



Item No: 19.1

Date: 18 July 2022

Attachments: A, B

<b>Meeting:</b>	Council
<b>Title:</b>	Draft Mandatory Training Standard – Council Feedback
<b>Responsible Manager:</b>	Acting Chief Executive Officer, Scott Reardon
<b>Author:</b>	Council Secretariat, Danielle Edwards
<b>Key Pillar:</b>	<b>Strategic Framework – Key Pillar 7 – Leadership – A responsible and influential local government organisation</b>
<b>Key Focus Area:</b>	<b>Financial Guiding Principle 4 – Robust and transparent allocation and prioritisation of resources</b>
<b>Type of Report:</b>	Decision Required

Pursuant to Section 83(5) of the *Local Government Act 1999 (Act)*, the Chief Executive Officer indicates that the matter contained in this report may, if the Council so determines, be considered in confidence pursuant to Section 90(2) of the Act on the basis that the information contained in the attached report is information of the nature specified in subsections 90(3)(j) of the Act being information that is to be provided on a confidential basis to a public authority then the Minister of the Crown.

### Recommendation (Public)

#### Pursuant to s90(3)(j)

Pursuant to section 90(2) of the Act Council orders that all members of the public except, the Acting Chief Executive Officer Scott Reardon, Group Manager Planning, Environment, Regulatory and Customer Services Joshua Bowen, Acting Manager Corporate Services Vikki Purtle, Group Manager Assets & Infrastructure James Kelly, Manager Community Development & Engagement Fiona Deckert, Communications & Marketing Manager Sarah Spencer and Council Secretariat Danielle Edwards, be excluded from attendance at the meeting for Agenda Item 19.1 Draft Mandatory Training Standard – Council Feedback.

The Council is satisfied that, pursuant to section 90(3)(j) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would divulge information provided on a confidential basis to a public authority then the Minister of the Crown

### Recommendation (Confidential)

- That Council endorses the following proposed feedback to the Local Government Association on the Mandatory Training Standard as follows:
  - Shift to a ‘competency based’ approach to training** – Council supports this shift and endorses an approach that encourages on-going learning throughout the Council term;
  - Focus on leadership training as a council rather than as individuals** - Council supports this approach, particularly as returning Councillors can be of significant assistance to newly elected Councillors;

- **Separate additional training requirements for Mayor** - Council supports this additional module on the basis that the role of the Mayor has been expanded and involves a significant focus on leadership skills, as well as enhanced powers;
- **Core module named 'Legal'** – this module appears to rely more on imparting information about obligations, rather than being based on any core competencies. Council suggests that this module could include a greater emphasis on the 'good decision-making', including the administrative law underpinnings of good decision-making, including bringing an open mind free of bias, taking into account all relevant considerations, not taking into account any irrelevant considerations and weighing up what is in the best interest of the community at large;
- **Induction Program/workshop** – Council supports the formal inclusion of an induction program in the Training Standard;

2. That Council provide the following additional feedback:

- \_\_\_\_\_

3. That Council direct Administration to write to the Local Government Association outlining Council's feedback.

### **Recommendation (Public)**

#### Pursuant to s.91(7)

That having considered Agenda Item 19.1 Draft Mandatory Training Standard – Council Feedback in confidence under section 90(2) and (3)(j) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of that Act orders that the report and attachments relevant to this Agenda Item be retained in confidence until such time that the documentation is finalised and published by the Local Government Association.

That pursuant to Section 91(9)(c) of the *Local Government Act 1999* the Council delegates to the Chief Executive Officer the and power to review and revoke this Order.

and

That Council resolves to end its confidential deliberations pursuant to Section 90(2) of the *Local Government Act 1999* Council and re-admit the public.

### **Summary**

The Training Standard for Council Members was introduced in 2014. Substantial legislative changes have been made over the past 12 months, with more to commence over the forthcoming 12 months. The Training Standard is being updated to reflect these changes, in light of the changes to roles of Councillors and the Mayor.

The Local Government Association (**LGA**) is now seeking feedback on the draft Training Standard, particularly in relation to the shift to a competency based approach and the proposed contents of the Training Standard.

It should be noted that at this present time, the LGA have requested that this matter be dealt with in confidence until such time the relevant documentation has been published.

## Background

Mandatory training was introduced for all Council Members at the 2014 Local Government elections and the Training Standard has remained unchanged since that time. However, the major reforms to the *Local Government Act 1999 (Act)*, which are commencing in a staged fashion over the course of 2022-23, have provided an opportunity to revisit the Training Standard developed by the LGA. The Standard must be approved by the Minister for Local Government prior to its implementation.

