



Australian Government

Department of Education, Employment and Workplace Relations

LGAGCM708A Develop, lead and build community capacity

Release 2

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Modification History

LGAGCM708A Release 2: Layout adjusted.

LGAGCM708A Release 1: Primary release.

Unit Descriptor

This unit covers the development, engagement and leadership of communities by council officers and elected members. It addresses the skills involved in the strategic development of community directions and programs and the ongoing involvement of residents, businesses and other stakeholders in the work of council. It is appropriate for elected members, CEOs and other senior managers of councils.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations that provide the boundaries for the operation of councils is essential. The unique nature of councils, as a tier of government, directed by elected members and reflecting the needs of local communities must be appropriately reflected.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
<p>1. Establish networks and communication channels with key areas</p>	<p>1.1 Council departments are consulted regularly to keep abreast of emerging community needs and services.</p> <p>1.2 Council departments are provided with opportunities to contribute to community development initiatives.</p> <p>1.3 Mechanisms for open and ongoing <i>consultation</i> and feedback from constituents and internal council staff are established and maintained.</p> <p>1.4 Links with businesses, interest and user groups and other appropriate partners within the municipality are established and developed to ensure services are planned and implemented in an integrated way.</p>
<p>2. Determine existing and emerging community needs</p>	<p>2.1 <i>Research</i> and community consultation are undertaken to determine current and future community needs.</p> <p>2.2 Mechanisms for open and ongoing consultation and feedback from constituents and internal council staff are established and maintained.</p> <p>2.3 Ongoing engagement of constituents and other community members is encouraged, in order to determine emerging community directions.</p> <p>2.4 Existing and future needs of the community are identified and evaluated to use in forecasting future requirements in services and facilities.</p> <p>2.5 Council capacity to provide <i>resources</i> that meet community needs is evaluated.</p>
<p>3. Develop community development strategies</p>	<p>3.1 Goals and objectives of <i>community development</i> initiatives are identified.</p> <p>3.2 Community development strategies are developed in consultation with council, department heads, community groups and stakeholders.</p> <p>3.3 Council plans and strategies for community development are communicated appropriately to ensure integration within the corporate policy agenda, department operational business plans and budgets.</p> <p>3.4 Policies are formulated to support the development of optimal community development projects.</p> <p>3.5 Funding requirements to support strategies are calculated and applied for through appropriate channels.</p> <p>3.6 External funding opportunities are identified and pursued.</p> <p>3.7 Key performance indicators (KPIs), operating standards and goals for community development are determined and monitored.</p>
<p>4. Implement community</p>	<p>4.1 Development strategies are maximised by pursuing best practice in all stages of implementation.</p>

ELEMENT**development
strategies****PERFORMANCE CRITERIA**

- 4.2 Reporting mechanisms are established to ensure ongoing tracking and accountability for projects are achieved.
- 4.3 Financial resources and funding for community development projects are negotiated and coordinated in a timely and efficient manner to ensure full implementation of strategies.
- 4.4 Service agreements and contracts relating to personnel, are negotiated and arranged in compliance with equal employment opportunity (EEO) and other relevant employment legislative requirements.
- 4.5 Use of allocated financial resources is managed and monitored to ensure strategies are implemented within budgetary constraints.
- 4.6 Ongoing review and monitoring of community development projects are conducted to ensure goals and best practice objectives are met and opportunities for improvement are identified.
- 4.7 Projects and services are designed and delivered to ensure appropriate access by all relevant members of the community.
- 4.8 Effective marketing strategy is developed or requested in order to promote community development strategies to the community.

Required Skills and Knowledge

This describes the essential skills and knowledge and their level, required for this unit

Required Skills

- high-level communication skills, including the capacity to engage community members in planning processes and negotiate successful and mutually satisfactory outcomes
- high-level research and analytical skills in relation to management accounting and finance
- application of decision-making strategies to a range of business scenarios
- strategic and operational planning
- reporting

Required Knowledge

- local government framework (policies and practices) for engaging communities, including key stakeholders
- operational capacity and resourcing of the council to support development project
- human, economic, social, environmental and physical resource capacity of the community
- available external funding sources to provide potential support for community projects

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the elements to the required performance level detailed in the performance criteria. The unit's skill and knowledge requirements must also be demonstrated. The candidate will demonstrate the capacity to manage a community development project, including consulting with stakeholders, analysing resource requirements and planning and implementing the project.

Critical aspects of evidence to be considered

The demonstrated ability to:

- develop, engage and lead a range of community groups within a local government context
- conduct appropriate research and consultation
- develop and implement a community development strategy in local government

Context of assessment

Assessment of performance requirements in this unit should be undertaken with the context of the local government framework. Competency is demonstrated by performance of all stated criteria, including the range of variables applicable to the workplace environment.

Method of assessment

The following assessment methods are suggested:

- preparation of a major workplace project report/portfolio (that may incorporate assessment of related units) as a key form of assessment that enables candidates to integrate the learning and assessment project into their regular work responsibilities, which enables integrated and holistic assessment of the complex skills and knowledge addressed in this unit
- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate his/her handling of a range of contingencies
- written and oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioner
- completion of self-paced learning materials, including personal reflection and feedback from trainer, coach or supervisor

Evidence required for demonstration of consistent performance

Evidence should be gathered over a period of time in a range of actual or simulated management environments.

Resource implications

Access to a workplace or simulated case study that provides the following resources:

- relevant council documents, such as strategic and operational plans
- relevant local government legislation and regulations

Range Statement

The Range Statement relates to the Unit of Competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the Performance Criteria is detailed below.

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| <i>Consultation processes:</i> | <ul style="list-style-type: none"> • will be diverse and tailored to the needs of the program or situation • must be two-way and involve active listening as well as communication of council position • must be open and transparent |
| <i>Research into community needs</i> may take the form of: | <ul style="list-style-type: none"> • surveys • feedback questionnaires • analysis of statistical data • analysis of trends in population growth changes, and building and planning permits issued • direct contact with existing community groups and industry representatives • regular forums with internal and external stakeholders and/or special interest groups • establishing standing committees or working groups • listening and responding to constituent complaints • citizen panels or advisory groups |
| <i>Resources</i> may include: | <ul style="list-style-type: none"> • human resources • services • facilities • funding • council staff skills and competencies |
| <i>Community development</i> may be in areas of: | <ul style="list-style-type: none"> • community health • drug action and awareness • community safety • youth services • libraries and education facilities • social support facilities • sports and recreational services • senior citizens groups and services • volunteer training programs • transport and access |

Unit Sector(s)

Common