

Strong Start Cadetship Program

Information pack

August 2023





Acknowledgement of Country

The Department of Planning and Environment acknowledges the Traditional Custodians of the land and pays respect to Elders past, present and emerging.

We recognise Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to place and their rich contribution to society. **Published by NSW Department of Planning and Environment**

planning.nsw.gov.au

Title: Strong Start Cadetship Program
Subtitle: Information pack

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Front cover photograph credit: Transport for NSW
Artwork (above) by Nikita Ridgeway

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Background-Strong Start

Fostering the next generation of planners in NSW

Planners are vital to shaping the communities we live in, by assisting to create vibrant and liveable cities, towns and regions for people to enjoy.

The department works with industry, local government and the private sector to support a skilled planning workforce in NSW. This workforce is critical to ensuring our NSW planning system is effective, efficient and delivering good outcomes for communities.

Planning has not been immune to the skills shortage being felt across the country. The following initiatives form the Strong Start program and aim to address this shortage; connecting students with jobs, and councils with much-needed planners, particularly in our regional areas.

Strong Start program inclusions:

- Advocacy to high school careers advisors through the Careers Advisory Association of NSW, to promote the planning profession to high school students
- A centralised employment directory for student and graduate planners in partnership with the Planning Institute of Australia, for which DPE is covering the costs for all 128 NSW councils to advertise any student or graduate planner roles in 2023
- Incentivising regional councils to invest in hiring a student or graduate planner to be eligible to receive assessment support through the Regional Housing Flying Squad
- A free mentoring program for councils, through which 60 council-employed student and graduate planners have been paired in a mentoring relationship with a senior DPE planner for 2023
- Advocacy to Investment NSW to secure 100 skilled migration visas for Urban and Regional Planners through the Australian Department of Home Affairs, enabling an expedited migration pathway to NSW for planners from overseas, and
- Cadetship program detailed throughout this document



Cadetship Program overview

The NSW Department of Planning and Environment has expanded its Strong Start program to include a council planning cadetship program. A cadetship takes a holistic approach to a new planner's professional development. It allows councils to support a university student in gaining practical work experience in the planning field. It also increases the capacity of council planning teams and develops that student for more senior roles.

The Strong Start Cadetship Program helps councils directly address workforce shortages and their constraints in attracting and retaining experienced planners. The program leverages the high demand for planning cadet roles. It gives councils incentives to onboard more planning cadets and help them develop into senior roles.

Through this Strong Start Cadetship Program, the department has given NSW councils grant funding to subsidise the university tuition fees of a new planning cadet they employ. Participating councils were required to enter a formal funding agreement with the department, and in return received a one-time grant payment of \$25,000 in June 2023.

Councils have one year (until 30 June 2024) to employ a planning cadet. They must use the grant funding to pay for the cadet's tuition fees (either part-time or full-time) for an undergraduate certificate, graduate certificate, diploma, bachelor's degree, or master's degree in planning at an Australian university. Councils must report to the department by 30 June 2024.

The grant of \$25,000 will give councils enough funding for either:



100%
of the median cost of a undergraduate certificate, graduate certificate, or diploma



75%
of the median cost of a bachelor's degree



50%
of the median cost of a master's degree





Council support overview

The department's Planning Delivery Unit will support councils participating in Strong Start to ensure that program benefits and outcomes are realised, and to set councils up for success. The Planning Delivery Unit will support councils through measures such as:

- advertising planning cadet roles through the Planning Institute of Australia (PIA) employment directory
- supplying templates for a briefing note and role description to help councils create new planning cadet roles
- filling planning cadet roles through liaison and bridge-building between councils and NSW universities
- delivering mentoring programs for planning cadets to help councils grow and develop their new planners
- providing professional development opportunities to planning cadets through collaboration with PIA, Local Government NSW, and other partners.

Council support tools

PIA Employment Directory

The department has partnered with the Planning Institute of Australia (PIA) to allow NSW councils to advertise student or graduate planner roles for free until 31 December 2023. Simply complete an advertising request form (Appendix A) and email to employmentdirectory@planning.org.au

Your role will appear on PIA's Employment Directory, weekly job bulletin and PIA's dedicated planning jobs [Twitter page](#).

Briefing note template

To help councils create new cadet positions, the department has prepared a briefing note template at the back of this information pack (Appendix B). It is not mandatory to use this template; councils may choose to use their own templates and resources instead.

