

Local Government Authorised Persons Professional Framework



Report – Authorised Persons Association Professional Framework

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Client – Authorised Persons Association SA (APA)

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FOREWARD

As the President of the Local Government Authorised Persons' Association, I am pleased to introduce the Local Government Authorised Persons Professional Framework. This comprehensive and practical resource represents a significant opportunity to advance the professionalism of Authorised Persons and reflects the ever evolving and changing landscape we operate within.

The original framework, which was launched in October 2006, called on Councils to consider the skills and ongoing development required to develop officers.

Since that time, community expectations have increased, compounded further by significant legislative reforms and the introduction of new Legislation. These changes have had a profound impact on the complexity and demands of the regulatory functions undertaken by Authorised Persons.

The work undertaken by an Authorised Person varies greatly from Council to Council, and requires the ability to interpret various legislation, exceptional communication skills and a high level of resilience and empathy. Despite the changes over the last decade, training is often ad hoc or lacking, and there is no one specific designated qualification for Authorised Persons. The Local Government Authorised Persons' Association initiated this project to support the increased professionalism and effectiveness of regulatory functions within Councils. This Framework has been designed to provide more comprehensive requirements for people responsible for or involved in appointing, leading, supporting, and developing Authorised Persons. It is our hope that the Framework is adopted within Local Government, that it leads to minimum education and training standards for Authorised Persons, and finally that the staff undertaking these roles are recognised for the complex and challenging work they undertake.

This project was delivered by Healthy Environs and the Local Government Authorised Persons' Association Committee, with funding from the Local Government Research and Development Scheme. Without this funding, the project would not be possible and on behalf of the Authorised Persons' Association I would like to express my gratitude for this support and the opportunity to be able to contribute and give back to the sector.

Copies of the Framework are available to via the secure log on at lga.sa.gov.au and feedback can be provided to admin@lgapa.com.au

Kristy Noakes

President

Local Government Authorised Persons' Association

Cover page photo acknowledgements:

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ABOUT THE AUTHORISED PERSONS ASSOCIATION

The Local Government Authorised Persons Association (APA) of South Australia represents Authorised Persons across the fields of Local Government regulatory and community safety services within the State. Whilst the organisation refers to Authorised Officers, Council role titles are varied and range from Rangers to Compliance Officers, Community Safety Officers, General Inspectors, Animal Management Officers, and Parking Officers.

The APA is dedicated to proactively generating a greater understanding and better-informed awareness of the role of Authorised Officers, their contribution and value to Local Government and the community.

The APA aims to foster professionalism in Local Government regulatory services and community safety through support, networking and encouraging professional development and the promotion of regulatory services within the Local Government industry.

The keys to the APA's success have been its commitment to presenting innovative and forward-looking solutions to the issues affecting Authorised Persons; striving to meet current and emerging trends and challenges; APA's continued collaboration with partners Norman Waterhouse and Kelledy Jones Lawyers and the Dog and Cat Management Board; and promoting and developing the role of Authorised Persons within Local Government.

PART 1 - INTRODUCTION TO THE PROFESSIONAL FRAMEWORK FOR AUTHORISED PERSONS

About this Framework

The role of an Authorised Person is diverse and requires a broad range of competencies.

The aim of this Local Government Authorised Persons Professional Framework is to assist Councils to attract, appoint and develop appropriate staff to fully meet the needs of the role of an Authorised Person, recognising the significant changes in responsibilities that have occurred through legislative review over the last 15 years.

The Framework recognises and includes the range of roles and competencies required across the profession. While the Framework details the technical competencies, knowledge requirements, and the practical tasks that are expected of an Authorised Person throughout their career, Councils are encouraged to adapt the content to reflect their Council's environment, specific processes, structures, plans and values.

In 2006, the Local Government Authorised Persons Association published the first Local Government Authorised Persons Professional Framework as a resource to assist Councils across a range of human resource management practices. Recognising the significant changes in the roles and responsibilities of an Authorised Person that have occurred over the last 15 years, this revised version of the Framework was developed. Chief Executive Officers are responsible for appointing Authorised Persons and the framework seeks to assist them with determining that an employee has suitable capabilities, qualifications and experience required to exercise the powers they are discharged with.

The Professional Framework was developed through consultation with the Local Government Authorised Persons Association and all levels of Local Government and aims to foster consistency in the appointment, development and management of Authorised Persons.

The Framework's objective is to ensure that Authorised Persons, both new and experienced at all levels, are adequately trained and qualified for their roles, and that there is a clear understanding of role requirements, professional development and the progressive stages of an Authorised Person's career. Central to the Framework is an entry guideline, competency matrix and career pathway guideline to help both Councils and Authorised Persons to understand potential career paths as well as the required skills and knowledge needed for various roles.

Why the Framework is Needed

The role of an Authorised Person is diverse and requires a broad range of competencies and knowledge to effectively fulfill the job tasks required. The Framework recognises this and has been developed to increase the awareness of the level of professionalism, performance standards, skills and knowledge base required of Authorised Persons.

It is envisioned that by adopting the Framework, Councils will continue to build on the professionalism that has grown in the role of Authorised Persons and increase the standardisation by which Authorised Persons are appointed and developed across Local Government. This Framework details the career entry and ongoing career development opportunities for Authorised Persons to increase role retention in the industry.

The Professional Framework was developed to:

- Provide a structured career path for Authorised Persons;
- Guide professional development programs;
- Help Authorised Persons and Council understand the knowledge, skills, experience and attributes required for their roles;
- Help Council understand and think about what they require in an Authorised Person and the questions to ask for each level; and

- Help the industry maintain and develop professional standards.

Developing the Framework

The APA received support through the Local Government Research and Development Scheme to update the Framework with regard to the scope of legislative powers for Officers as well as the emerging context of their role within Local Government in South Australia.

The APA engaged Healthy Environs to review and update the Framework. The Framework review involved internal and external consultation with relevant stakeholders and a desk-top review of relevant materials.

The review team sought to thoroughly understand how the role and key services performed by an Authorised Person has changed since the development of the inaugural Framework. Healthy Environs held an initiation meeting with an APA representative to confirm project purpose, scope and timeframes. This was followed by a desk-top review of relevant materials including the 2006 Framework, example job descriptions, legislation and professional tools.

Consultation with representatives of the APA was undertaken to gain an understanding of the role of an Authorised Person and explore the professional assets and limitations; professional entry recommendations; and professional development priorities and pathways that are required for the industry.

Several interviews with Authorised Persons from various levels were conducted to gain an understanding of diversity within the role. These case studies have been included in the Framework.

A Draft Framework was developed based on consultation outcomes and then distributed for industry feedback. This feedback was reviewed and amendments agreed for draft finalisation.

The APA Executive Committee provided strategic project direction and review throughout the Framework development process.

THE ROLE OF LOCAL GOVERNMENT AUTHORISED PERSONS

Councils use a variety of terms for an Authorised Person including Community Safety Officers, Rangers, Compliance Officers, General Inspectors, Community Inspectors and job specific titles such as Animal Management Officers and Parking Officers. For consistency, this Framework will refer to that position as an Authorised Person. The role of an Authorised Person is greatly varied and can encompass:

- Animal Management
- Parking and Traffic Control
- Local Government Act and By-Laws
- Environmental Protection and Nuisance

An Authorised Person can be appointed by a Council under about 20 pieces of legislation.