## Discussion/Issues for Consideration

### Proposed Changes to the Existing Training Standard

The LGA has taken the opportunity to rethink the approach to training and has moved from a Training Standard that relies on imparting information, to a competency-based approach. In summary, the revised Training Standard:

- Describes core leadership competencies to perform the role of Council Member (leadership behaviour and skill, as well as knowledge)
- Inclusion of a Council induction program
- Reflects the local government reform outcomes, including the new requirements of Council Members to 'ensure positive and constructive working relationships within Council'
- Gives emphasis to the value of shared learning on Council, not just individual learning
- Defines mandatory training as well as the value of on-going learning and development
- Has been informed by the LGNSW Local Government Capability Framework and the Council Member Skill Set within the LGA Local Government Training Package

The revised Training Standard retains the module headings from the existing Standard, but also adds some key changes to reflect the changing roles of the Mayor and Councillors under the Local Government Act reforms. These key changes are:

- a 'Behaviour' leadership competency category, to support Council Members in meeting the new Behavioural Management Standard
- the inclusion of Council induction program and workshop that reflects the broad practice in the sector in assisting a new Council to get started
- Additional modules to support the role of the Mayor in providing leadership and guidance
- CEO discretion on the use of internal expertise to external providers to deliver training
- Reinforces the value and encourages on-going learning and development
- No minimum time stated for each module.

### Proposed Feedback to the LGA

Council Members' own experience of the existing Training Standard will help to inform Members' feedback to the LGA and the document at Attachment A sets out more detail of the proposed contents of each module. The document at Attachment B adds further context.

The revised Training Standard also includes a module on Council Induction for the first time. Most Councils undertake an induction program for newly elected Councils but including it in the mandatory Training Standard gives more emphasis to planning inductions and also some guidance on what could be included.

The Training Standard requires all Council Members to undertake all the modules relevant to their roles, some of which will serve as refresher courses for returning members. The CEO is required to keep a Register of Training and Development undertaken by Council Members and successful completion of all mandatory training modules will be recorded in the Register.

Although Members may wish to add further feedback or amend the suggestions set out below, this report offers some specific suggestions for feedback on the revised Training Standard, as a basis for Council Members' consideration.

1. **Shift to a ‘competency based’ approach to training** – Council supports this shift and endorses an approach that encourages on-going learning throughout the Council term
2. **Focus on leadership training as a council rather than as individuals** - Council supports this approach, particularly as returning Councillors can be of significant assistance to newly elected Councillors
3. **Separate additional training requirements for Mayor** - Council supports this additional module on the basis that the role of the Mayor has been expanded and involves a significant focus on leadership skills, as well as enhanced powers
4. **Core module named ‘Legal’** – this module appears to rely more on imparting information about obligations, rather than being based on any core competencies. Council suggests that this module could include a greater emphasis on the ‘good decision-making’, including the administrative law underpinnings of good decision-making, including bringing an open mind free of bias, taking into account all relevant considerations, not taking into account any irrelevant considerations and weighing up what is in the best interest of the community at large
5. **Induction Program/workshop** – Council supports the formal inclusion of an induction program in the Training Standard.

## Options for Consideration

### Option 1

#### Recommendation (Confidential)

1. That Council endorses the following proposed feedback to the Local Government Association on the Mandatory Training Standard as follows:
  - **Shift to a ‘competency based’ approach to training** – Council supports this shift and endorses an approach that encourages on-going learning throughout the Council term;
  - **Focus on leadership training as a council rather than as individuals** - Council supports this approach, particularly as returning Councillors can be of significant assistance to newly elected Councillors;
  - **Separate additional training requirements for Mayor** - Council supports this additional module on the basis that the role of the Mayor has been expanded and involves a significant focus on leadership skills, as well as enhanced powers;
  - **Core module named ‘Legal’** – this module appears to rely more on imparting information about obligations, rather than being based on any core competencies. Council suggests that this module could include a greater emphasis on the ‘good decision-making’, including the administrative law underpinnings of good decision-making, including bringing an open mind free of bias, taking into account all relevant considerations, not taking into account any irrelevant considerations and weighing up what is in the best interest of the community at large;
  - **Induction Program/workshop** – Council supports the formal inclusion of an induction program in the Training Standard;
2. That Council provide the following additional feedback:
  - \_\_\_\_\_

3. That Council authorise administration to finalise and submit Council feedback to the LGA before the submission closing date being 1 August 2022.

### Option 2

That Council direct Administration to undertake the following alternate action(s):

- \_\_\_\_\_

### **Analysis of Options**

#### Option 1

This option will allow Council to provide accurate and appropriate feedback to the LGA for consideration.

#### Option 2

Instructions to be provided as Council sees fit.

### **Financial Implications**

There are no known financial implications relating this the outcome of this report.

