 &amp; 4 December 2018</b>

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	