Student or cadet planner role description template

To help councils recruit cadets, the department has prepared a role description template for a student or cadet planner role at the back of this information pack (Appendix C). It is not mandatory to use this template; councils may choose to use their own templates and resources instead.

Acquittal Report template

To assist councils with their Program Completion obligations, the department has prepared an Acquittal Report Template (Appendix D).



University contacts

Councils can contact university planning departments for course information. Refer to Table 1.

You can also email us for help with university enquiries at planningdeliveryunit@dpie.nsw.gov.au

Table 1: University contacts

University	Contact name	Role title	Phone	Email
Macquarie University	Donna Houston	Associate Professor Discipline Chair of Geography and Planning	02 9850 8322	donna.houston@mq.edu.au
Macquarie University	Kate Lloyd	Associate Professor Discipline of Geography and Planning, School of Social Science	02 9850 1965	kate.lloyd@mq.edu.au
University of New England	Stephen Wood	Associate Professor and Course Co-ordinator, Urban and Regional Planning	02 6773 2804	stephen.wood@une.edu.au
University of New South Wales	Simon Pinnegar	Professor, City Planning Discipline Director, Planning	0423 392 590	s.pinnegar@unsw.edu.au
University of Sydney	Ian Woodcock	Senior Lecturer in Urbanism Program Director: Urban Design/ Urbanism/Urban and Regional Planning	0413 044 080	ian.woodcock@sydney.edu.au
University of Technology Sydney	Johanna Brugman Alvarez (online courses only)	Lecturer in Urban Planning	n/a	johanna.brugmanalvarez@uts.edu.au
University of Technology Sydney	Sumita Ghosh (in-person courses only)	Associate Professor SBE HDR Coordinator and Course Director (On-Campus Planning Program)	02 9514 8731	sumita.ghosh@uts.edu.au
Western Sydney University	Awais Piracha	Acting Professor Course Director – Geography and Urban Planning	n/a	a.piracha@westernsydney.edu.au

Eligible university courses

Table 2 lists eligible planning courses at NSW universities, including links to more course information.

If a cadet is studying a planning course at an Australian university not listed in Table 2, council must notify the department as soon as possible by email at planningdeliveryunit@dpie.nsw.gov.au.

The department may approve (at its discretion) an Australian planning course not listed in Table 2 as eligible for the program. The department would agree to vary the funding agreement, as applicable, to reflect that the cadet is studying a planning course not listed in Table 2.

Table 2: Eligible university courses

University	Name of course	Form of study
Macquarie University	Bachelor of Planning	In-person
Macquarie University	Graduate Certificate in Environmental Planning	Online or in-person
Macquarie University	Master of Planning	Online or in-person
University of New England	Undergraduate Certificate in Urban and Regional Planning	Online or in-person
University of New England	Diploma in Town Planning	Online or in-person
University of New England	Bachelor of Urban and Regional Planning	Online or in-person
University of New England	Graduate Diploma in Urban and Regional Planning	Online or in-person
University of New England	Master of Urban and Regional Planning	Online or in-person
University of New South Wales	Bachelor of City Planning (Hons)	In-person
University of New South Wales	Bachelor of City Planning (Hons) / Law	In-person
University of New South Wales	Graduate Certificate in City Planning	In-person
University of New South Wales	Master of City Planning	In-person
University of Sydney	Graduate Certificate in Urban and Regional Planning	In-person
University of Sydney	Graduate Diploma in Urban and Regional Planning	In-person
University of Sydney	Graduate Certificate in Urban Design	In-person
University of Sydney	Graduate Diploma in Urban Design	In-person
University of Sydney	Master of Urban and Regional Planning	In-person
University of Sydney	Master of Urbanism – Urban and Regional Planning Specialisation	In-person
University of Sydney	Master of Urban Design	In-person
University of Sydney	Master of Urbanism (Urban Design)	In-person

Eligible university courses

Table 2: Eligible university courses continued

University	Name of course	Form of study
University of Technology Sydney	Graduate Certificate in Urban Planning and Design	Online
University of Technology Sydney	Graduate Certificate in Planning	In-person
University of Technology Sydney	Master of Urban Planning (Online)	Online
University of Technology Sydney	Master of Urban Design (Online)	Online
University of Technology Sydney	Master of Planning (in-person)	In-person
University of Technology Sydney	Master of Property Development and Planning	In-person
University of Technology Sydney	Graduate Diploma in Planning (Exit-only course)	In-person
Western Sydney University	Bachelor of Planning (Pathway to Master of Urban Management and Planning)	In-person
Western Sydney University	Master of Planning	In-person

More program support

The department is partnering with the Planning Institute of Australia (PIA) and Local Government NSW to give participating councils and their cadets more support throughout Strong Start.