### **Preferred Option**

Option 1 is the preferred option to ensure that our Council utilise the opportunity to provide relevant feedback on the Mandatory Training Standard for Elected Members.

The Training Standard provides an important means of team building for Council and helps to ensure that Council Members are not only knowledgeable about their expected roles, but also build the competencies to achieve the best outcomes for the community.

### **Attachments**

Attachment A	Confidential Draft Revised Training Standard
Attachment B	Explanatory Document



# Confidential Draft

## **LGA Training Standard for Council Members**

**Revised Draft for  
Consultation**

**June 2022**

Note: This is not an endorsed Revised Draft of the LGA Training Standard for Council Members. It has been prepared for consultation purposes only and is subject to consideration by the LGA Board of Directors.

# Confidential Draft

## Council Member Mandatory Training Requirements

### Legislative Framework

Section 80A of the *Local Government Act 1999* (the Local Government Act) and Regulation 8AA of the *Local Government (General) Regulations 2013* (the General Regulations), sets out the legal requirements for training and development for council members.

A council member must comply with the prescribed mandatory requirements, which includes the LGA training standards. Failure to comply will result in a suspension of the council member by Council (unless the member satisfies the council there were good reasons for the failure to comply).

There are further requirements relating to public notice, suspension of allowances and access to facilities and support and application to SACAT for disqualification if a member does not address the failure to comply.

### Council Policy

Section 80A of the Local Government Act requires a Council to prepare and adopt a training and development policy for its council members.

- (1) A council must prepare and adopt a training and development policy for its members.
- (2) The policy—
  - (a) must be aimed at assisting members in the performance and discharge of their functions and duties; and
  - (b) must incorporate the prescribed mandatory requirements and comply with any other requirements prescribed by the regulations; and
  - (c) may specify other requirements relating to the conduct and completion of training and development by members.
- (2a) A training and development policy of a council may make different provision according to different members of the council.

Regulation 8AA of the *Local Government (General) Regulations 2013* prescribes that a training policy must comply with the LGA training standards<sup>1</sup>.

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<sup>1</sup> The LGA training standards means the document entitled *LGA training standards for council members* approved by the Minister for the purposes of regulation 8AA (*Local Government (General) Regulations 2013*) and published on a website maintained by the LGA.

# Confidential Draft

## LGA Training Standard for Council Members

The LGA Training Standard provides a community leadership competency framework, defining the key capabilities required to perform the council member role, the core modules and anticipated learning objectives and outcomes.

The framework responds to the legislative requirements and community expectations of council members. The local government sector has a strong aspiration to build and develop capabilities and the performance of council members and in return, achieve great outcomes for local communities.

The framework defines community leadership competencies in four parts:

<b>Behaviour</b>	To identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.
<b>Civic</b>	To develop knowledge of the Australian system of government and how Councils fulfil the objectives of the Local Government Act to deliver reputable community outcomes.
<b>Legal</b>	To develop the knowledge and skills required to meet the legal responsibilities of a council member.
<b>Strategy &amp; Finance</b>	To develop the knowledge of integrated strategic and annual business planning and the skill to manage public funds appropriately.

The LGA Training Standards provides for the knowledge and skills of council members to be developed as part of induction processes, mandatory training, and on-going personal and professional development.



# Confidential Draft

## Induction Program [new]

Given the breadth of responsibilities held by council members, participation in a formal induction program provides the support and resources to effectively perform in the role.

The chief executive officer (CEO) will arrange an orientation and induction process for a new council which complements the completion of mandatory training. The induction program may include (but not limited to):

- information on administrative facilities/CEO support, council member allowances and benefits, training, and development
- a tour of the council area and facilities
- information on the organisational and operational structure including, an overview of each of the functions or department; and introduction to key staff
- a schedule of briefings on key strategic issues.

An induction program is important in building effective working relationships between council members. It is, therefore, the responsibility of all council members to participate in the induction program.

## Council Leadership workshop [new]

Upon election, council members are required to serve the overall public interest, put any personal differences aside and provide community leadership.

The community expects council members to focus on the work of council and effectively engage and work with each other and council employees in a respectful and professional manner.

Section 59 of the Local Government Act sets out the roles of members of councils and includes an obligation to ensure positive and constructive working relationships within the council.

All council members must attend a workshop designed to assist in building effective working relationships and focus on Councils strategic purpose.

The CEO will arrange a workshop that may include (and not limited to):

- An opportunity to build connections (between council members and council members with CEO/key staff)
- Identify shared values and aspirations for delivering outcomes for the community
- Provide an overview of existing strategic priorities, plans and strategies of Council
- Establish effective working relationships and team culture in the context of defined roles and responsibilities.

To ensure leadership effectiveness in working to deliver Councils strategic purpose, it is incumbent on all members to be well informed and engage in information or briefing sessions throughout the term.

