



INDUCTION, TRAINING AND DEVELOPMENT POLICY AND PLAN FOR ELECTED MEMBERS

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| <i>Responsible Officer/s</i> | Executive Assistant |
| <i>Directorate</i> | Director Commercial & Community Services |
| <i>Relevant Legislation / Documents</i> | Local Government Act LGA Training Standards Behavioural Management Policy |
| <i>Adopted</i> | 19/05/2006 |
| <i>Reviewed</i> | 20/09/2023 |
| <i>Next Review</i> | 20/05/2027 / within 6 months of a council election |

A. Purpose

This policy ensures that Council members are offered opportunities to undertake the formal induction upon election of the new council, the required Mandatory training and any other appropriate training relevant to their roles.

B. Objective

To ensure that a formal induction program is developed which provides a focus on the critical first months following an election. Induction is the two way process of provision to newly elected council of opportunity and information to prepare them to capably perform their role. This should also be seen as a time for elected members to ask questions and contribute positively to the formation of the new council.

To ensure Council members are offered opportunities to undertake the required training in accordance with the LGA Training Standards and any other appropriate training and development activities relevant to their roles and functions.

C. Policy

1. Scope

This policy applies to all Council Members who each have an obligation to abide by this policy.

2. *Strategic Reference*

Leadership and engagement: strategy 4.2.3; provide appropriate support, development and training opportunities for all Elected Members to ensure they can fulfil their leadership and governance responsibilities.

3. *Induction*

For the purposes of this policy *induction* is defined as the work done with the newly elected council, the individual members of the council and members of council staff over the first six months of the new council in order to prepare elected members for their role. Orientation, providing new and newly elected council members with an understanding of the environment they will work in is one aspect of induction.

3.1 Principles of good induction

Council endorses the following principles as reflecting good induction:

- Each council member has a personal responsibility to actively seek development opportunities in order to appropriately fulfil his/her role and better represent constituents and the community of the District Council of Loxton Waikerie;
- All council members are encouraged to actively participate in the Induction Program of the Council; and
- Information provided in Induction sessions will be supported by written materials provided to council members electronically, and available in hard copy on request.

3.2 Content of the induction program

A local induction program will be designed by the Chief Executive Officer, taking advice from the Mayor and with the assistance of any resources produced by the Local Government Association.

The induction program will include a regional tour of the Loxton Waikerie District Council region; providing Members with a current perspective of the region and challenges that are presented to a large district area. The regional tour will assist the Members in their future decision making at council meetings and workshops.

The program content will include the following elements:

3.2.1 Relationship Building

Although they have different roles Council Members and senior staff, led by the Chief Executive Officer, have shared responsibility for the strategy, priorities, efficient resource use and overall performance of services delivered to the community. The development of a strong working relationship is therefore critical. The induction program will focus on building professional working relationships.

3.2.2 Roles and responsibilities

Understanding the separate but complementary roles of the Council as a whole, individual Council Members and the Chief Executive Officer is fundamental, to achieving outcomes for the District Council of Loxton Waikerie community. The design of the induction program will set a positive tone and establish clear roles and responsibilities between the parties from the outset.

3.2.3 Conduct of Council Members and procedure at meetings

Equally important to decision making is the smooth functioning of the elected Council and the cooperation of Council Members. The induction program will provide for information and discussion of the law and procedure of meetings and sufficient opportunities for team building amongst Council Members.

3.2.4 Values and Behaviours

The program will provide Elected Members with information regarding the Mandatory Code of Conduct for Elected Members, ICAC and other associated matters.

3.2.5 Strategic directions

As an early priority the new Council needs to review the strategic directions and major projects agreed by the previous Council and determine whether they will continue to be endorsed. The induction program will include briefings with sufficient detail to ensure that all Council Members have a common understanding of key policy areas and ongoing projects.

3.2.6 Orientation

It is desirable that all Council Members, including first time elected Members, are equipped to participate effectively in the business of the Council from the first meeting after a periodic election. In addition to the above elements induction will include an orientation program for first time Council Members.

3.2.7 Election of Elected Members to Section 41 and other committees as required

The induction program will contain information relating to the terms of reference, meeting frequency and other relevant details in order to ensure that Elected Members are able to make an informed decision as to the membership of the committees at the first meeting of the new Council.