For all program enquiries, please contact Brianna Cheeseman at planningdeliveryunit@dpie.nsw.gov.au

Support includes:

- [Strong Start Mentoring Program](#) – The department pairs student and cadet planners in the Strong Start program who are working at councils with a senior departmental planner. They act as a mentor to help with professional growth and development.
- **PIA**, the national professional planning association, welcomes NSW Strong Start cadets to become members and offers benefits to get them up to speed with their new planning career, including:
 - digital access to all past PIA online event recordings
 - support from the [Young Planner Committee](#) members
 - 2 free tickets in their first year of membership to attend regional events or Young Planner events in the Sydney metropolitan area if they sign up as a student member

- [Physical](#) and [digital networks](#) of supportive NSW metropolitan and regional planners
- monthly eNews and regular event updates
- information and resources relevant to their new role
- professional development courses, webinars and workshops
- free mentoring program
- quarterly New Planner Magazine.

Contact the [PIA NSW team](#) to become a member.

- PIA offers a range of webinars (Lunch and Learn Sessions & Legal Series), interactive courses and workshops via PIA Planet Program from 1hr lunch session online to half and full day fee-paying courses on a range of relevant professional development topics covering technical skills based and general competency.
 - [PIA Planet Program 2023](#)
 - [Register for Events and courses](#)

These events and courses may be helpful in the development of new cadets, but we remind councils that they cannot use Strong Start funding to pay for them.





- **Local Government NSW** offers a range of short courses which can be tailored to planning cadets, subject to demand:

- Introduction to Local Government
- Local Government Report Writing
- Handling Difficult Conversations
- Local Government Correspondence Writing
- Time Management
- Project Management
- Safer Towns & Cities
- Safe Public Spaces for Women and Girls

- To express your interest in these customised courses, please contact the Learning Unit at learning@lgnsw.org.au or Caitlin Fowke at caitlin.fowke@lgnsw.org.au.
- A more comprehensive list of other publicly available LGNSW courses is available [here](#).

Whilst all these short courses may be helpful in the development of new cadets, the department remind councils that they cannot use Strong Start funding to pay for them.

- Access to the Strong Start Cadetship Industry Day
 - This is a free webinar hosted by the department in May 2024 via Microsoft Teams. The event will feature speakers from PIA, the department and NSW government agencies. Strong Start cadets and councils can register to attend by emailing planningdeliveryunit@dpie.nsw.gov.au

Program completion

By 30 June 2024, and by 30 June of each following year until the planning cadet has completed their studies, all councils participating in the program must give the department an acquittal report. This must include evidence that demonstrates:

- 1. Council hired a new planning cadet, or committed to upskilling an existing staff member who is not employed as a planner, between 30 June 2023 and 30 June 2024.** Council must give the name and role of the person whose tuition was paid for using the grant. Council may ask the cadet to sign up to the Strong Start mailing list. To do this, send the cadet's details to planningdeliveryunit@dpie.nsw.gov.au
- 2. The planning cadet is enrolled in a university planning course.** Council must identify the planning course and university in which the planning cadet is enrolled.
- 3. Council began payment of the planning cadet's tuition fees and maintained a complete set of accounting and financial records.** Council must submit invoices from the university showing that council paid for the planning cadet's tuition fees.

By 30 June 2024, and by 30 June of each following year until the planning cadet has completed their studies, council should email its annual report and acquittal report to the department at planningdeliveryunit@dpie.nsw.gov.au

Council's planning director or equivalent should sign the annual report and acquittal report. (Appendix D)

If a council is unsuccessful in hiring a new planning cadet or upskilling an existing staff member who is not a planner by 30 June 2024, the full value of the grant must be returned to the department.

If a council returns their grant funding to the department because it cannot onboard a planning cadet by 30 June 2024, we may reallocate those funds to other councils, in line with the program guidelines.



