



## Make Effective Decisions Together

### Phase 5 – Governance Excellence

At EquiP, we believe there are five foundations of local government governance, and these inform our entire collection of professional development programmes.

#### EquiP's Foundations of Governance Excellence

1. Leader of community aspirations, direction and strategy
2. Collaborative culture, working to collective strengths while valuing individuals' input
3. Taking collective action for your community
4. Action and accountability as a good corporate citizen
5. Commitment to continuous improvement and personal development

At all times, it involves knowing and **starting from where you are**, and using your **collective strengths** to **enable and empower** your council **for your community**.

#### Foundation – know and start from where you are

You've brought skills, knowledge, experience and a network that helped get you elected to the table. Now the hard work truly begins. What do you already have (your foundation) that you want to build on, and what else will you need?

#### Working Together for Best Effect – using our collective strengths

You get elected on a personal platform, but now you're going to need to work in a team. By understanding how your individual strengths work with other strengths around the table, together you can achieve the best possible outcomes for the community.

#### Collective Action – enable and empower

Once you can communicate together, you can become an effective governance team. By creating joint values and agreed respectful ways of working together, you can fulfil your commitments to your community.

#### Community Outcomes – acting for your community

As an elected member, you're here to serve your community. Throughout the Governance Excellence Programme, you are working towards this outcome by building on your own strengths, working well with your governance team, making good decisions, and demonstrating good governance.



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## Governance Excellence Programme

Equip is constantly aiming to grow and improve its offering in order to continue to help and support the local government sector to grow and improve its governance.

As part of that process, we have carefully looked at what we already offer, and what the sector needs to continue to meet the increased expectations from its communities.

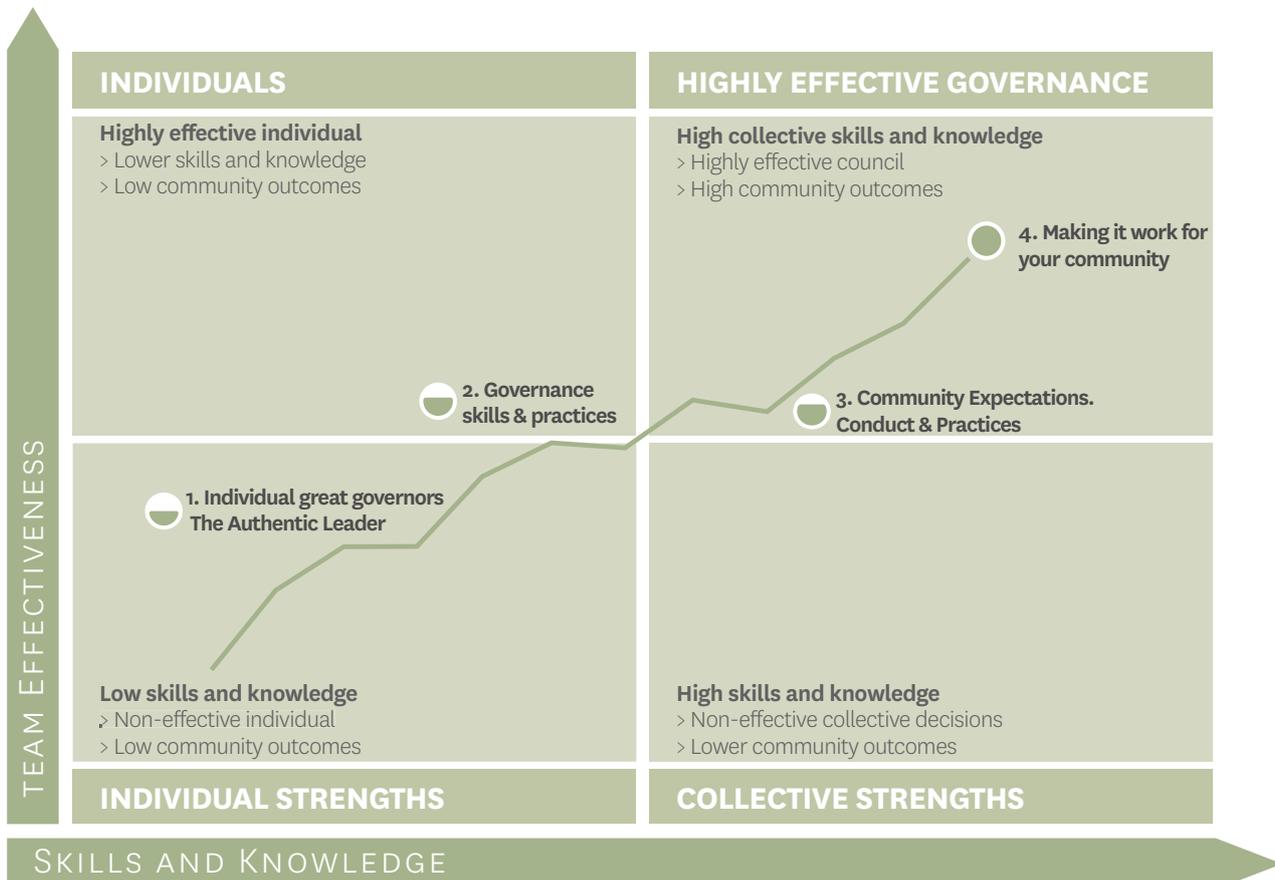
Below you can see the progression of a new councillor as they become a more effective governor, start working as part of an effective governance team, and then enable their council to deliver effective community outcomes.

