

# Councillor Capabilities, Descriptors and Behavioural Indicators

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The following Councillor Capabilities inform the Learning and Development Framework (the Framework). The Descriptor helps councillors understand what the Capabilities are. The Objective guides councillors to what they should learn. The Behavioural Indicators detail the expected behaviours that support each capability. The Behavioural Indicators are sourced from Tasmanian local government legislation (see below) and the NSW Local Government Capability Framework.

<b>Abbreviations used in table below</b>	<b>Source</b>
<b>CoC</b>	<i>Local Government (Model Code of Conduct) Order 2016</i>
<b>NSW</b>	<a href="#">NSW Local Government Capability Framework</a>
<b>LGA</b>	<i>Local Government Act 1993</i>
<b>Meeting Regs</b>	<i>Local Government (Meeting Procedures) Regulations 2015</i>

Councillor capability	What does this cover? (Descriptor)	What are you working towards?
<b>Behaviour</b>	Behaviour is a collection of skills that councillors possess, including their abilities to respond and adapt to various situations, communicate effectively, and navigate social interactions. It also includes the actions that help councillors govern and lead the council.	<p>Objective</p> <p>Councillors display appropriate behaviour and comply with the Code of Conduct. They show how to work together to make decisions and act as leaders of their community.</p>
		<ul style="list-style-type: none"> <li>• Behavioural indicators</li> <li>• Councillors: <ul style="list-style-type: none"> <li>• treat everyone fairly and respectfully (CoC part 7)</li> <li>• engage council staff appropriately</li> <li>• do not bully or harass others (CoC part 7)</li> <li>• are respectful when expressing their personal views publicly and identify them as their personal views (CoC part 8)</li> </ul> </li> <li>• Chairperson manages meeting effectively</li> <li>• prepare appropriately for council meetings (NSW)</li> <li>• demonstrate high standards of personal conduct at all times (NSW)</li> <li>• show sensitivity to cultural, religious and other individual differences when interacting with others (NSW)</li> </ul>

Councillor capability	What does this cover? (Descriptor)	What are you working towards?
		<ul style="list-style-type: none"> <li>• do not make personal reflections about other councillors or employees</li> <li>• offer apologies respectfully when required</li> <li>• support effective and efficient meetings by not interjecting repeatedly or disrupting meetings (Meeting Regs – reg 40)</li> <li>• uphold the reputation of the council and do not bring their council into disrepute through their actions (CoC part 3)</li> <li>• use their status appropriately by not seeking advantage through preferential treatment (CoC part 3)</li> <li>• use council resources and information appropriately (CoC part 4 and 5)</li> <li>• only accept gifts or benefits if appropriate (CoC part 6)</li> <li>• manage their own time effectively, balancing demands in line with council priorities (NSW)</li> <li>• show awareness of own strengths and areas for growth (NSW)</li> </ul>

Councillor capability	What does this cover? (Descriptor)	What are you working towards?
		<ul style="list-style-type: none"> <li>• look for and take opportunities to develop knowledge and skills as a councillor as a lifelong learner (NSW)</li> </ul>
<b>Relationship building</b>	This capability is about working well with others to get good outcomes for the community. It includes skills for communicating, building relationships and getting on with others.	<p>Objective</p> <p>Councillors have the skills to speak with and relate to diverse groups of people. They can engage with the community and work well with others. They can negotiate in a local government setting.</p>
		<ul style="list-style-type: none"> <li>• Behavioural indicators</li> <li>• Councillors:</li> <li>• use appropriate language and open communication</li> <li>• can effectively resolve conflict</li> <li>• facilitate communication by the council with the community (LGA 28(1)(c))</li> <li>• communicate effectively during community consultation</li> <li>• listen to and respect the views of other councillors (CoC part 7)</li> <li>• focus on issues, not personalities, during debates (CoC part 7)</li> </ul>