The Legislation

An Authorised Person's functions are predominantly compliance focused and therefore are largely shaped through Council's legislative responsibilities to administer relevant legislation, such as the:

- *Dog and Cat Management Act 1995*
- *Road Traffic Act 1961 and Australian Road Rules*
- *Private Parking Areas Act 1986*
- *Environment Protection Act 1993*
- *Local Nuisance and Litter Control Act 2016*
- *Local Government Act 1999*
- *Fire and Emergency Services Act 2005*
- *Expiation Offences Act 1996*

While this list is not exhaustive and is subject to change, additional powers or responsibilities for decision making may be delegated to an Authorised Person.

An Authorised Person may enforce relevant Council By-Laws and policies such as elements of the 'Footpath Trading Policy' and the 'Hoarding Permit' process. Their overall aim is to achieve compliance with legislative requirements for animal management, parking and traffic management and environmental amenity.

Authorised Persons adopt both an educational and enforcement approach to promoting compliance outcomes and therefore draw on a diverse range of skills to promote safety and amenity, including:

- The ability to interpret and apply legislation.
- Customer service and interpersonal skills.
- Community education.
- Conflict resolution and mediation.

In South Australia, the complexity of legislative functions for Authorised Persons has increased over the past decade, especially with regard to legislative reforms and the introduction of new legislation, such as:

- New laws, greater powers and increased expectations for Councils in the management of companion dogs and cats, through the amended *Dog and Cat Management Act 1995* and the *Dog and Cat Management Regulations 2017*.
- The introduction of the *Local Nuisance and Litter Control Act 2016*, providing local government with a greater ability to deal with environmental nuisance, littering and illegal dumping and formalising that Local Government is responsible for managing local nuisance matters. Authorised Persons play a fundamental role in administering this Act for many Councils.

Professional Stakeholders

Local Government Leadership and Officers, Lawyers and other professionals may be actively involved in the APA and contribute to relevant Boards and Committees to stay abreast of policy and legislative reforms such as the Dog and Cat Management Board. Fulfilling an Authorised Person's role requires effective partnership management and stakeholder liaison with relevant state through to local organisations, such as:

- Local Councils
- South Australian Country Fire Service
- Dog and Cat Management Board
- Other governmental departments (State, Federal)
- Community Members
- Environmental Protection Authority
- The Royal Society for the Prevention of Cruelty to Animals (RSPCA)
- Animal Welfare League (AWL)
- SA Police
- Local Government Association

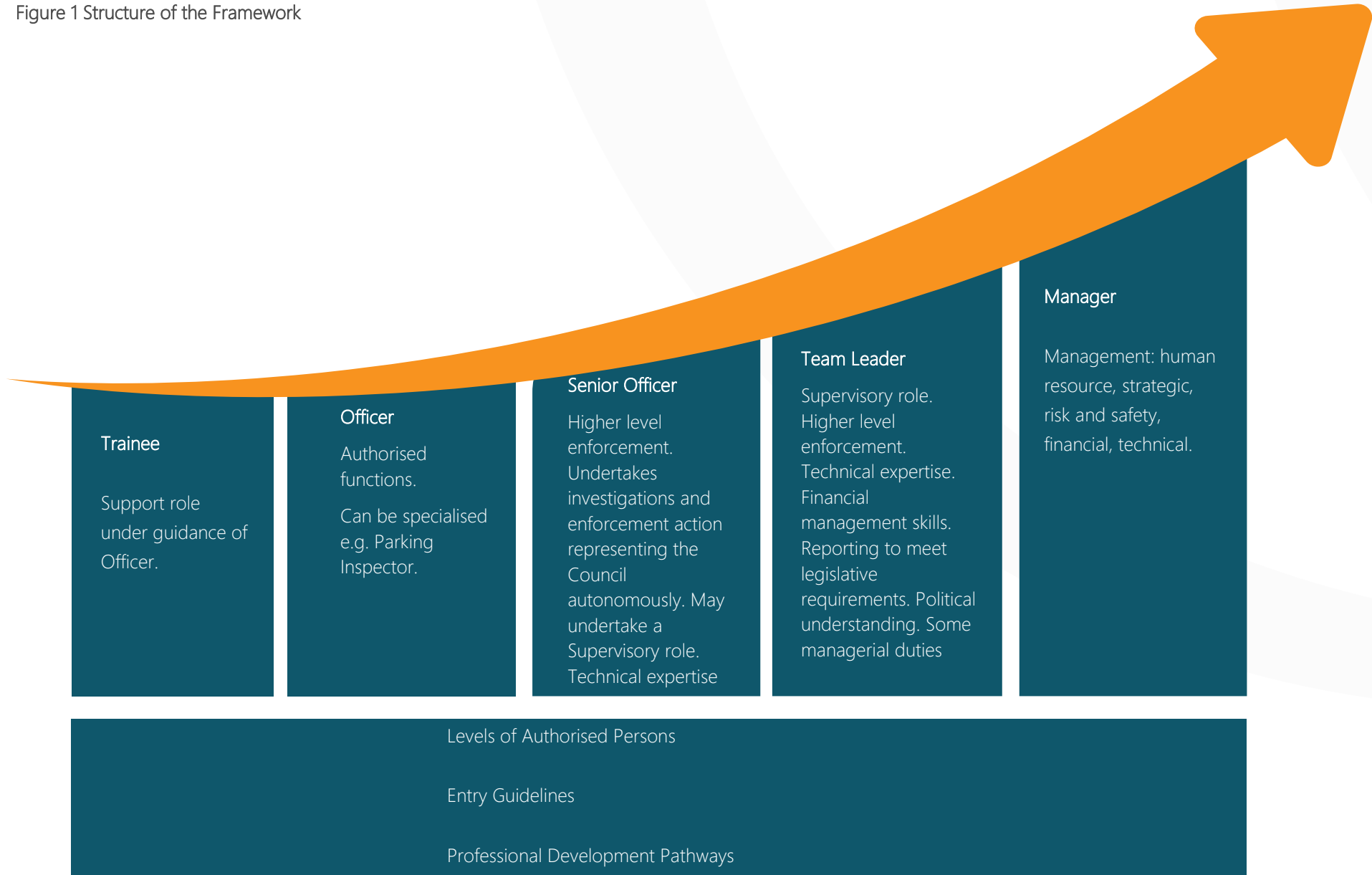
PART 2. USING THE FRAMEWORK

Framework Structure

The Professional Development Framework is structured according to the professional levels of Authorised Persons (Figure 1). The Framework is structured into the following components:

- **Levels of Authorised Persons** covering each broad stage or level of an Authorised Persons career:
 - Trainee
 - Officer
 - Senior Officer
 - Team Leader
 - Manager
 - Each stage is accompanied by a list of potential roles that a person could hold at that stage. This is cross-referenced with the knowledge and performance outcomes that would be needed for each stage and a list of required skills.
- **Entry Guidelines** have been developed for Authorised Person roles at the various levels of experience and capability. The base of the Entry Guidelines have been the identification of qualifications, core knowledge, skills and attributes that demonstrate effective performance. Appendix A is a Competency Matrix which further defines and describes the core knowledge and skills.
- **Professional Development Pathways** describes what a general career progression for an Authorised Person may be, both in the regulatory field or other departments within Council.