Appendix A: PIA Advertising form

Advertising Request

PIA Employment Directory

The department has partnered with the Planning Institute of Australia to allow NSW councils to advertise student or graduate planner roles for free until date change to 31 December 2023. Please fill in the below form and email to employmentdirectory@planning.org.au Your role will appear on PIA's Employment Directory, weekly Job Bulletin and PIA's dedicated planning jobs x (Twitter) page.

Required role details

Job category Student or graduate planner

Job title

Employer

State

How to apply

Bullet points
for job bulletin

Close date

Job type

Salary

Web link

Email

Social media
links or handles

High Res JPEG or PNG file - please send as a separate attachment – do not include in this document

Further details

Contact name

Organisation

Email

Phone



Advertising Request

PIA Employment Directory

Insert advertisement text below (or attach to email as Word document)

Appendix B: Briefing note template

Appendix B:

Briefing note template

To help councils create new cadet positions, the department has prepared a briefing note template for councils to copy and update accordingly. It is not mandatory to use this template; councils may choose to use their own templates and resources instead.

<insert internal council Reference number if applicable>

New planning cadet position request – Strong Start Cadetship Program

Purpose: *To seek the Managing Director/ Chief Executive Officer approval of a new planning cadet position at XX Council.*

Analysis: *Council was awarded \$25,00 grant funding from the Department of Planning and Environment (DPE) under the Strong Start Cadetship Program to subsidise university tuition costs of a new planning cadet Council employ. Council has until 30 June 2024 to recruit the new cadet. Council needs to create a new cadet planner position to use grant funding awarded.*

Recommendations

Approve the creation of a student / junior / cadet planner position at Council. Council will utilise grant funding secured from the Department of Planning (DPE) and Environment under the Strong Start Cadetship Program to subsidise the university tuition costs of the new cadet.

Managing director / Chief Executive Officer Approval

Name:	
Date:	Approved/Not approved

Key reasons

Purpose of the DPE Strong Start Cadetship Program

The DPE Strong Start Cadetship Program provides support to councils to directly address workforce shortages and their constraints in attracting and retaining experienced planners.

<Insert background date on councils' vacancy rates / workload and/or any details supporting the creation of a new planning cadet position>.

Summary of proposed position

A *[Student / Cadet Planner]* works as a member of the team and undertakes program support tasks to contribute to the development and implementation of planning projects, policies, local and regional strategies and plans/ assessment of local development applications, and other program activities aligned to Council objectives.

The position involves an important interface between Council and community and provides an opportunity to contribute to promoting a positive image to the public.

<Insert any additional proposed position information>.

Sensitivities/Contentious issues (must be completed or note as ‘Not Applicable’. Do not delete this section)

<Outline any sensitive or contentious issues about the creation of the cadet planning position and recommendation(s). This may include likely negative media attention, impacts on particular groups of stakeholders or overturning a previously agreed decision.

Financial impact

<Outline salary package and funding source from within Council to enable the creation of the cadet planning position.>

Legal impact (must be completed or note as ‘Not Applicable’. Do not delete this section)

<Outline any legal or regulatory issues, for example related to any contracts entered, and detail if Council’s Legal Team been consulted?>

<Consider actual/perceived conflicts of interest and consult with Council’s Legal Team as appropriate. The advice will need to identify any possible conflict and risk and explain how the conflict / risk is being managed.>

Consultation (enter details or note as ‘Not Applicable’). Do not delete this section

<Summarise any stakeholder engagement you have undertaken and include any contentious issues that have arisen. If engagement is still to occur, outline your plan for engaging stakeholders.>

Background (delete if not required)

Strong Start Cadetship Program

Through engagement with local governments across NSW as well as the wider planning industry, the Planning Delivery Unit in the Department of Planning and Environment (DPE) has identified a shortage of planners across NSW as a key factor contributing to increasing vacancies in many planning roles at councils, increasing workloads and pressure on council planners, growing Development Application (DA) backlogs and increasing DA assessment timeframes.

To support councils in overcoming the planning skills shortage, the Department of Planning and Environment has designed the Strong Start Cadetship Program-a state-wide initiative providing support to NSW councils to directly address workforce shortages and their constraints in attracting and retaining experienced planners. The program leverages the high demand for cadet planner roles and incentivises councils to onboard additional cadet planners and grow them into senior roles.

A cadetship is a holistic approach to the development of a new planner. It allows councils to support a university planning student to gain practical work experience in the field, while benefitting from that student’s contributions to council, increasing the capacity of council planning teams, and developing that student into more senior roles.