# Confidential Draft

## Mayoral Leadership [new]

Section 58 of the Local Government Act sets out the specific roles of principal members or Mayors. These include key responsibilities, as leader of the council, to provide leadership and guidance and lead the promotion of positive and constructive working relationships. To support performance in this leadership role, 'Mayoral Leadership training' must be completed by all Mayors. The Standard sets out the additional competencies required of a Mayor (in addition to the council member requirements).

## Training & Timeframe

This document contains the training requirements for council members. These requirements are mandatory, and every council member must undertake the Mandatory Training within the first 12 months of their four-year term.

## Training Participation & Records

Completion of mandatory training is a statutory obligation for all (continuing and new) council members. Records of council members participation in mandatory training, including leadership workshops must be kept by the council CEO in a register of training and development.

## Training Delivery

Council CEOs' may use internal expertise or training providers to deliver the required mandatory training. It is important that training providers have the appropriate expertise to support the required training outcomes and/or workshop facilitation.

Mandatory training should engage all council members in an interactive learning experience to build shared leadership in fulfilling their role on Council. On-line learning should be used to complement full Council engagement in face-to-face training.

## Mid-term Council Leadership Refresher [revised]

For continuing council members, a refresher workshop and update training will be required. This will include (and not limited to):

- A mid-term Council workshop in the maintenance of effective working relationships amongst council members and with CEO/key staff.
- Legal and financial responsibilities
- Effective Council meetings and procedures.

## Ongoing Personal and Professional Development [new]

To be effective and reputable, new and returning council members, are encouraged to continue their personal and professional development throughout the term.

This standard includes a guide for additional learning and development relevant to council members roles and responsibilities and leadership effectiveness, which does not form part of the mandatory training requirements.

	Core	Modules	Learning objectives	Learning outcomes
<b>Council member</b>  <b>Leadership competency framework</b>	<b>Behaviour [new]</b>	<b>Values, Ethics &amp; Behaviour [new]</b> <ul style="list-style-type: none"> <li>- Understanding values &amp; ethics</li> <li>- Behavioural Standards for Council Members</li> <li>- WHS, Bullying &amp; Harassment</li> </ul>	To develop the knowledge, skills and attitudes required to meet Behavioural Standards and work, health, and safety obligations for council members	<ul style="list-style-type: none"> <li>- Define and distinguish values, ethics &amp; behaviour</li> <li>- Identify the constructive behaviours to work effectively with others and meet community expectations</li> <li>- Explain work, health, and safety obligations that Council members must comply with.</li> <li>- Identify conduct that would amount to bullying and/or harassment.</li> </ul>
		<b>Communication skills [new]</b> <ul style="list-style-type: none"> <li>- Effective communication</li> <li>- Negotiating and influencing</li> </ul>	To develop communication skills for effective working relationships and constructive ways to negotiate and influence others to perform the role.	<ul style="list-style-type: none"> <li>- Define communication</li> <li>- Identify the characteristics of effective communication</li> <li>- Explain strategies that can be used to manage difficult conversations</li> <li>- Describe the process of negotiation and influencing positive outcomes</li> </ul>
		<b>Leadership skills [new]</b> <ul style="list-style-type: none"> <li>- Strategic thinking</li> <li>- Change management</li> <li>- Building resilience</li> </ul>	To develop the knowledge, skills and attitudes required to effectively perform a community leadership role	<ul style="list-style-type: none"> <li>- Identify the characteristics of a strategic thinker</li> <li>- Define change management in context to Council's complex and integrated business</li> <li>- Identify methods by which strategic and integrated thinking applies</li> <li>- Identify methods and strategies to build resilience to competently fulfil role</li> </ul>