The induction program will be conducted prior to the first meeting of the new Council to ensure that adequate time is given to the program Council will determine the appointment of Elected Members to Section 41 committees of Council and other committees within one month of the declaration of office by Elected Members with sufficient time being given to enable the provision of all relevant information, ie terms of reference, meeting time and frequency, objectives , major projects or initiatives of the committee.

4. *Training and Development Plan*

Council will develop and adopt a Training & Development Plan so as to ensure that activities available to all Council Members comply with the Regulations and contribute to the personal development of the individual and the achievement of the strategic and good governance objectives of Council.

Particular emphasis will be given in the Training & Development Plan to the participation of all Council Members in the development of a new team following a general election as well as the orientation of first time Council Members.

In preparing its Training & Development Plan the Council will utilise a range of strategies to identify the needs of Council and match these needs against its strategic and good governance objectives. In particular, the Council, in consultation with Council Members who have been re-elected for another term on Council, will undertake a 'gap analysis' to identify the appropriate modules within the *LGA Training Standards* that should form the basis of the required training for returning Council Members.

Following a general election Council members are required to complete a Council Member Gap Analysis (Annexure A) which will allow the identification of gaps in skills and training to occur and for this training to be provided with or in addition to mandatory or group training.

The training plan will operate during the entire term of the Council and be reviewed after each periodic election of council.

Information will be collected from Council members for the training plan in a variety of ways which may include the following:

- Annual assessment of Council and/or committee performance
- Survey/questionnaire
- Interviews
- Workshops

Council recognises that in order to carry out their roles and responsibilities to the community Council Members will need specific training and refresher courses about their legislative and governance roles and functions

The LG Training Standards can be accessed on the Local Government Association (LGA) website https://www.lga.sa.gov.au/data/assets/pdf_file/0021/1218342/LGA-Training-Standards-for-Council-Members.pdf and attached to this policy (attachment 1)

The Council Member Mandatory Training Program (23-24) <https://training.lga.sa.gov.au/elected-members/elected-member-mandatory-training/> is attached to this policy (attachment 2)

Mandatory Training Program 2023-2024

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| Council Leadership Workshop |
| Behaviour Modules <ul style="list-style-type: none">- Values, Ethics & Behaviour (technical):- Value and Ethics & Behaviour (Behavioural)- Effective communication & Negotiating skills- Leadership skills (Part A) – Strategic thinking and change management- Leadership skills (Part B) Resilience |
| Civic Modules <ul style="list-style-type: none">- Introduction to Local Government- Effective Council meetings- Council meeting procedures- Representing council decisions |
| Legal Modules <ul style="list-style-type: none">- Role of a council member- Registers, returns, resources- Legal protections and oversight |
| Strategy & Financial Management Modules <ul style="list-style-type: none">- Integrated strategic management planning and performance- Strategic risk management and oversight- Financial management (Part A)- Financial management (Part B) |
| Principal Member Training <ul style="list-style-type: none">- Behaviour – Effective Leadership- Behaviour – Public speaking & media- Civic – meeting procedures – technical knowledge- Civic – Effective meetings – Chairing |

All Council Members – this includes returning members and those who are new to Council will be required to undertake either the individual modules or the bundle modules.

Other training issues will emerge that are directly related to specific service areas and other community issues and address environmental, social and economic challenges facing the community.

It is recognised that a range of delivery methods will be required to support the training needs of Council Members, including:

- In-house workshops, seminars and briefing sessions conducted by the Council with appropriate staff, trainers and guest speakers;
- Attendance at workshops, seminars and conferences offered by training providers and industry bodies including the Local Government Association of SA, LG Professionals, other industry bodies and/or private providers offering courses for Members to gain new skills and knowledge and to network with other Council Members;
- Access to online information relevant to the role of council member.
- On-line self-paced learning; and
- Webinar Training Sessions.

Council's Training & Development Plan will include the agreed delivery method to respond to the needs of Council Members identified during the development of the training plan.

Ongoing training is offered to elected members based on a training needs analysis. Members themselves may also identify a training program that will benefit their role as an elected member. This would be brought to the attention of the Chief Executive Officer as a request for training.

5. *Annual Budget Allocation*

A budget allocation will be provided to support the training and development activities undertaken by Council, and progress against expenditure of the budget allocation will be reported on a quarterly and annual basis.