Later you can see how the Governance Excellence Programme – phase 5 of the Elected Member Induction Programme – is mapped out over a similar process of taking an individual good governor and helping them to develop the governance skills required to produce the desired community outcomes.

These core governance competencies can be gained over a series of workshops that bring elected members to a stage where they are fully ready to input into good decision making, leadership and strategy.

## Progression of an individual councillor to an effectively governed council

This graph demonstrates the progression of an individual councillor as they become more effective in themselves, work more effectively with others, and eventually demonstrate good governance to lead and direct a highly effective council.



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## Governance Excellence Programme Step 1

By the time you reach this phase of your induction you have learned, or refreshed your learning, through a combination of local and national induction workshops and digital modules. You know The Essentials and are informed and able to ask the right questions of the right people without letting a lack of knowledge about how things work hold up your progress.

Although you were elected as an individual, to get things done you need to collaborate and achieve collective agreements for the benefit of your community.

<b>PROGRAMME STEPS</b>	<b>1. INDIVIDUAL GREAT GOVERNORS / THE AUTHENTIC LEADER</b>
<b>SETTING UP FOR SUCCESS + KNOW WHERE YOU ARE (FOUNDATION)</b>	<b>Foundation</b> Individual strengths/ team strengths + using combined effort for best effect
<b>WORKING TOGETHER FOR BEST EFFECT + USING OUR COLLECTIVE STRENGTHS</b>	<b>Personality and communication styles</b> Understand each other's styles for best community outcomes + assertive communication + individual and collective assertiveness
<b>COLLECTIVE ACTION + ENABLE AND EMPOWER</b>	<b>The way we do things here</b> Values and team building + ways of working + building resilience and respectful behaviours
<b>COMMUNITY OUTCOMES + ACTING FOR YOUR COMMUNITY</b>	<b>Code of conduct</b> Agree code of conduct + define 'how do we use this effectively to hold us all to account?'

The Governance Excellence Programme is based on the premise of:

> **Starting from where you are, using your collective strengths to enable and empower your council for your community.**

### Authentic Leaders (1 workshop)

Good governance starts with great individuals all working as authentic leaders, understanding other's perspectives and then agreeing to work positively together for community outcomes.

This in-house workshop discovers both individual and team strengths and how these can be combined for best effect.

Good communication starts from understanding each other's views and styles to help everyone discuss and listen to each other constructively.

Good governors must establish and agree how they will work together for the greater good.

This workshop teaches these principles and then ensures the good work continues by agreeing a group code of conduct and how they will keep each other accountable.