Core	Modules	Learning objectives	Learning outcomes
CIVIC	<b>Effective Council meetings</b> <ul style="list-style-type: none"> <li>- Overview of the types of meetings</li> <li>- Council member preparation and responsibilities</li> <li>- Structure and purpose of meetings</li> <li>- Role of and purpose of information or briefing sessions</li> </ul>	To develop knowledge of the range of council meetings that may be held and to identify the responsibilities of council members to contribute to effective meetings.	<ul style="list-style-type: none"> <li>- List the types of meetings held by a council</li> <li>- Identify how council meetings are structured and the purpose of such meetings</li> <li>- Identify the responsibilities of council members to prepare for council meetings</li> <li>- Define and explain the role of an information or briefing session and effective participation</li> </ul>
	<b>Council meeting procedures</b> <ul style="list-style-type: none"> <li>- Public access</li> <li>- Meeting procedures</li> <li>- Role of the Principal Member</li> <li>- Moving motions, speaking to motions, and voting</li> <li>- Effective presentation and constructive debate</li> <li>- Minutes and upholding decisions of Council</li> </ul>	To define the behaviour and develop the knowledge and skills to contribute to the effective operation of meetings procedures.	<ul style="list-style-type: none"> <li>- Identify meeting procedures that apply to council meetings</li> <li>- Explain the role of the Principal Member at council meetings</li> <li>- Define 'a motion' and explain how motions are moved, spoken to, and voted upon</li> <li>- Identify methods for effectively presenting information and engaging in constructive debate at council meetings</li> <li>- Explain the purpose of Minutes and describe how council decisions are upheld</li> </ul>
	<b>Representing Council decisions [new]</b> <ul style="list-style-type: none"> <li>- The role of the Principal Member as Council spokesperson</li> <li>- Related legislative and Council policy responsibilities</li> <li>- Effective use of media channels</li> </ul>	To develop knowledge of the legislative provisions, policies and processes that relate to effective ways Council and council members represent Council meeting decisions.	<ul style="list-style-type: none"> <li>- Explain the role of the Principal Member</li> <li>- Identify different media channels used by Council</li> <li>- Explain the legislative requirements and Council policies relating to media</li> <li>- Define the role of council member and effective ways to use Councils and council members media channels (including social media)</li> </ul>

	Core	Modules	Learning objectives	Learning outcomes
<b>Leadership competency framework</b>  <b>Council member</b>	<b>Legal</b>	<b>Role of a Council Member</b> <ul style="list-style-type: none"> <li>- General duties</li> <li>- Conflict of Interest</li> <li>- Gifts &amp; Benefits</li> </ul>	To develop an ability to interpret and analyse legislative provisions that identify the role of a council member	<ul style="list-style-type: none"> <li>- Define the general duties of a council member</li> <li>- Define a conflict of interest and explain the obligations if a conflict of interest exists</li> <li>- Describe the obligations of council members concerning the receipt of gifts or benefits</li> </ul>
		<b>Registers, returns and resources</b> <ul style="list-style-type: none"> <li>- Register of interest</li> <li>- Primary and ordinary returns</li> <li>- Allowances and benefits</li> </ul>	To develop the knowledge of obligations for declaring interests, the resources to support the role of council member and the agencies that have external oversight (Ombudsman SA, OPI, ICAC, Minister for Local Government, District Court and SACAT)	<ul style="list-style-type: none"> <li>- Explain the purpose and obligations of a Register of Interest</li> <li>- Define a 'primary' and 'ordinary' return and the information that is contained in such returns</li> <li>- Explain the supporting resources and what legal protections are offered to council members</li> <li>- Explain the different external bodies in providing external oversight in upholding public integrity and council member obligations</li> </ul>
		<b>Legal protections and external oversight</b> <ul style="list-style-type: none"> <li>- Anti-corruption, misconduct and maladministration</li> </ul>		
	<b>Strategy &amp; Finance</b>	<b>Integrated strategic management planning and performance [amended]</b> <ul style="list-style-type: none"> <li>- Purpose of strategic, longer financial and asset management planning</li> <li>- Purpose of annual business planning and budgeting</li> <li>- Community engagement and performance reporting</li> </ul>	To develop the knowledge required to undertake integrated strategic management, financial planning, and performance	<ul style="list-style-type: none"> <li>- Define 'integrated strategic management planning'</li> <li>- Describe the purpose of strategic, financial asset management planning</li> <li>- Explain the purpose of annual business planning and budgeting</li> <li>- Identify legislative requirements, Council policy and methods for community engagement and performance reporting</li> </ul>
		<b>Strategic risk management &amp; oversight [amended]</b> <ul style="list-style-type: none"> <li>- Strategic risk management in decision making</li> <li>- Role of Audit and Risk Committee</li> <li>- ESCOSA oversight</li> </ul>	To develop the knowledge of strategic risk management and oversight	<ul style="list-style-type: none"> <li>- Identify types of strategic risk and opportunity (ie financial sustainability, climate change)</li> <li>- Identify the features of effective strategic risk management and decision making</li> <li>- Define the role of a council's Audit and Risk Committee</li> <li>- Define and explain the role of ESCOSA</li> </ul>
		<b>Financial management [amended]</b> <ul style="list-style-type: none"> <li>- Managing public funds</li> <li>- Rating, other revenue sources and funding plan</li> <li>- Financial terminology and understanding financial statements and reports [new]</li> </ul>	To develop the knowledge and skill to undertake contribute to effective financial management	<ul style="list-style-type: none"> <li>- Identify appropriate methods for managing public funds and procurement practice</li> <li>- Explain how Councils raise revenue from rating and other sources</li> <li>- Define financial terminology and effectively interpret the purpose of Council financial statements and reports</li> </ul>

As Section 58 of the Local Government Act prescribes specific responsibilities for the Principal Member or Mayors must provide leadership and guidance for Council the following training (in addition to the council member training) is required by the Principal Member or Mayors.