Figure 1 Structure of the Framework



Both Authorised Persons and Councils can use the Framework to produce professional development plans, check career progression against required skills and knowledge, guide employment programs and recruitment, and guide training and education. The Framework can also assist Councils to inform budgets with respect of salary classifications and to help undertake workforce planning.

Councils can efficiently use it as base content that can be tailored to their own processes, ensuring that they are using capability profiles for different levels of an Authorised Person that will be standardised across Local Government against the following Human Resource Management practices:

- Write accurate position descriptions in line with the appropriate competency level
- Use the framework to guide on-boarding and induction process
- Use the Framework to design professional development plans

This Framework has been designed so Authorised Persons can use the Framework to:

- Establish your current competency level
- Have your own career plan
- Prepare your own development plan

How to use the Framework - Councils

Write accurate position descriptions in line with the appropriate competency level

Councils can use the knowledge, skills and attributes requirements from the appropriate competency level in the Framework to develop a detailed position description. By using the Framework, Councils can align the position description to the required position and ensure alignment within and across other Councils. This will ease screening of resumes against a fixed list of competencies and objectively rank candidates.

Use the framework to guide on-boarding and induction process

It should not be assumed that any candidate can be effective in the role of an Authorised Person, even with the required skills, knowledge and attributes. For this reason, an effective on-boarding or induction process is required to ensure that the candidate is the right fit for not just the role but for Council's culture and environment.

Council can use the skills, knowledge and attributes outlined in this Framework as a basis to determine the competency of the inducted Authorised Person against Councils induction checklist.

Use the Framework to design professional development plans

Councils can compare the knowledge, skills and attributes of an Authorised Person against their current position description, or that of the next professional level if wanting to advance their position, to decide what skills are needed for that individual to progress to the next professional level. Using this, a list of the priority training outcomes the individual needs to complete over the next 12 months can be created. These become their personalised professional development plan.

How to use the Framework – Authorised Person

Establish your current competency level

An Authorised Person can use the Framework to determine their current competency level against each knowledge, skill and attribute criteria. This will give a starting point for their future professional and career development as they can see what knowledge, skills and attributes are needed to advance to the next competency level.

Have your own career plan

This Framework sets out the skills, knowledge and attributes that are required for each professional level. An Authorised Person can compare their current competency level with that of the next professional level and so on. By comparing the competency level, an Authorised Person can plan for longer term career development by understanding where any gaps are in their skills, knowledge and attributes.

Prepare your own development plan

Using both the Framework and their career development plan, an Authorised Person can design their professional development plan. The professional development plan is used to identify extra training or development needs to improve on weaker skills or identify new skills the Authorised Person requires. This plan can be used to ensure their competency level matches their professional level (as outlined in this Framework) or what is needed for career progression.

LEVELS OF AUTHORISED PERSONS

To undertake their roles effectively, Authorised Persons require an understanding of enforcement principles and practices and be able to effectively communicate with a wide variety of audiences (the general community, internal Council staff and Elected Members). Authorised Persons operating at more senior levels commonly undertake roles in work health and safety, strategic planning and various management roles. The typical roles for an Authorised Person within Local Government, at different levels are shown in Figure 2.



Figure 2 Professional levels of an Authorised Person and examples of their associated roles

ENTERING THE PROFESSION

Multiple entry points to the profession should be promoted to enable pathways for both existing Council Officers in other disciplines and entrants from outside of Council. The quality assurance of the required skills and knowledge will require suitable access options to study and academic pathways to assist these staff to attain the qualifications required for authorisation under various legislation. Having multiple entry pathways across the various professional levels can assist with labour or skills shortages in the profession, especially in regional areas. The figure below shows possible entry points to an Authorised Persons role from other Local Government functions or roles outside of Local Government.

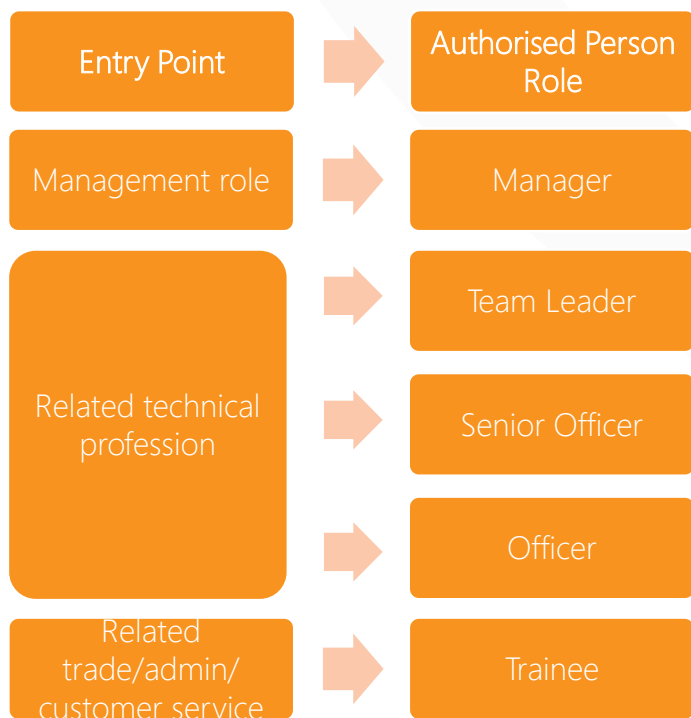


Figure 3 Possible entry points into the role of an Authorised Person

Qualifications

The functional roles required of an Authorised Person can vary between metropolitan and rural areas and across Council regions. Therefore, it would be useful for Council's to determine the qualifications and competencies required of the position to fulfil the needs of the organisation prior to recruitment.

It should be noted that while the designated local government qualification for an Authorised Person/Senior Authorised Person) was the Certificate IV Local Government (Regulatory Services), this qualification is only available through selected RTOs. Other courses such as Certificate IV in Government are available and may provide key learnings and skills for Authorised Persons. As such, it is recommended the APA Board advocate for improved accessibility to the Certificate IV in Local Government (Regulatory Services) through working in partnership with Local Government Professionals Australia SA and LGA Training. (see - **Strategic RECOMMENDATIONS TO SUPPORT THE FRAMEWORK**).

Councils are encouraged to identify what they require as an essential qualification for their Authorised Person role in the absence of the Certificate IV Local Government (Regulatory Services). The qualifications listed under the 'Other related Qualifications' identify studies that would complement the designated core qualification such as qualifications in business, project management and animal management.

The following table identifies the typical qualifications across the levels / roles and related Local Government and management qualifications.

