



APPENDICES

Ordinary Council Meeting

Monday, 24 June 2019

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SY084-06/19 Councillor Professional Development

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Report on Effective Community Leadership presented by WALGA Training

Effective Community Leadership is a unit in the Diploma of Local Government conducted by the Western Australian Local Government Association at their offices at 170 Railway Road in Leederville.

The unit is one of a series forming stage 2 of the Diploma. Training is conducted on a face to face basis lasting a day with post course assessment of knowledge gained.

This unit was delivered by Allan Adams, a consultant who while having no local Government experience has a wealth of experience in training leaders . I attended on Monday 29 April.

The Learning Outcomes are as follows:-

- Understanding different leadership roles,
- The importance of thinking Strategically,
- How to motivate self and others.
- Communicating with the Council and community
- The importance of ethics in a leadership role, and
- How to identify and deal with conflict.

The session started with understanding the leadership role played by Councillors and their role in providing a conduit between the Community and the Council/Local Government. They reflect the community and represent the community in a democratic environment.

The role of a Councillor is stated in Section 2.10 of the Local Government Act 1995.

The Blake Mouton Managerial Grid plots Concern for People against Concern for Results. Low Concern for Results plotted against low Concern for People results in an Impoverished Style of Leadership, while a High Concern for people matched with a high Concern for Results will result in a Team Style of leadership. The Authoritarian style of leadership results from High Results/Low People ratios. The Team Management Leadership requires Community Participation, and good Councillors should have a strong relationship with the community.

Good leaders motivate others to bring their thoughts to the Council, they use influencing language to achieve this. They must have the competence, the courage, the ability to communicate and a care factor in their approach. As a Councillor we must ensure that we are able to maintain the trust of the community by being authentic, having empathy with the community members and using logic to develop their trust.

Councillors are in a different position to community members in that they have information on the future of the community. It is important to remember that the shadow we cast is what the community sees. When speaking it is important to remember that the entire audience will not hear the same message, the message will be repeated many times but each person will pass the message

on as they see/hear it. Betrayal breaks down trust, which is why it is important for statements made on behalf of the Council are true and correct and items that are promised are delivered.

Listed below are the Seven deadly sins that destroy Councillors :-

Gossip, Judging, negativity, complaining, making excuses, embroidering the topic and dogmatism are failings. All must be greeted on an equal basis.

Honesty, Authenticity, Integrity and Love (HAIL) are important Issues when dealing with the Community.

Uncertainty in the future generally produce problems for the community and a good leader will do their utmost to remain with the facts. Poor decision making comes from being in an environment where there are high levels of stress.

The traditional model of Community Leadership is not attracting the Youth of today, so how can they express their views. The SCARF Model is used to demonstrate what is required:-

Status, Certainty, Autonomy, Relatedness, and Fairness. The brain will react when one or more of these are under threat.

People want certainty, for planning their own decisions whether it be business planning or the ability to manage their own affairs. Involving people in the decision making process will improve the status of the people, they have participated and been heard. If the decision reached is not your own then you have no right to feel offended. Being irritated is a luxury that most people in the world can't afford.

Many are frustrated because ill informed people make comments, they need the information, the lack progress in obtaining a decision from Council, it takes time to gather all the points to assist in making the decision, and finally once the decision is made the time taken to implement the decision.

When faced with a threat the basic survival instincts switch on - Fight, Flight, Freeze, all detract from making a decision. If the ratepayer starts a debate and is not going to listen to reason or the other side of the argument then cut short your involvement, agree to disagree. Passionate people are very difficult to deal with, they only see the argument from their perspective, the objective is to turn their passion to love to have a relationship with them.

When seeking information use the Open question technique ask what, when, where, how. A Closed question will result in a Yes or No answer, with little gained from the conversation. Be aware of body language as how you speak can betray your position, as does the position of the body and facial expressions.

It is difficult to think strategically when your mind is made up. As Councillors we have to solve large and small issues, from climate change to where to place the bin in the park. Large problems are best addressed by seeing who else is working on a solution i.e. the State and Federal Government must be involved. As Councillors we hold the position 24/7 and at times making a decision can bring about a personal dilemma, but unless there is a conflict of interest you are obliged to remain at the table for the vote, bearing in mind use of procedural fairness and natural Justice.

Councillor Kevin Trent 18 May 2019

Report on Dealing with Conflict presented by WALGA Training

Dealing with Conflict is a unit in the Diploma of Local Government conducted by the Western Australian Local Government Association at their offices at 170 Railway Road in Leederville.

The unit is one of a series forming stage 2 of the Diploma. Training is conducted on a face to face basis lasting a day with post course assessment of knowledge gained. I attended the presentation on Tuesday 30 April.

This unit was delivered by Allan Adams, a consultant who, while having no local Government experience has a wealth of experience in training leaders.

Initially this unit was part of the unit on Effective Community Leadership, but Dealing with Conflict was split out and the unit on Professionally Speaking dropped from the syllabus.

The Learning Outcomes are as follows:-

- Being able to identify situations of potential conflict,
- Implementing strategies to resolve conflict,
- Understanding how to deal with conflict as required by the Local Government Act 1995 (WA),
- Handling complaints appropriately,
- Identifying risks associated with conflict,
- Communicate effectively,
- Identify ways to avoid conflict, and
- Understand when assistance is required to resolve a conflict.

Conflict means:-

A serious disagreement or argument, typically a protracted one.

The causes of conflict are generally understood to be:-

- A perceived breach of faith, trust or confidentiality,
- Unresolved disagreement that has escalated to an emotional level,
- Miscommunication leading to unclear expectations,
- Personality clashes,
- Differences in acquired values,
- Underlying stress and tension,
- Ego problems, and
- A combination of the above.

Options on how to cope

- Address the problem early, bring it out into the open,
- Find out the facts, as perceived by both parties,
- Recognise you have a common goal,
- Recognise that their personal values may be different,
- Banish negative thoughts,
- Focus on the issue, not the person and their reactions.

Situations of potential conflict in Local Government

While the separation of powers should prevent clashes situations can arise where strong willed members see the situation in a different light.

Potential Conflict for Councils

- Perception that decisions are based on power centres,
- Individuals want to achieve their own desires and ambitions,
- Council acting outside of its jurisdictional role,
- Council making all "ultra vires" decisions (outside its power under legislation)
- Council intentions are not clear, and
- Council decisions lack a reasonable base.

Potential conflict for elected members

Difficulties can arise when:-

- Elected members approach the author of an agenda item,
- Elected members approaching a staff member after a Council meeting to express views about a Council decision,
- When acting as the presiding member and the public are present,
- When attending a Local Government function or public meeting,
- Becoming involved in meetings or communications between a developer and a staff member,
- When observing what could be perceived as a problem i.e. works in progress.
- An after-hours problem is drawn to your attention,
- A complaint from a ratepayer, and
- Being approached by a staff member with a complaint about an internal matter.

Potential conflict for CEO's

- Not providing the same level of information to all Councillors
- Pursuing own objectives for the Local Government without reference to Council
- Pursuing own objectives
- Not keeping the Council informed of potential political ramifications to actions, and
- Having a conflict of interest.

Following meeting procedure will reduce conflict as will members remembering they act as a Team for the benefit of the residents.

When a new team or Council is formed it can be expected that they will go through the process of Forming, Storming, Norming and finally Performing, some may never go through each stage.

The use of assertive language can assist in resolving the issue.

Generally the unit was good value.

Councillor Kevin Trent

20 May 2019