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## Governance Excellence Programme Step 2

<b>PROGRAMME STEPS</b>	<b>2. GOVERNANCE SKILLS AND PRACTICES</b>
<b>SETTING UP FOR SUCCESS + KNOW WHERE YOU ARE (FOUNDATION)</b>	<b>Governance 101</b> Core governance concepts and theory + representative nature + community leadership in action
<b>WORKING TOGETHER FOR BEST EFFECT + USING OUR COLLECTIVE STRENGTHS</b>	<b>Governance best practice</b> Review best practice models identified from Skills Matrix assessments + effective governance culture + creating an effective governance culture & plan
<b>COLLECTIVE ACTION + ENABLE AND EMPOWER</b>	<b>Management and governance</b> Understanding each other's roles + working effectively together
<b>COMMUNITY OUTCOMES + ACTING FOR YOUR COMMUNITY</b>	<b>Governors as employers</b> Setting KPIs linked to strategy + performance management + acting as a good employer

## Governance Skills and Practices (2 X workshops + 1 webinar)

### 1. Governance Best Practice

Good governance uses best practice to ensure consistent and effective community decisions.

This in-house workshop shares core governance concepts and best practice examples identified during CouncilMARK™ assessments. Elected members then create their own plan for a strong governance culture.

*n.b. This workshop uses generic data from CouncilMARK™ assessments, and is available to all councils, regardless of whether they have completed their own CouncilMARK™ assessments.*

### 2. Governors as employers

Good governors work effectively with their Chief Executive and respect the boundaries between governance and management.

Learning how to do this starts with 1 'Good Employer' webinar followed by an in-house workshop that guides elected members to set and review the KPIs needed to achieve community outcomes.

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## Governance Excellence Programme Step 3

<b>PROGRAMME STEPS</b>	<b>3. COMMUNITY EXPECTATIONS / CONDUCT AND PRACTICES</b>
<b>SETTING UP FOR SUCCESS + KNOW WHERE YOU ARE (FOUNDATION)</b>	<b>Debating with respect</b> Political skills for greater good + using what we know + being a trusted advisor
<b>WORKING TOGETHER FOR BEST EFFECT + USING OUR COLLECTIVE STRENGTHS</b>	<b>Influence and persuasion</b> Media skills for positive communication + negotiation and influencing skills – both internal and with community
<b>COLLECTIVE ACTION + ENABLE AND EMPOWER</b>	<b>Community engagement</b> Communicate and engage to inform key decisions + share good news stories
<b>COMMUNITY OUTCOMES + ACTING FOR YOUR COMMUNITY</b>	

### Conduct and Practices (1 workshop)

Your communities have expectations of good governance practice.

- › Political skills and community engagement for the greater good.
- › Being a trusted advisor by using negotiation and influence to best effect.
- › Engaging and sharing positive stories for the good of your own and your council's community standing.

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## Governance Excellence Programme Step 4

<b>PROGRAMME STEPS</b>	<b>4. MAKING IT WORK FOR YOUR COMMUNITY</b>
<b>SETTING UP FOR SUCCESS + KNOW WHERE YOU ARE (FOUNDATION)</b>	<b>Strategic thinking</b> Balancing short- and long-term thinking + community representation
<b>WORKING TOGETHER FOR BEST EFFECT + USING OUR COLLECTIVE STRENGTHS</b>	<b>Setting our strategy</b> A practical facilitated workshop that develops the framework of your strategy
<b>COLLECTIVE ACTION + ENABLE AND EMPOWER</b>	<b>Active governance</b> Finance/audit/risk/assets/ stewardship + prudence + ask the right questions + decision making
<b>COMMUNITY OUTCOMES + ACTING FOR YOUR COMMUNITY</b>	<b>Council leadership</b> Develop strategies for effective community leadership

### Making it work for your community (3 X workshops)

Now we combine everything we have learned and put it into practice for your community.

All your good governance work now translates into positive community outcomes.

#### 1. Setting the vision

Good governors set the direction and steer the ship. This workshop provides the forum for long term thinking and then guides your strategy framework development.

#### 2. Active governance

Good governors oversee the implementation of the strategy by the management team. This workshop builds on the earlier digital modules to review reports and find the right information or questions that lead to the best decisions.

#### 3. Council leadership

Good governors provide effective council and community leadership.