All training undertaken by Members will be recorded in the Elected Member Training Register which will be updated as required to reflect attendances

6. *Attendance at Training Programs and Record Keeping*

The Training & Development Plan will determine the nature of training to be made available however access to training programs not directly conducted by the Council will require approval upon application and must link to the training plan unless otherwise agreed by the Council.

Application forms (Annexure B) are available from the CEO or nominee.

Following attendance at a training program or activity, individual Council Members are required to prepare a report (Annexure C) outlining the nature of the training program/activity and the benefits gained through attendance along with feedback on ideas to enhance the program/activity.

A record of all training attended, but particularly the mandatory training requirements will be kept.. Failure to complete the mandatory training requirements in the relevant time frame amounts to a breach of the Council Members Behavioural Management Policy .

7. *Payments / Reimbursements*

The reimbursement of expenses for training purposes must be approved by the Council consistent with its Training & Development Plan or through a separate resolution endorsing attendance at the training program/activity.

Where approval has been granted by Council for attendance at a training program/activity a Member may seek reimbursement of expenses in accordance with the relevant provisions of the Act and Regulations.

8. *Annual Reporting*

A Council's annual report will include a segment regarding the operation of this Policy, the nature of matters raised in the Training & Development Plan, attendances by Members and expenditure allocated and used for training of Council Members.

D. Availability

This Policy will be available for inspection at the Council Offices at Loxton or Waikerie during ordinary business hours at no charge.

Copies of this Policy will also be available from Councils website: www.loxtonwaikerie.sa.gov.au or postal copies may be obtained from the Council Office free of charge.

E. Document history and version control

| Date | Version | Authorisation | Amendment Details |
|------------|---------|--------------------------------------|---|
| 19/05/2006 | 1.0 | Council meeting of 19 May 2006 | Training and Development Policy for Council Members |
| 20/06/2008 | 1.0 | Council meeting of 20 June 2008 | No changes noted |
| 17/07/2009 | 1.1 | Council meeting of 17 July 2009 | Training and Development Policy for Elected Members Change of title noted |
| 17/09/2010 | 2.0 | Council meeting of 17 September 2010 | Addition of the Training and Development Plan and assessment Induction Policy for Elected Members |
| 25/11/2011 | 2.0 | Council meeting of 25 November 2011 | No changes noted |
| 16/11/2012 | 2.0 | Council meeting of 16 November 2012 | Addition of the requirement to provide information regarding section 41 committees of council prior to the first meeting of council. |
| 18/10/2013 | 2.0 | Council meeting of 18 October 2013 | No changes noted |
| 21/02/2014 | 2.0 | Council meeting of 21 February 2014 | No changes noted |
| 17/04/2015 | 3.0 | Council meeting of 17 April 2015 | Addition of the LGA training standards to meet mandatory training requirements for elected members |
| 17/06/2016 | 3.1 | Council meeting of 17 July 2016 | Addition of the current strategic reference, extension of the review period and addition of document history and version control |
| 17/11/2017 | | Council meeting of 17 November 2017/ | Revoked – all elements noted with the Induction, Training and Development Policy and Plan for Elected Members endorsed at this meeting |

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|------------|-----|--|---|
| 17/11/2017 | 3.0 | Council meeting of 17 November 2017 | <p>All elements of Training and Development Policy and Plan for Elected Members included within the Induction, Training and Development Policy and Plan for Elected Members endorsed at this meeting</p> <p>Addition of GAP analysis, training application and report forms.</p> |
| 20/09/2023 | 4.0 | Council meeting held 20 September 2023 | <p>Annexures updated and attached to policy</p> <p>Updated the Mandatory Training modules</p> <p>LGA Trainings Standards for Council Members published 5 October 2022 attached to policy</p> <p>Mandatory Training Modules attached to policy</p> <p>/Additional Training & Development Plan attached to policy</p> <p>GAP Analysis attached to policy</p> <p>Change code of conduct – code superseded to new policy, Behavioural Management Policy</p> <p>Updated onto new policy template</p> |