	Core	Modules	Learning objectives	Learning outcomes
Principal member Leadership competency framework	Behaviour	<b>Effective Leadership [new]</b> <ul style="list-style-type: none"> <li>- Leadership attributes and resilience</li> <li>- Listening and influencing skills</li> <li>- Establishing trust and effective working relationships</li> <li>- Managing conflict and conflict resolution</li> </ul>	To develop the knowledge, skills and attitudes required to be an effective Principal Member of a Council	<ul style="list-style-type: none"> <li>- Identify leadership attributes to perform the role and support resilience</li> <li>- Explain listening and influencing skills that will assist a Principal Member carry out their role</li> <li>- Identify methods for establishing trust and for developing ongoing and effective relationships</li> <li>- Define conflict and explain appropriate methods for managing and resolving conflict</li> </ul>
	Civic	<b>Public speaking &amp; media (skills) [new]</b> <ul style="list-style-type: none"> <li>- Public speaking skills</li> <li>- Effective media engagement for Councils key spokesperson</li> </ul> <b>Meeting procedures (technical knowledge) [new]</b> <ul style="list-style-type: none"> <li>- Formal meeting procedures</li> </ul> <b>Effective Meetings (Chairing skills) [new]</b> <ul style="list-style-type: none"> <li>- To lead a positive and ethical culture within the governing body</li> <li>- Provide guidance on strategic decision making and guide debate for a reputable council.</li> </ul>	To develop the knowledge and skill that will enable a Principal Member to speak confidently and effectively in public on behalf of Council	<ul style="list-style-type: none"> <li>- Define the role of a Principal Member as the key Council spokesperson</li> <li>- Identify the attributes, qualities, and skills of an effective public speaker and media spokesperson</li> </ul> <ul style="list-style-type: none"> <li>- Identify the procedures that formally guide Council meetings (commencement, questions with or without notice, motions, speaking to motions, amendment of motions, formal motion, address to motion, voting, divisions, points of order, interruption of meeting, suspension, and removal of member)</li> <li>- Identify skills that will enable a meeting to be chaired effectively and efficiently and that will promote respectful and constructive debate for strategic decision making.</li> </ul>

# Confidential Draft

## On-going personal and professional development **[new]**

While there are no specific qualifications or experience required to be a council member, to be effective, council members need to demonstrate leadership qualities and a willingness to learn.

The LGA has developed a Leadership Effectiveness Tool which can assist council members to identify current leadership strengths (attributes, qualities, skills, and knowledge) and areas to further develop as part of a Council Member Professional Development Plan. [insert link]

Below is a guide to additional professional learning and development opportunities that have been identified as valuable to building council member skills and knowledge, in addition to the mandatory training modules.

Many of the opportunities listed under 'Knowledge' will be gained through experience on council. It is not council members role to be subject matter experts or be involved in operational functions. This is the role and support the CEO and administration provide. However, seeking to develop a high-level understanding of these areas of Councils business and services is important in context of Councils community leadership and decision making.

Attributes, Qualities & Skills	Knowledge
Building emotional intelligence	Audit & Risk (for Committee members)
Building leadership resilience	Business excellence
Complex and integrated decision making	Climate change and risk
Communication and presentation skills	Community development
Digital Technology	Community health & safety
Effective advocacy & leadership	Culture, arts & events
Effective community engagement	Diversity & inclusion
Effective social media management	Economic development
Effective time management	Environment and waste management
Ethics & leadership	Financial management
Leading difficult conversations	Planning & building
Learning to speed read	Procurement process
Listening and coaching skills	Roads, assets & infrastructure
Negotiation & facilitation skills	Streetscapes, parks, and open space
Strategic and critical thinking	Understanding sustainable debt



**Local Government Association**  
of South Australia

**ATTACHMENT A**

The voice of local government.

148 Frome St  
Adelaide SA 5000

GPO Box 2693  
Adelaide SA 5001

T (08) 8224 2000

E [lgasa@lga.sa.gov.au](mailto:lgasa@lga.sa.gov.au)

**[www.lga.sa.gov.au](http://www.lga.sa.gov.au)**



# Confidential

## Proposed Revised Draft LGA Training Standard for Council Members – Consultation

Feedback is sought from member councils on a confidential revised draft LGA Training Standard for Council Members (LGA Training Standard). The proposed revised draft LGA Training Standard aims to:

1. Reflect the prescribed changes in the *Local Government Act, 1999* and
2. Present a framework to support leadership capability in the sector.