Councillor capability	What does this cover? (Descriptor)	What are you working towards?
		<ul style="list-style-type: none"> <li>• constructively participate in the activities of the council (LGA 28(1)(d))</li> <li>• understand their role, ethical and legal responsibilities when representing council on external bodies (CoC 8)</li> <li>• use different technologies to communicate and engage with the community (NSW framework)</li> <li>• accept public feedback and respond in thoughtful and considered ways (NSW)</li> </ul>
<b>Civic leadership</b>	This capability includes knowing about the different levels of government in Australia. It includes being able to represent others and knowing how to make decisions.	<p>Objective</p> <p>Councillors know how the different levels of government work in Australia. They understand how councils represent their communities. Councillors know it is important to govern well and lead their community.</p>
		<p>Behavioural indicators</p> <p>Councillors:</p> <ul style="list-style-type: none"> <li>• represent and act in the best interests of their community (LGA 28(1)(a) and (b))</li> <li>• accurately represent the policies and decisions of council (LGA 28(4))</li> </ul>

Councillor capability	What does this cover? (Descriptor)	What are you working towards?
		<ul style="list-style-type: none"> <li>• when making decisions:               <ul style="list-style-type: none"> <li>○ bring an open and unprejudiced mind</li> <li>○ are free from personal bias or prejudgement</li> <li>○ give genuine and impartial consideration to information</li> <li>○ base them on merit (CoC part 1)</li> </ul> </li> </ul>
<b>Legal compliance and accountability</b>	This capability includes knowing about laws relevant to local government administration and the role and responsibilities of councillors.	<p>Objective</p> <p>Councillors know how councillors and councils obey laws. They also know how laws relate to their role and responsibilities.</p>
		<p>Behavioural indicators</p> <p>Councillors:</p> <ul style="list-style-type: none"> <li>• demonstrate behaviours that promote workplace health and safety and psychosocial safety</li> <li>• adhere to meeting requirements</li> <li>• apply statutory responsibilities as a planning authority</li> <li>• appoint and monitor the performance of the general manager (LGA 28(2)(d))</li> </ul>

Councillor capability	What does this cover? (Descriptor)	What are you working towards?
		<ul style="list-style-type: none"> <li>• do not contact or direct employees, contractors or tenderers (LGA 28(3)(a)) and CoC part 7)</li> <li>• do not perform the mayor's functions without approval (LGA 28(3)(b) and CoC part 8))</li> <li>• are not influenced by interests (personal, private or financial)</li> <li>• are open, honest and transparent and declare interests</li> <li>• act in good faith to determine if they have interests and how they are managed (CoC part 2 and Part 5 LGA)</li> <li>• only release information in accordance with council policies and relevant laws (CoC part 5) and do not misrepresent that information (CoC part 8)</li> </ul>
<b>Strategic planning</b>	This capability includes knowing about a council's long and short-term documents that include strategies, plans and policies as well as reporting requirements. It includes making decisions based on these strategic documents in the best interests of the community.	<p>Objective</p> <p>Councillors know how to plan activities that support strategic short and long-term goals. These plans benefit the council and the community.</p>

Councillor capability	What does this cover? (Descriptor)	What are you working towards?
		Behavioural indicators Councillors: <ul style="list-style-type: none"> <li>• develop and monitor the implementation of strategic plans (LGA 28(2)(a))</li> <li>• understand statutory responsibilities as a planning authority</li> <li>• determine and monitor the application of policies, plans and programs for:               <ul style="list-style-type: none"> <li>○ provision of services and facilities</li> <li>○ management of assets</li> <li>○ treatment of employees (LGA 28(2)(b) i, ii, and iii)</li> </ul> </li> <li>• facilitate and encourage the planning and development of the municipal area in the best interests of the community (LGA 28(2)(c))</li> <li>• monitor how services are provided (LGA 28(2)(f))</li> </ul>
<b>Financial and resource management</b>	This capability involves understanding and making informed decisions on budgets, assets, technology, procurement and daily resource use. It includes long-term financial planning;	<b>Objective</b> Councillors understand budgets, assets, and technology. They can interpret information related to council procurement and contracts.

Councillor capability	What does this cover? (Descriptor)	What are you working towards?
	budget adoption, including the revenue and rating structure; financial performance monitoring, developing financial literacy and oversight skills.	
		Behavioural indicators Councillors: <ul style="list-style-type: none"> <li>• develop and monitor the implementation and performance of long-term financial plans and budgets (LGA 28(2)(a))</li> <li>• determine and review council’s resource allocation and expenditure activities (LGA 28(2)(e))</li> <li>• demonstrate appropriate level of financial literacy and understand oversight requirements</li> <li>• understand the role of the audit panel and oversee the audit panel activities</li> </ul>