Table 1 Typical Core and Desired qualifications and experience expected for an Authorised Person and various professional levels

Role	Core Qualification	Other Desired Qualifications or Experience
Manager	Degree or post-graduate qualification in relevant area	<ul style="list-style-type: none"> • Management: human resource, strategic, risk and safety, financial, technical
Team Leader	Certificate IV in Local Government (Regulatory Services) or Certificate IV in Government Certificate IV in Management and Leadership is desirable	<ul style="list-style-type: none"> • Experience in government regulatory functions • Animal management • Management/supervisory experience
Senior Officer	Certificate IV in Local Government (Regulatory Services) or Certificate IV in Government	<ul style="list-style-type: none"> • Experience in government regulatory functions • Animal management
Officer	Certificate IV in Local Government (Regulatory Services) or Certificate IV in Government	<ul style="list-style-type: none"> • Experience in government regulatory functions • Animal management
Trainee	No formal qualification required. On the job training provided	<ul style="list-style-type: none"> • Experience in government regulatory functions • Animal management

Entry Guidelines at Authorised Person Levels

The tables below define the entry guidelines of the five levels of an Authorised Person with increasing levels of required competencies. Depending on the size of Council, an Authorised Officer's role may focus on team leadership – especially the case in a larger council (i.e. Team Leader) OR within smaller council the role might see the person act at a more senior officer level (i.e. Senior Officer).

Table 2 Trainee Entry Guidelines

Trainee	Support role under guidance of Officer
Knowledge	Basic knowledge of Council and regulatory functions
Skills	<ul style="list-style-type: none"> • Intermediate written communication and comprehension skills. • Intermediate skills in community engagement.
Attributes	<ul style="list-style-type: none"> • Good communication skills. • Confident in dealing with people. • Resilient. • Participates well in teams. • Can identify problems, acts within scope of own responsibility. • Identifies learning needs, use appropriate technology for the task.

Table 3 Officer Entry Guidelines

Officer	Authorised functions. Can be specialised e.g. parking inspector
Knowledge	<ul style="list-style-type: none"> • Broad knowledge and understanding of Council. • In depth understanding of relevant legislation, Council By-laws and associated Australian Standards, Policies and Codes of Practice, industry best practice, or ability to demonstrate associated learning. • Understanding of modern practices in the handling of dogs and cats in the urban environment and the associated behaviour characteristics. • Investigative processes and procedures. • Court processes, as they apply to Council initiated prosecution proceedings. • Responsibilities in creating and maintaining Child Safe environments.
Skills	<ul style="list-style-type: none"> • Confidence in working with community and stakeholders. • Ability to negotiate and mediate complex and multifaceted issues. • Conflict management. • Ability to deliver exceptional customer service using high level interpersonal and communication skills. • Well-developed written and verbal communication skills. • Ability to interpret legislation and apply relevant enforcement practices. • Ability to set priorities and manage time effectively. • Demonstrated ability to conduct investigations and prepare Orders and Notices • Ability to work under pressure. • Demonstrated self-motivation and initiative. • Ability to work with people across a wide range of personalities, cultures, backgrounds and interests. • Use of corporate technology including systems in electronic document management, land and property management, finance, asset management systems, customer requests and intranet. • Intermediate computing skills with the ability to learn new applications related to Community Safety and effectively use established ones. • Demonstrated understanding and enthusiasm for the direction of Council and the Organisation. • Demonstrated behaviour consistent with the organisational values.
Attributes	<ul style="list-style-type: none"> • Uses verbal and non-verbal communication strategies to communicate effectively. • Contributes strongly to team effectiveness. • Clearly outlines problems and suggests solutions. • Proactively identifies personal areas for improvement. • Able to apply learning needs to create a career plan, understand all technology available for the task and review own performance. • Use critical reading skills to interpret information from texts. • Resilient.

Table 4 Senior Officer Entry Guidelines

Senior Officer	Supervisory role, higher level enforcement, technical expertise, some managerial duties
<p>Knowledge</p>	<ul style="list-style-type: none"> • Specific and in-depth theoretical and technical knowledge of Council. • Comprehensive knowledge of relevant Legislation, Council By-laws and associated Australian Standards, Policies and Codes of Practice, industry best practice. • Sound knowledge and understanding of modern practices in the handling of dogs and cats in the urban environment and the associated behaviour characteristics. • Sound working knowledge of investigative processes and procedures. • Understanding of Court processes, as they apply to Council initiated prosecution proceedings. • Knowledge of responsibilities in creating and maintaining Child Safe environments.
<p>Skills</p>	<ul style="list-style-type: none"> • Ability to work independently. • Strong leadership and co-ordination skills. • Ability to negotiate and mediate complex and multifaceted issues. • Well developed conflict management skills. • Ability to deliver exceptional customer service using high level interpersonal and communication skills. • Well-developed written and verbal communication skills. • Ability to interpret complex legislation and apply relevant enforcement practices. • Ability to set priorities and manage time effectively. • Ability to work under pressure. • Demonstrated self-motivation and initiative. • Demonstrated ability to conduct investigations and prepare Orders and Notices. • Ability to work with people across a wide range of personalities, cultures, backgrounds and interests. • Ability to effectively manage service contracts, including the regular review of performance to ensure defined key performance standards are being met. • Use of corporate technology including systems in electronic document management, land and property management, finance, asset management systems, customer requests and intranet. • Intermediate computing skills with the ability to learn new applications related to Community Safety and effectively use established ones. • Demonstrated understanding and enthusiasm for the direction of Council and the Organisation. • Demonstrated behaviour consistent with the corporate values.
<p>Attributes</p>	<ul style="list-style-type: none"> • Uses verbal and non-verbal communication strategies to communicate effectively. • Contributes strongly to team effectiveness. • Clearly outlines problems and suggests solutions. • Proactively identifies personal areas for improvement. • Able to apply learning needs to create a career plan, understand all technology available for the task and review own performance. • Use critical reading skills to interpret information from texts. • Resilient.

Table 5 Team Leader Entry Guidelines

Team Leader	Supervisory role, higher level enforcement, technical expertise, some managerial duties
<p>Knowledge</p>	<ul style="list-style-type: none"> • Advanced and integrated knowledge of Council. • Comprehensive knowledge of the Local Government Act, Dog and Cat Management Act, Local Nuisance and Litter Control Act, Council's By-laws and all other applicable legislation utilised within Council's Community Safety Team. • Sound knowledge of Child Safe Environment Legislation and consequent Responsibilities (Section 8A, Children's Protection Act 1993 (SA)).
<p>Skills</p>	<ul style="list-style-type: none"> • Ability to understand the strategic implications of community safety matters on the organisation and to effectively lead a clear strategic direction. • Excellent verbal and written communication skills. • High level ability to lead, motivate and support a team. • Highly developed skills in monitoring, evaluating and developing staff performance. • Lead and promote exceptional levels of customer service. • High level time management, problem solving and decision making skills. • Ability to prepare, maintain and monitor a budget. • Highly developed conflict management skills. • High level innovative thinking and solution focus. • Ability to work under limited direction. • Demonstrated self motivation, sound initiative and the ability to exercise independent judgement within the parameters of the role. • Intermediate computing skills including knowledge of the Windows Explorer and Internet Explorer environments are required. • Use of corporate technology including systems in electronic document management, land and property management, finance, customer requests, asset management systems and intranet. • Demonstrated understanding and enthusiasm for the direction of the City and the Organisation. • Demonstrated behaviour consistent with the corporate values.
<p>Attributes</p>	<ul style="list-style-type: none"> • Uses verbal and non-verbal communication strategies to communicate effectively. • Contributes strongly to team effectiveness. • Clearly outlines problems and suggests solutions. • Proactively identifies personal areas for improvement. • Able to apply learning needs to create a career plan, understand all technology available for the task and review own performance. • Use critical reading skills to interpret information from texts. • Resilient. • Able to manage and provide leadership to team.