### Background

The first LGA Training Standard for Council Members came into effect just prior to the 2014 Council Elections. A minor alteration was made to the Standard in January 2019 (removal of the reference to '2014 – 2018').

Since the introduction of the LGA Training Standards, the sector has successfully advocated for local government reform that could best deliver value to our communities.

Subsequent amendments to the *Local Government Act 1999* (the Local Government Act), have changed statutory obligations:

- Section 6 – Principal role of council
- Section 7 – Functions of council
- Section 8 – Principles to be observed
- Section 58 – Role of Principal Member
- Section 59 – Role of a Council Member
- Section 122 – Strategic management plans (Strategic management plan advice scheme) (January & April 2022)

Further legislative amendments anticipated to commence in a new term of Council include:

- Section 75E – Behavioural standards
- Section 75F – Council behavioural support policies
- Section 75G – Health and safety duties
- Part 1 – Member integrity – complaints, investigations and proceedings (including the commencement of the Behavioural standards panel)
- Part 5 – Community Engagement Charter
- Section 122 – Strategic management plans (Funding plan) (June 2023)

The LGA Secretariat acknowledges receipt of consistent feedback from members on the value and need for training through various reform consultation processes (Code of Conduct, Statutes Amendment (Local Government Review) Bill and the new Behavioural Management Standards).

It is now opportune to consider how the sector can support council members to proactively embed these reforms and how a revised LGA Training Standard may assist.

## Confidentiality

The proposed revised draft LGA Training Standard for Council Members document is provided to LGA member councils on a confidential basis.

The revised draft LGA Training Standard defines the proposed training content for council members and is provided in order to seek feedback from the sector before being finalised for approval by the Minister for Local Government. The content of the revised draft LGA Training Standard has commercial value and will be subject to market interest. Therefore, the LGA requests that the revised draft LGA Training Standard for Council Members document be kept confidential at this stage and access is provided to LGA member councils only via the secure member access to the LGA website.

If this document and/or the LGA Training Standard for Council Members —Revised draft for consultation is considered as part of a formal council agenda the LGA requests that it be considered in confidence under section 90(3)(j) on the basis that the LGA is constituted as a public authority<sup>1</sup> and has provided the information on a confidential basis. An example confidentiality order, consistent with the requirements of this section is provided as Appendix 1 to this document to assist compliance with this request.

## Proposed Features of the revised draft LGA Training Standard for Council Members

The current LGA Training Standard identifies four modules and content relevant to the knowledge and understanding of the role of Council and council members.

### Revised Draft LGA Training Standard

The revised draft LGA Training Standard for Council Members:

- Describes core leadership competencies to perform the role of council member (leadership behaviour and skill, as well as knowledge).
- Reflects the local government reform outcomes, including the new requirements of council members to *'ensure positive and constructive working relationships within Council'*.
- Gives emphasis to the value of shared learning on Council, not just individual learning.
- Defines mandatory training as well as the value of on-going learning and development.
- Has been informed by the LGNSW Local Government Capability Framework and the Elected Member Skill Set within the LGA Local Government Training Package.

### What's the same from the current LGA Training Standard? What's different?

- The current LGA Training Standard has four key modules. The revised draft LGA Training Standard has four core leadership competency categories.
- Most of the content headings described in the current LGA Training Standard have been retained in the revised draft modules. Some content descriptors have been amended to reflect new legislative provisions. (Appendix 2 provides a summary on module content)
- While the module content is not dissimilar, the structure has changed and learning objectives and outcomes for each module have been described.

<sup>1</sup> Local Government Act 1999, Schedule 1, Part 1—Local Government Association, s 1(3)

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- New elements proposed in the revised draft include:
  - a 'Behaviour' leadership competency category, to support council members in meeting the new Behavioural Management Standards.
  - the inclusion of Council induction program and workshop that reflects the broad practice in the sector in assisting a new Council in getting started.
  - Additional modules to support the role of Principal Member in providing leadership and guidance.
  - CEO discretion on the use of internal expertise to external providers to deliver training.
  - Reinforces the value and encourages on-going learning and development.
  - No minimum time stated for each module.

The LGA acknowledges that many Councils have commenced the development of their post-election induction and training programs as part of the annual business planning and budgeting process.

With some reforms now in place and additional provisions to commence in November, it is an important time to consider how the LGA Training Standard can best support sector capability in the new term of Council.

The consultation on the revised draft may provide an opportunity for members to consider what elements of a post-election training program may require some contingency. Noting, any proposed changes to the LGA Training Standard are subject to consultation feedback from the sector and Ministerial approval.