Through the Strong Start Cadetship Program, the department provided grant funding to successful NSW councils to subsidise the university tuition fees of a new planning cadet they employ. [Council Name] was successful in securing a \$25,000 grant in the program and has entered into a formal funding agreement with the department committing to employ a planning cadet by 30 June 2024 and utilise grant funding to subsidise the university tuition fees of the new cadet.

The grant funding must be used by Council to pay for the planning cadet’s tuition fees (either part time or full time) for an undergraduate certificate, graduate certificate, diploma, bachelor’s degree, or master’s degree in planning at an Australian university, with the requirement for annual acquittal to the department.

If tuition fees exceed the \$25,000 grant, council can choose to subsidise the remaining tuition fees or require the cadet to pay the remaining fees themselves.

Attachments

Attachment	Title
A	Executed formal funding agreement
B	Cadet Planner Role Description
C	DPE Strong Start Cadetship Program Information Pack
D	

Council approval and contact

Approver	Position	Date approved
Name		
Final approver	Position	Date approved
Managing Director / Chief Operating Officer		
Signature		
Contact Name	Phone number	

Appendix C: Student or cadet planner role description template

Appendix C:

Student or cadet planner role description template

To help councils recruit cadets, the department has prepared a role description template for a student or cadet planner role. The information in this template is intended as a reference guide only. Council may amend any or all content to align with established organisational resources or frameworks.

<insert Council logo here>

Role description – Student / Cadet Planner

Student / Cadet Planner

Council Name and website link
Position Title
Position Grade / Band
Dept/ Directorate
Position Status / Hours per week
Location
Classification/Grade/Band
Position code / reference
Date of Approval

Council overview

[Council Name] is an exciting place to work, live and play. The area that [Council] covers is approximately [X] square kilometres and has an estimated population of [X]. [Council] is the gateway to the broader [X] region with significant state infrastructure within our boundaries and key commuter corridors between Port [X], Airport [X] and greater [X] area, change is everywhere and so are the opportunities.

The guiding principles of [respect, trust, accountability, leadership, innovation, collaboration and excellence in customer service] define how [Council] strengthens its working environment to [deliver on the aspirations of our community.]

This is an exciting opportunity for an innovative, customer centric and outcomes focused individual to be part of an inclusive and dynamic organization that serves the [X] community well.

Values

The following values were developed by [Council] employees and underpin our shared commitment in delivering our vision for the future. The values guide us and define how we strengthen our working environment to deliver on the aspirations of our community.

- <Insert Council's list of values>
-

Primary purpose of the role

A [Student / Cadet Planner] works as a member of team and undertakes program support tasks to contribute to the development and implementation of planning projects, policies, local and regional strategies and plans/ assessment of local development applications, and other program activities aligned to Council objectives.

The position involves an important interface between Council and community and provides an opportunity to contribute to promoting a positive image to the public.

Key accountabilities

Statutory Planning

- Efficiently and effectively process development and associated applications submitted to Council under the Environmental Planning and Assessment Act 1979, Local Government Act 1993, and related legislation in accordance with Council's policies and procedures
- Respond to verbal and written requests for advice concerning development matters, including formal Pre-Development Application advice
- Gain an understanding and experience in the assessment of development applications in a manner consistent with relevant policies and procedures, legislation, regulations and standards
- Assist with the pre-lodgement, review and decision-making processes in relation to development applications
- Participate in an efficient and effective lodgement and duty town planning service in which consistent and accurate advice is provided at a high standard
- Display and develop excellent customer service skills by being professional, courteous and respectful to all parties when undertaking duties
- Review and prepare reports for Council, the Group Manager and / or Planning Assessment Manager on planning related matters
- Provide support, assistance, timely and systematic advice and reports to the Planning Assessment Manager
- Observe, gain experience and assist in legal matters to senior officers, who are responsible for:
 - Representing Council in the Land and Environmental Court, where applicants have appealed against Council decisions
 - Ensuring related reports are completed in an accurate and timely manner and issuing of orders in relation to unauthorised development activities within the Council and attending court as required on behalf of the regularity authority.