Table 6 Manager Entry Guidelines

Manager	Management: human resource, strategic, risk and safety, financial, technical
Knowledge	<ul style="list-style-type: none"> • Advanced and integrated knowledge of Council. • Comprehensive knowledge of the Local Government Act, Dog and Cat Management Act, Local Nuisance and Litter Control Act, Council's By-laws and all other applicable legislation utilised within Council's Community Safety Team.
Skills	<ul style="list-style-type: none"> • Previous management experience. • Exceptional interpersonal skills with a focus on positive negotiation and networking skills with the ability to work with a broad range of people from a variety of backgrounds and experiences. • Comprehensive understanding of the issues affecting the City. • Demonstrated experience and ability to lead and manage a highly effective team and work cross functionally across an organisation. • Proven ability to undertake multiple tasks simultaneously and effectively manage workloads to meet critical timeframes. • Well-developed oral and written communication skills that enables a balanced and considerate approach to sensitive issues. • Highly developed negotiation and conflict management skills. • Well-developed skills in: project management, provision of service delivery programmes, people management, budget analysis, and business operations.
Attributes	<ul style="list-style-type: none"> • Ability to respond to changing operational environments and continuing to ensure a high level of service is delivered to the community. • Excellent management and leadership qualities.

PROFESSIONAL DEVELOPMENT PATHWAYS

Authorised Persons are encouraged to continuously build their skill set to maintain a high level of competency throughout their career. This ensures that all Authorised Persons maintain a high standard of professional competency, capability and are valued for their contribution by employers and are eligible for professional recognition for their achievements professionally.

Authorised Persons are encouraged to have a professional development plan to ensure that they keep improving their professional acumen and have access to professional development activities can assist in preparing them for higher level positions. This plan will list the skills and competencies required for the individual to qualify for the next Level and/or internal promotion.

The standard career progression or hierarchy, starting from the base level of Trainee is to progress to Officer, Senior Officer, Team Leader and finally Manager as can be seen in Figure 4.

It is noted that someone may move into a managerial position without having been a regulatory officer, provided they meet the required criteria and entry guidelines. It is also noted that in addition to progression towards a leadership role, large Councils often appoint specialised Authorised Officers with a specific area of specialty which may demand a higher level of responsibility, and remuneration, therefore offering an alternative career pathway for Authorised Officers.



Figure 4 Possible career progression of an Authorised Person

While the standard career progression is vertical, it is noted that having access to professional development activities can also provide the basis for a move “horizontally” into specialised regulatory roles such as Parking Inspectors, or outside the Authorised Person career stream itself, into other regulatory roles or LG functions such as customer service (Figure 5).



Figure 5 Possible Career pathway for an Authorised Person within other Local Government Roles

Professional Development Pathways -Trainee



The Trainee stage of the Authorised Persons Framework describes the required attributes in entry level roles in compliance. The work undertaken at this level requires accountability for personal and team outputs and outcomes while positively contributing to the community, but under close supervision, with limited responsibility and autonomy.

In the workplace, Trainees would be involved in tasks such as:

- Participate as active and interested team members.
- Follow company policies and procedures and follow/participate in occupational health and safety measures.
- Conduct themselves in a professional manner at all times.

Professional Development Pathways– Trainee to Officer



The Officer stage of the Authorised Persons Framework describes the attributes of Officer stage roles in compliance.

Progressing from Trainee to Officer requires a significant increase in organisational, operational and legislative knowledge, skills and attributes including well-developed written and verbal communication skills, ability to interpret complex legislation and apply relevant enforcement practices, use of corporate technology, in depth understanding of relevant legislation and court processes. Trainees would have participated in a training or on-boarding process. This process would involve satisfactory completion of an Authorised Person Induction & Competency Checklist covering the role of the Authorised Person, Council policies and procedures, work health and safety, relevant legislation, vehicle and equipment and systems. Once Trainees have completed the competency checklist and undertaken the full suite of responsibilities including investigative matters, they are eligible to progress to the level of Officer.

Officers are expected to apply knowledge and skills to demonstrate autonomy, well developed judgement and responsibility in contexts that require self-directed work.

In the workplace, Officers would be involved in tasks such as:

- Administering and enforcing the statutory provisions of the Local Government Act, Council's By-Laws, Dog & Cat Management Act, Local Nuisance and Litter Control Act, Australian Road Rules, Private Parking Areas Act, and other relevant legislation and Council policies.
- Proactively organise, conduct and review systematic patrols throughout the Council areas to increase compliance with relevant legislation.
- Provide advice and assistance, to both internal and external customers, on relevant legislative responsibilities.
- Contribute to the effective and efficient operation of services, including initiating process review and implementation of identified team initiatives.
- Provide accurate information and high level advice to the general public on any complex issues that may arise.
- Provide outstanding customer service to external and internal customers.
- Provide advice and support to team members relation to dealing with aggressive people and provide assistance in conflict situations.
- Investigate customer requests received and conduct follow up procedures with a focus on resolution, within the parameters of delegated authority and in accordance with relevant standard operating procedures, guidelines, standard practices or as directed.
- Conduct interviews, record statements and collect evidence with a view to possible court proceedings
- Issue, manage and review Dog Control Orders including conducting regular inspections to ensure orders are complied with within the designated Council area.
- Investigate Local Nuisance requests, and where appropriate, issue Abatement Notices and follow up to ensure requirements are complied with.
- Contribute to the implementation of projects and corporate initiatives, reviews of Standard Operating Procedures and system processes as identified in the team's business plan.

Officers are expected to be able to work independently and cohesively as a team member to achieve team and organisational goals and objectives. They will be responsible for the identification and management of the day to

day risks of their activities and projects and are expected to follow the Work Health and Safety legislation, policies and procedures.

Case Study

Building Competent Community Safety Officers in the City of Onkaparinga

Community Safety Officers (Rangers) at the City of Onkaparinga regulate a diverse range of functions over our Council area of more than 500 square kilometres. Our Officers are the front face of council when performing their duties in the field and we support them to represent our values and behaviours as they interact with residents and visitors alike.

Officers in our area monitor compliance with a multiple Acts and we've found that the complexity of the role has changed over the past 10 years. Our Officers address the variety of legislation consistent with other council areas, however with 32km of coast and a dedicated Foreshore By-Law we have significant seasonal variations in our work and resource accordingly. We also recruit casual Officers in the lead up to our annual dog registration survey.