## Consultation

Zoom Sessions to provide an overview of the revised draft LGA Training Standard for Council Members have been scheduled week commencing 20 June 2022:

CEO/Governance staff	21 June 2022, 2pm – 3pm
Mayors	29 June 2022, 11am - noon
Elected Members	30 June 2022, 5pm – 6pm

A consultation feedback form is provided. The LGA encourages feedback from council members and CEO/staff, as well as formal submissions from Council. The LGA requests member councils to consider and provide feedback by **COB Monday 1 August 2022**.

Register for the information sessions or submit feedback at <https://www.lga.sa.gov.au/lga-training-standard>

## Next Steps

To implement a revised LGA Training Standard, the following steps must be taken:

1. Member council feedback and any preliminary feedback from the Minister, will inform amendments to the revised draft LGA Training Standard.
2. The LGA Board will make a submission to the Minister, to seek the Minister's approval on a Final Revised LGA Training Standard for Council Members (in accordance with Regulation 8AA(2) of the *Local Government (General) Regulations 2013*).
3. If the Minister approves the Final Revised Standard, the Minister may also consider additional regulations to support the Standard (if deemed necessary).

4. A Final Revised Standard, if approved by the Minister, is expected by Aug/Sept 2022.

## Appendix 1

### Example confidentiality order

1. Pursuant to section 90(2) and (3)(j) of the *Local Government Act 1999* the Council orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item **XX (Report title)**, except the following persons:

- **List relevant staff names and position titles**

to enable the Council to consider item **XX** in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter:

- information the disclosure of which would divulge information provided on a confidential basis by a public authority, being the Local Government Association of SA (LGA)

the disclosure of which would, on balance, be contrary to the public interest, being information provided by the LGA in relation to proposed training standards for council members before it is provided to the Minister for Local Government for approval and that the LGA has requested be kept confidential at this stage.

2. The disclosure of this information would, on balance, be contrary to the public interest because it is in the public interest for the Council to be able to communicate on a confidential basis with the LGA about proposed training standards for council members and thereby act cooperatively with the LGA in achieving positive outcomes for the local government sector.
3. Accordingly, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information or matter confidential.

#### Section 91(7) Order

1. Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following documents relating to Agenda Item **XX (Report title)** shall be kept confidential, being documents relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(j) of the Act:

- Report and attachments
- Minutes

on the grounds that the documents relate to information provided on a confidential basis by a public authority, being the Local Government Association of SA (LGA) the disclosure of which would, on balance be contrary to the public interest, being information provided by the LGA in relation to proposed training standards for council members that the LGA has requested be kept confidential at this stage.

2. The disclosure of this information would, on balance, be contrary to the public interest because it is in the public interest for the Council to be able to communicate on a confidential basis with the LGA about proposed training standards for council members and thereby act cooperatively with the LGA in achieving positive outcomes for the local government sector.
3. This order shall operate until 31 August 2022.
4. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates to the Chief Executive Officer the power to revoke this order in whole or part.

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## Appendix 2 – Module Content

Current Standard content	Revised Draft Standard content	
	What is the same? Changed?	What is new?
		<p><b>Behaviour</b></p> <p>Values, Ethics &amp; Behaviour Standard Communication skills Leadership skills</p>
<p><b>Introduction to Local Government</b></p> <p>Australian System of Government Roles and Functions of local Government Elected/Staff structures Services Provided by Council</p>	<p><b>Civic</b></p> <ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p><b>Civic</b></p> <p>Representing Council Decisions</p>
<p><b>Legal Responsibilities</b></p> <p>Role of Council Member Delegations General duties Code of Conduct Conflict of Interest Register of Interests Provision of support and resources Legal protections and external oversight</p>	<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul> <p>(now captured in 'Behaviour' category)</p> <ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	
<p><b>Council and Committee Meetings</b></p> <p>Overview Council Meetings Committee Meetings Public Access Informal Gatherings Agendas Motions and Voting Minutes Chairing</p>	<p><b>Civic</b></p> <p>Similar content yet structured into two parts:</p> <ul style="list-style-type: none"> <li>✓ Effective Council meetings</li> <li>✓ Council meeting procedures</li> </ul> <p>(now Information or Briefing sessions)</p>	
<p><b>Financial Management and Reporting</b></p> <p>Overview of financial governance Long term financial planning Long term asset management planning Audit Committees Rating Budgets and annual business plans</p>	<p><b>Strategy and Finance</b></p> <p>Similar content yet structured into context of legislative reforms. Three parts:</p> <ul style="list-style-type: none"> <li>✓ Integrated strategic management planning and performance</li> <li>✓ Strategic risk and oversight</li> <li>✓ Financial management</li> </ul>	<p><b>Strategy and Finance</b></p> <p>Financial terminology and understanding financial statements and reports</p>
		<p><b>Principal member</b></p> <p>Effective Leadership Public speaking &amp; media skills Meeting procedures (technical knowledge) Effective meetings (chairing skills)</p>