Strategic Planning

- Help develop and implement local planning strategies and policies to support day to day team operations
- Provide input into and report on the development and implementation of local plans and development proposals to assist achieve timely outcomes
- Prepare and review local environmental plans, carry out environmental impact and development proposal assessments and participate in field work and site inspections to achieve planning objectives
- Respond to customer and stakeholder enquiries and correspondence, and provide planning advice and information to local government, the public and other stakeholders to enhance quality service delivery
- Assist with research and analysis to contribute to and support the resolution of issues
- Build stakeholder relationships and communication networks, and assist to organise and facilitate consultations to build stakeholder trust and gain their support for planning initiatives
- Prepare briefs, submissions, reports and correspondence to support decision making

Key challenges

- Develop and maintain up to date understanding of the role of [insert council name here], and current issues, relevant legislation, and State and Local Government processes and systems
- Complete work tasks in a timely manner and balance competing demands in an environment of tight timeframes and conflicting stakeholder needs, views and opinions

Key relationships

Who	Why
Internal	
Team Leader / Manager	<ul style="list-style-type: none">• Receive instructions and provide support required• Receive direction, guidance, advice and feedback• Provide regular work and priority updates• Refer and escalate matters where appropriate
Team members	<ul style="list-style-type: none">• Support development and implementation of program activities• Receive general guidance and advice where required• Participate in meetings and share ideas to improve team operations
External	
Government agencies, councils, community representatives, residents, landholders, developers	<ul style="list-style-type: none">• Build relationships and maintain communication networks• Provide clear information and advice on current planning matters, and respond to enquiries• Organise and assist to facilitate consultations

Role dimensions

Decision making

The **Student/Cadet Planner**:

- works in a team alongside other [Planners and Senior Planners]
- receives general direction, guidance and advice from Manager but is able to set own work priorities within the overall agreed work program
- seeks guidance from the Manager for complex and sensitive matters
- works within relevant legislation, policy frameworks, guidelines, systems and administrative requirements

Reporting line

The role reports to [Manager/ Senior Planner/ Team Leader]

Direct Reports

Nil

Budget/Expenditure

Nil

Selection Criteria

Essential requirements

- Enrolled in university study in Urban and Regional Planning at a university in Australia
- A good academic record
- Class C Driver's License

Experience/Specific Skills

- Excellent communication (written and oral) and interpersonal skills
- Demonstrated ability to work in a team environment
- Demonstrated ability to plan and prioritise workloads to meet deadlines
- Proven customer service experience, skills and ability to show initiative to achieve outcomes
- Demonstrated ability to handle a high workload in an efficient and professional manner
- Willingness to learn new skills and participate in business improvement

Personal Attributes

- Reliability and strong attention to detail
- Teamwork approach
- Demonstrated ability to think strategically and to be proactive

Capabilities for the role

The Local Government NSW Capability Framework describes the core knowledge, skills, abilities and other attributes expected of elected members and local government employees in NSW. The Framework was developed by Local Government NSW (LGNSW) with significant involvement from elected and workforce representatives across the state. The framework was developed because local government in NSW expressed a strong desire to have a set of capabilities to provide clear expectations about performance and behaviour for all people in the sector. While NSW councils can choose whether to use the framework, the benefit to individual councils and the sector will increase with large scale adoption. The Local Government Capability Framework describes 16 capabilities across four core groups: Personal Attributes, Relationships, Results and Resources. These capabilities apply to all elected members and local government employees in NSW.





Four capabilities in the Workforce Leadership group are for employees who manage people, and another four capabilities in the Civic Leadership group are for elected members

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Local Government NSW Capability Framework - Focus capabilities

Core Capabilities	Capability name	Behavioural indicators	Level
	Personal Attributes <ul style="list-style-type: none"> • Manage self • Display Resilience and Adaptability • Act with Integrity • Demonstrate Accountability 	<ul style="list-style-type: none"> • Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning • Express own views, persevere through challenges, and be flexible and willing to change • Be honest, ethical and professional, and prepared to speak up for what is right • Take responsibility for own actions, commit to safety, and act in line with legislation and policy 	Foundational
	Relationships <ul style="list-style-type: none"> • Communicate and Engage • Community and Customer Focus • Work Collaboratively • Influence and Negotiate 	<ul style="list-style-type: none"> • Communicate clearly and respectfully, listen, and encourage input from others • Commit to delivering customer and community focussed services in line with strategic objectives 	Intermediate
	Results <ul style="list-style-type: none"> • Plan and Prioritise • Think and Solve Problems • Create and Innovate • Deliver Results 	<ul style="list-style-type: none"> • Plan and organise work in line with organisational goals, and adjust to changing priorities • Think, analyse and consider the broader context to develop practical solutions • Encourage and suggest new ideas and show commitment to improving services and ways of working • Achieve results through efficient use of resources and a commitment to quality outcomes 	Intermediate
	Resources <ul style="list-style-type: none"> • Finance • Assets and Tools • Technology and Information • Procurement and Contracts 	<ul style="list-style-type: none"> • Be a responsible custodian of council funds and apply processes in line with legislation and policy • Use, allocate and maintain work tools appropriately and manage community assets responsibly • Use technology and information to maximise efficiency and effectiveness • Understand and apply procurement processes to ensure effective purchasing and contract performance 	Foundational