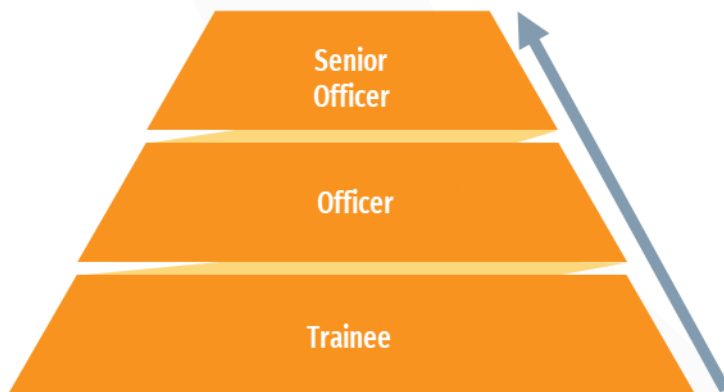
We have established an 'on-boarding process' for our Community Safety Officers which addresses the broad range of competencies needed for the role. Over a six-month period, we run through a comprehensive 'Induction and Competency checklist' covering: the role of the Authorised Person, work health and safety, a range of Council policies and procedures relevant to daily duties, the range of legislation that is applied in the role, equipment provided in Ranger vehicles and an overview of council's information and technology systems.

Casual Rangers commence with us on MOA Level 2. Rangers who progress to MOA Level 3 have completed our competency checklist and undertake the full suite of responsibilities including complex investigative matters. Council also supports Ranger development offering the 'Certificate IV in Local Government' for Officers progressing to this level.

Since implementing our onboarding process we're finding that Officers are able to quickly orientate themselves with the role and the work environment. Through the process, suitable candidates can progress towards further responsibilities, training and qualifications.

Ian Hawkins
Manager Community Safety and Property

Professional Development Pathways – Officer to Senior Officer



The Senior Officer stage of the Authorised Persons Framework describes the attributes of Senior Officer stage roles in compliance.

Senior Officers are expected to apply knowledge and skills to demonstrate autonomy, well developed judgement and responsibility in contexts similar to those at the Officer stage, but with a management component and a higher level of professional or “technical” knowledge of the work area and an understanding of related fields and the policy context. Progressing from Officer to Senior Officer would require the officer to demonstrate their skills, knowledge and attributes meet the required standards.

In the workplace, Senior Officers would be involved in tasks such as:

- Providing advice, support and direction to staff in relation to the statutory provisions of the Local Government Act, Council’s By-Laws, Dog & Cat Management Act, Australian Road Rules, Private Parking Areas Act, Local Nuisance and Litter Control Act, Fire and Emergency Services Act and other relevant legislation and Council policies.
- Coordinating the day to day operations of staff.
- Proactively engage with community to increase compliance with relevant legislation.
- Achieve and report outcomes, service levels and targets as set by agreement with the Team Leader.
- Provide expert advice, training and support to staff to ensure their outcomes are achieved.
- Contribute to the effective and efficient operation of the community safety team.
- Initiate regular reviews of Standard Operating Procedures, in line with business needs and legislative changes, while demonstrating an understanding of systems and procedures.
- Provide accurate information and high-level advice to the general public on any complex issues that may arise.
- Provide outstanding customer service to external and internal customers.
- Investigate concerns raised and conduct follow up procedures with a focus on resolution, within the parameters of delegated authority, in accordance with relevant standard operating procedures, guidelines, standard practices or as directed.
- Provide support to staff on conducting interviews, recording statements and collecting evidence with a view to possible court proceedings and make recommendations for consideration to the Team Leader or Manager to determine outcomes.
- Undertake complex investigations, including preparing documents including Orders, applications for warrants and Abatement Notices as required.
- Where applicable assist with instigating court proceedings, including representing Council in hearings and provide advice and guidance as required.
- Issue, manage and review Dog Control Orders including initiating and coordinating regular inspections to ensure orders are complied with within the Council area.

- Contribute to the implementation of corporate strategies and initiatives, coordinate and implement reviews of Standard Operating Procedures and system processes.

A Senior Officer should be able to work autonomously to help ensure the department achieve goals and objectives. They are to follow defined Work Health and Safety legislation, policies and procedures related to the work being undertaken in order to ensure own safety and that of others in the workplace. A Senior Officer is responsible for and actively involved in identifying and managing risk in day to day activities and projects.

Case Study

A Career Journey from Traineeship to Leadership

I wanted to be a Police Officer from a young age. I did a week's work experience with South Australian Police during high school, and it was at this time a mentor encouraged me to explore career opportunities to gain some valuable life experience, they suggested local government as a stepping stone into a regulatory profession.

I started as a Trainee General Inspector at the City of Salisbury. After only eight months into a twelve month traineeship I was lucky enough to secure a contract as a Compliance Officer with the City of Charles Sturt and within twelve months the opportunity for a permanent position arose.

After about three years work experience in local government, I won a position as a 'Welfare Compliance Officer' with Greyhound Racing SA after three successful years with GRSAL moved to New South Wales where I worked as a Deputy to the Chief Inspector at the Greyhound Welfare Integrity Commission a newly established regulatory body to supervise and regulate the greyhound racing industry and develop standards to protect animal welfare and the integrity of greyhound racing. We built the organisation from the ground –up and built a team of up to eight inspectors and two investigators.

Since moving back to Adelaide in 2019, I've worked as a Senior Community Safety Officer with a metropolitan Council before landing the role of Senior Community Safety Officer with the City of Adelaide in 2021. Since my time with the City of Adelaide I've been given many opportunities including being selected to take part in the Ignite Program for new leaders with the Local Government Professionals Australia (SA) being awarded a Certificate IV in Leadership and Management. During my time I have I've also been given several opportunities to act as Team Leader.

I like the everyday diversity that working in community safety has to offer. Every day is different, and we get to interact with and help people. I also love dogs!

It's my ambition to stay in this regulatory space as a leader. My passion is to develop others and I thank local government for where I am today.

Steph Paprzycki-Baker
Senior Community Safety Officer

Professional Development Pathways – Senior Officer to Team Leader



The Team Leader stage of the Authorised Persons Framework describes the attributes of Team Leader roles in compliance.

The role of Team Leader may be similar to that of Senior Officer but with a larger focus on management. Depending on the size of Council, an Authorised Officer's role may focus on team leadership – especially the case in a larger council (i.e. Team Leader) OR within smaller council the role might see the person act at a more senior officer level (i.e. Senior Office).

Some Councils may only have either a Senior Officer level or Team Leader level. In this instance, the role would assume the roles and responsibilities of both levels

Moving from a Senior Officer to Team Leader Level, an Authorised Person is expected to apply knowledge and skills to demonstrate autonomy, well developed judgement and responsibility with a focus on leading, motivating and supporting staff.

In the workplace, Team Leaders would be involved in tasks such as:

- Be a positive, proactive leader and provide leadership by managing staff and customer contact functions, whilst fostering an environment that encourages high morale, motivation, initiative and enthusiasm.
- Develop and lead the implementation of departmental annual business plans, ensuring these plans align and meet the strategic direction of the Council
- Apply appropriate leadership practices to develop and maintain a team culture
- Drive relevant regulatory practices amongst the team
- Act as the principal source of advice on compliance services, ensuring that relevant legislation is accurately interpreted and effectively applied.
- Ensure expert advice communicated to community and all levels of staff and management.
- Make independent decisions, having regard to legislation, policy, procedures, guidelines and organisational/industry best practice.
- Identifying ways to build team capacity through the ongoing identification of individual and team training and development needs.
- Actively monitor legislation to ensure that amendments are fully understood, changes are communicated effectively to the team and work practices are changed accordingly.
- Managing department budget.
- Prepare court proceedings for consideration for follow-up and represent Council as necessary.