Appendix D: Acquittal Report Template

Appendix D: Acquittal Report Template

To assist councils with their Program Completion obligations, the department has prepared an Acquittal Report template.

Strong Start Cadetship Program - Grant Acquittal Report

Grant name	Strong Start Cadetship
Grantee name	[Council Name]
Council reference	XXXXXXX
Reporting period	1/07/2023 to 30/06/2024
Grant value	\$25,000

All enquiries, contact: Brianna Cheeseman, Senior Project Officer (Regional NSW), Planning Delivery Unit
planningdeliveryunit@dpie.nsw.gov.au

1.0 Grant acquittal reporting

This acquittal report is provided to the department as evidence that the grant funds were expended in accordance with the terms of the Strong Start Cadetship Program Grant Funding Deed executed on [date] with [name of council], for the following period:

FY 23/24 Acquittal report period	By 30 June 2024
Subsequent acquittal reporting period	By 30 June each FY until the planning cadet has completed their studies

2.0 Annual Report and Financial Acquittal

The Executed Funding Agreement requires an annual report and financial acquittal in respect of the Grant to be provided to the department at the completion of each Financial Year. The Council must provide evidence it used the Funding to pay for or contribute to the Tuition Fees associated with a new Planning Cadet's enrolment as a student in a tertiary level planning course.

The Council cannot use the Funding to pay Tuition Fees for existing planning cadets, that is, staff employed by the Council in a planning role at the Agreement Start Date. The Program requires councils to employ additional planning cadets. However, the Council can use the Funding to upskill Existing Employees who are interested in undertaking study to support their transition into a planning role.

If there is remaining Funding after the Council has paid for a Planning Cadet's Tuition Fees during the Term, the Council may use remaining Funding to pay for the Tuition Fees of an additional Planning Cadet. If the Funding is used to pay the Tuition Fees of more than one Planning Cadet, any obligations of the Council apply with respect to those additional Planning Cadets.

The Council must submit an annual report and financial acquittal documents providing evidence that demonstrates:

- (a) Council employed a New Planning Cadet or identified and committed to upskill an Existing Employee between 30 June 2023 and 30 June 2024;
- (b) Council must identify the name of the Planning Cadet, and may also provide their email address and phone number so they can be included on mailing lists for future Strong Start programs
- (c) The Planning Cadet is enrolled in an Eligible Planning Course at an Australian university. Council must identify the Eligible Planning Course and university in which the Planning Cadet is enrolled. Any reports after the report due on 30 June 2024 must provide a summary of the Planning Cadet's Employment with the Council during the relevant Reporting Period.
- (d) Council commenced payment of the Planning Cadet's Tuition Fees, including submitting:
 - i. invoices from the university showing that Council paid for the Planning Cadet's Tuition Fees, or any part of the Tuition Fees using the Funding during the relevant Reporting Period;
 - ii. a complete set of accounting and financial records have been maintained by Council in relation to its administration of the Funding over the Term and any subsequent Reporting Periods.

Annual Report and Financial Acquittal should be signed by Council's Managing Director/Chief Executive Officer or equivalent.

3.0 Attachments

Attachment A 2024 financial year statement for Strong Start Cadetship expenditure only

Attachment B Attachments that provide further details of funded activities identified in 2.0 of this report

Attachment A: Strong Start Cadetship Program Grant Acquittal Report June 2023

Statement of Accounting and Financial Records

Grant activity	Total expenditure to 30 June 2024

I certify that:

- The financial information in this attachment is accurate and represents the complete account of financial transaction for the Grant;
- The Statements have been prepared fairly and are based on proper accounts and records which comply with Australian accounting standards, and
- The Grant was expended only for the Grant and otherwise in accordance with the executed flood response planning grant deed.

Signed:

Name:

Position:

Date:

For all enquiries, contact:

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