- Implement, maintain and evaluate of risks within areas of responsibility, in accordance with the Risk Management Framework.

A Team Leader is responsible for providing leadership of the safety and wellbeing of their staff in accordance with Work Health and Safety legislation, policies and procedures.

Case Study

Diversity in the regional areas

One of the key things for us, as a new Officer in regional areas, is that we don't necessarily have the mentorship that you have in a big Council. I've been in the job for just over eleven years. When I joined the APA Board, I learnt a lot through the network and the inter-Council mentorship became a lot more available.

Here in the Rural City of Murray Bridge, our role covers eight pieces of legislation and everything from animal management to parking control, fire prevention, fauna rescue, pest control and assisting with event management when required.

In the country, the job can be more isolated. You need to be multi-skilled and aware of your surrounds and the potential risks involved. Often, we have two officers involved in 'door knocks' so that there's an additional witness and assistance in difficult situations. We're there's obvious risk we get a police stand-by. We have a great relationship with the police – they'll assist us, and we'll assist them.

The training that we've been able to get through the APA and LGA has helped a lot, like the training offered in dealing with difficult customers and the skills required when situations can become heated. You default back to what you've learnt when needed. You do have to back yourself in and be a confident professional to do this job properly.

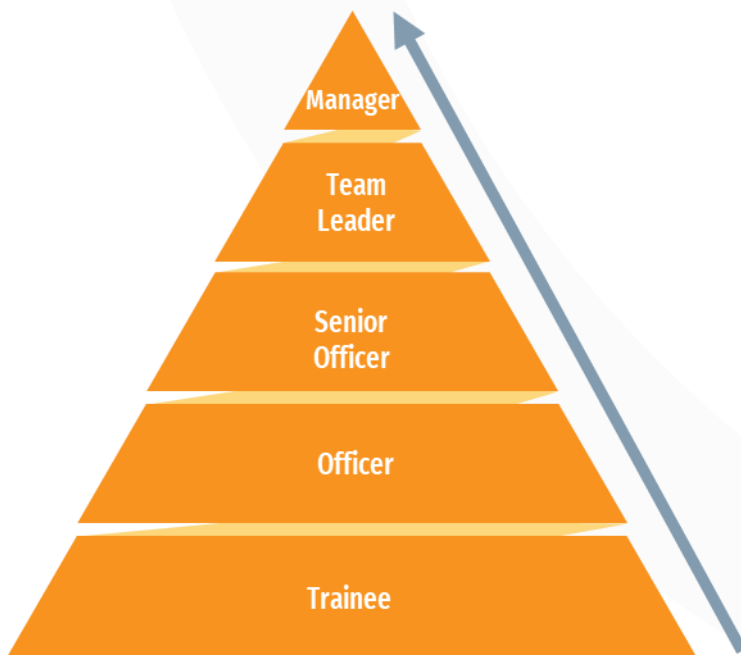
The role is very broad and a Compliance Officer has to be flexible and multi skilled.

There's a fair bit of freedom and autonomy in our role. We're out in the community a lot of the time and not chained to desk. You're able to help the community in a lot of ways. Being able to get dogs back home to their owners is the probably the best part!

Tony Austin

Senior Compliance Officer

Professional Development Pathways – Team Leader to Manager



The Manager stage of the Authorised Persons Framework describes the attributes of Manager roles in compliance. Managers are expected to apply knowledge and skills to demonstrate autonomy, authoritative judgement, adaptability and responsibility while providing leadership to staff across the program to ensure the establishment and ongoing operation of effective service teams in order to undertake the roles and responsibilities entrusted to the position. Someone wishing to progress to a Manager level would need to demonstrate they have the appropriate skills and attributes to effectively manage the team. Having management experience would be essential to progressing to this level and formal management qualification would be desirable.

In the workplace, Managers would be involved in tasks such as:

- Manage the department's programs and lead staff to provide effective and efficient services to Council and to ensure that Council's corporate and operational goals and strategies are achieved.
- Assist the Chief Executive Officer and the Director to develop a performance and service orientated culture within the department and across the organisation as a whole.
- Actively contribute to Council's management team and embrace the concept of continuous improvement within the position's sphere of influence.
- Contribute to the development of policy and strategic directions consistent with the Corporate and Operational Plans of Council as they relate to the Community Safety Department's Program.
- Build and maintain effective relationships with internal and external stakeholders, including Elected Members.

Managers should create a positive environment where staff are engaged and can achieve and maintain high performance.

Case Study

Bridging the Gap between Operational and Strategic Management

I started out with a as a General Inspector for the City of Salisbury and stayed there for eight years. During this time, I completed the Certificate IV in Local Government (Regulatory Services) when it was still widely offered. There wasn't a lot of formal training as all of this was before the original Local Government Authorised Persons Professional Framework, so it was mainly on the job training.

I went on to complete the Diploma of Management as an internal course. This gave me the basic skills required for a Team Leader, as I headed into the City of Burnside Team Leader – Ranger Services role. This position was at an operational team leader level and required a technical base with some management skill.

After two years at City of Burnside, I took on the Team Leader – Community Safety role at City of Port Adelaide Enfield. This was another operational role. I was in this position for three and a half years and in that time, I completed the Emerging Leaders Program through the Local Government Professionals Australia SA. I then had the opportunity to step into an Acting Management position where I was for two years and now have been the official Manager Community & Environmental Health for the last year. I have also participated in the Executive Leaders Program, again run by the Local Government Professionals Australia SA. This, along with my professional experience, gave me the strategic management and leadership skills which complimented my operational skills.

Finding managers or leadership with both strategic management skills and operational skills can be difficult in this industry. While someone that has been working in the industry will have the operational experience, they may not necessarily have strategic experience, and this can be difficult to obtain without specific training. The Local Government Professionals Australia SA does a lot in this space, such as providing leadership programs but there is still a need for more training opportunities.

Brenton Thomass
Manager Community & Environmental Health

STRATEGIC RECOMMENDATIONS TO SUPPORT THE FRAMEWORK

The review into the Authorised Persons Professional Development Framework and consultation with stakeholders across the sector, identified a number of gaps and opportunities to support the Framework implementation. This section details recommendations to support the professional development of Authorised Officers and to enable professionals to meet the desired training, qualifications and capabilities outlined in the Framework. APA is committed to working with the LGA, industry stakeholders and training providers to support the profession in South Australia.

The following is recommended to support the implementation of the APA Professional development Framework:

Recommendation 1 – Advocate for improved accessibility to the Certificate IV in Local Government (Regulatory Services) through working in partnership with an industry group (such as the Local Government Professionals Australia SA or Local Government Association of South Australia Training).

The Context

The Certificate IV in Local Government (Regulatory Services) is a nationally recognised qualification teaching students how to monitor areas under council jurisdiction, investigate breaches of legislation, prepare documentation and court evidence, then represent Council in legal proceedings. The course also covers community consultation, safety and general compliance. APA acknowledges that there are private registered training organisations (RTOs) delivering relevant certificate and training courses for the profession. In addition to promoting existing course availability, there is opportunity for designing enhanced practical training for Officers and improving training industry accessibility through working in collaboration with LGA Training.

Access to Certificate IV in Local Government (Regulatory Services) could be significantly improved if the Certificate (or an equivalent) was adopted as a minimum level of education required for the appointment of an Authorised Officer under the Act for specific roles, similar to the minimum levels of education required for EHOs. To this end, it is recommended that the LGA and APA work together to implement a MOU to put in place minimum standards by 2025.

Next Steps

The proposed next steps to progress this recommendation are to:

- Scope the current availability of training for Authorised Officers and associated gaps.
- Meet with Local Government Professionals Australia SA and LGA Training to propose a feasibility study into the design, delivery and costing model for the provision of a Certificate IV in Local Government (Regulatory Services) as a joint initiative between the two industry representative bodies – APA and LGA Training.

Recommendation 2 – Explore LGRDS funding to research and design an induction and trainee package for onboarding Authorised Persons across SA Councils.

The Context

There are a diverse range on possible career entry points for Authorised Officers in Local Government. Candidates entering the profession may come from varying backgrounds as well as life and professional experiences. Candidates applying for entry level positions may not necessarily possess qualifications in local government such as a Certificate IV in Local Government (Regulatory Services) and the industry is noticing a gap in qualified job applicants due to the lessened accessibility to this course (for example, it is no longer delivered though TAFE SA). A comprehensive in-house induction program is therefore essential to getting Authorised Officer Trainees job-ready and for ensuring that legislative and local government industry standards are adequately met. APA acknowledges that some Council have developed

comprehensive induction and competency assessments for trainees and there is opportunity to develop a resource for use by all South Australian Councils.

Next Steps

The proposed next steps to progress this recommendation are to:

- Scope the current availability of induction and competency assessment resources for Authorised Officer Trainees.
- Seek a partnership with participating Councils to develop a local government Authorised Officer induction and competency assessment resource for use by LGA and APA members.

Recommendation 3 – Explore LGRDS funding to review and promote the LGA knowledge base for the Authorised Persons profession, including template Standard Operating procedures and correspondence.

The Context

Authorised Officers need to manage an increasingly complex suite of legislation in South Australia. Delivering on consistent principles of assessment and enforcement is essential to promoting a high professional standard. Mentoring between professionals is an important component to driving these industry standards, especially for Officers working in more isolated settings in rural Councils. The APA private professional Facebook group has been an important mechanism for sharing resources between Councils. Historically there was an Industry Knowledge Base tool prepared for standard operating procedures and correspondence templates for use by Councils. This Knowledge Base was supported through the LGR&DS. There is now opportunity to update this resource in line with latest legislative requirements and the advancement of the profession.

Next Steps

The proposed next steps to progress this recommendation are to:

- Scope a project proposal for the development of an Authorised Officers Knowledge Base.
- Seek a partnership with the LGA and participating Councils and potential resourcing through the LG&RDS to update the professional knowledge base.

Recommendation 4 – Advocate for and support Local Government Professionals Australia SA or LGA Training to provide relevant training and courses for Authorised Persons.

The Context

As the legislative functions and responsibilities of Authorised Officers have advanced substantially over the past decade, it is crucial to ensure the appropriate level of training and education is provided. Training and skills development should be a pre-requisite to authorisation under relevant Acts such as the Local Nuisance and Litter Control Act and Dog and Cat Management Act. An example approach is section 45 of the South Australian Public Health Act 2011 which recognises approved qualifications to act as a local authorised officer.

Next Steps

The proposed next steps to progress this recommendation are to:

- Undertake a training and skills needs and gap analysis for the Authorised Officer profession.
- Liaise with Local Government Professionals Australia SA, LGA Training and relevant State Government Agencies to explore a recommended skills and training program.
- Advocate for training program development according to areas of priority.
- Continually advocate for training resource provision for Authorised Officers.

ACKNOWLEDGEMENTS

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Rocky Warren	Vice President	Mid Murray Council
Tania Goode	Secretary	Mount Barker District Council
Phil Herrmann	Treasurer	Yorke Peninsula Council
Emma Watkins	Communications Officer	Adelaide City Council
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Dale Mazzachi		Norman Waterhouse Lawyers
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The APA Committee thanks all those who contributed to the creation of this document. The Framework documents were developed by Sally Modystach, Director and Luke Ragless, Project Manager, Healthy Environs.

Appendix A Competency Matrix

The following chart categorises the activities undertaken as an Authorised Person and provides descriptors of knowledge, skills and attributes/application of those skills and knowledge, and communication. The competencies reflect the increasingly important and diverse role of an Authorised Person.

Authorised Persons Competencies

Knowledge	Performance Outcome
Council knowledge	Knowledge of the Council history and current operational priorities as it pertains to the City and Organisation.
Knowledge of Relevant Legislation, Council By-laws and associated Australian Standards, Policies and Codes of Practice, industry best practice	<p>Knowledge of Relevant Legislation, Council By-laws and associated Australian Standards, Policies and Codes of Practice, industry best practice including but not limited to:</p> <ul style="list-style-type: none"> • Local Government Act 1999 • Australian Road Rules • The Dog and Cat Management Act 1995 • Council By-Laws • Local Nuisance and Litter Control Act 2016 • Expiation of Offences Act 1996 • Fire and Emergency Services Act 2005 • Road Traffic Act 1961
Dog and cat handling knowledge	Knowledge of modern practices in the handling of dogs and cats in the urban environment and the associated behaviour characteristics.
Investigative processes and procedures knowledge	Knowledge of investigative processes and procedures to implement a fair, thorough and professional investigation Investigate, resolve and arbitrate where necessary within the context of regulatory requirements.
Court processes knowledge	Knowledge of court processes, as they apply to Council initiated prosecution proceedings

Skills	Performance Outcome
Work independently.	Ability to work independently.
Leadership	Demonstrated experience and ability to lead and manage a highly effective team and work cross functionally across an organisation.
Negotiation and mediation	Ability to negotiate and mediate complex and multifaceted issues.

Conflict management	Ability to handle and resolve extreme conflict situations.
Customer service	Ability to deliver exceptional customer service using high level interpersonal and communication skills.
Written and verbal communication	Well-developed oral and written communication skills that enables a balanced and considerate approach to sensitive issues.
Legislation interpretation	Ability to interpret complex legislation and apply relevant enforcement practices.
Time management	Ability to set priorities and manage time effectively.
Work under pressure.	Ability to work under pressure.
Initiative and enterprise	Think about the bigger picture and the future of the organisation and develop improvements.
Investigations and prepare Orders and Notices.	Demonstrated ability to conduct investigations and prepare Orders and Notices.
Service contract management	Ability to effectively manage service contracts, including the regular review of performance to ensure defined key performance standards are being met.
Microsoft Office suite of desktop applications.	Working knowledge of the Microsoft Office suite of desktop applications.
Use of corporate technology	Use of corporate technology including systems in electronic document management, land and property management, finance, asset management systems, customer requests and intranet.
Computing skills	Intermediate computing skills with the ability to learn new applications related to Community Safety and effectively use established ones.
Interpersonal skills	Interpersonal skills with the ability to work with a broad range of people from a variety of backgrounds and experiences.
Multitask	Proven ability to undertake multiple tasks simultaneously and effectively manage workloads to meet critical timeframes.
Management skills	Well-developed skills in: project management, provision of service delivery programmes, people management, budget analysis, and business operations.