| Council member name: | | Date: | | | |
|--|----------|-------|----------------------------------|--------------|--|
| Council training area | Interest | | Experience Number of years | Level | |
| | Yes | No | | Last updated | |
| Local Government | | | | | |
| Governance and legislation | | | | | |
| Legal responsibilities | | | | | |
| Related Parties - Declaration of interest | | | | | |
| Primary and Ordinary Return | | | | | |
| Community engagement | | | | | |
| Council and committees | | | | | |
| Meeting and committee processes | | | | | |
| Chairing meetings | | | | | |
| Financial management and reporting | | | | | |
| Financial statements | | | | | |
| Development of a financial strategy and indicators | | | | | |
| Cost drivers | | | | | |
| Service levels and costs | | | | | |
| Asset management and relationship to costs | | | | | |
| Operating vs capital | | | | | |
| Financial and non-financial assets | | | | | |
| Liabilities | | | | | |
| Capital expansion vs replacement | | | | | |
| Auditing | | | | | |
| Equity and diversity | | | | | |
| Equal opportunity | | | | | |
| Bullying and harassment | | | | | |
| Antiracism | | | | | |
| Inclusive language | | | | | |
| Discrimination and harassment grievance procedures | | | | | |
| Disability Discrimination Act | | | | | |
| Communication skills | | | | | |
| Teamwork | | | | | |
| Public speaking | | | | | |
| Conflict resolution and mediation | | | | | |
| Effective communication | | | | | |
| Media skills | | | | | |
| Information communication and technology | | | | | |
| Internet | | | | | |
| Mobile | | | | | |
| iPad | | | | | |
| Microsoft Office | | | | | |
| Outlook | | | | | |
| Sharepoint (access to council documents for elected members) | | | | | |



COUNCIL MEMBER TRAINING & DEVELOPMENT PLAN

EXAMPLE COUNCIL MEMBER TRAINING AND DEVELOPMENT PLAN

(Either prepared as a plan for the 4 year Term of Office and reviewed annually, or as an annual plan)

LGA Training Standards for Council Members Community Leadership Competency Framework

The framework defines community leadership competencies in four parts:

Behaviour

To identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.

Civic

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.

Legal

To develop the knowledge and skills required to meet the legal responsibilities of a council member.

Strategy & Finance

To develop the knowledge of integrated strategic and annual business planning and the skill to manage public funds appropriately.

| Details | Available to | Provider | Date |
|---|---|-----------------------|------------------------|
| Behaviour | Mandatory for Mayor and Elected Members | External Trainers | Within first 12 months |
| Civic | Mandatory for Mayor and Elected Members | External Trainers | Within first 12 months |
| Legal | Mandatory for Mayor and Elected Members | External Trainers | Within first 12 months |
| Strategy & Finance | Mandatory for Mayor and Elected Members | External Trainers | Within first 12 months |
| Overview of Council Development Plan and associated Planning and Development issues | All Council Members | In house and External | |

| Details | Available to | Provider | Date |
|---|--|----------------------|-------------|
| Committee Specific Training | | | |
| Council Development Assessment Panel Member Training | CDAP Members | Consultant / Lawyers | |
| Council Development Assessment Panel Workshops for relevant P&D issues eg Behavioural Standards | CDAP Members | In house / Lawyers | |
| Financial Sustainability and Asset Management | Finance and Asset Management Committee Members | LGA* | |
| Audit Committee | Audit Committee | LGA* | |
| <i>Other Committee specific training sessions</i> | <i>As appropriate</i> | | |

| Details | Available to | Provider | Date |
|---|------------------------|----------|------|
| LGA Education and Training Services | | | |
| Public Speaking Skills for Council members | All Council Members | LGA* | |
| Media Skills for Council Members | Mayor and Deputy Mayor | LGA* | |
| CEO Performance Management | All Council Members | LGA* | |
| Conflict of Interest, Governance Roles and responsibilities | All Council Members | LGA* | |
| Council & Committee Procedures and Chairing Skills | All Council Members | LGA* | |
| CDAP Fundamentals | CDAP Members | LGA* | |
| Strategic Financial Sustainability for Good Governance Decision | All Council Members | LGA* | |
| <i>Other relevant training programs provided by LGA</i> | <i>As appropriate</i> | LGA* | |

| Details | Available to | Provider | Date | Cost |
|--|---------------------|----------|------|------|
| Local Conferences and Seminars | | | | |
| Council Members Governance | All Council Members | LGA | | |
| Council Members Strategic Issues | All Council Members | LGA | | |
| Mayors & Chairpersons | Mayor/Chairperson | LGA | | |
| LGA Annual Conference and/or Showcase | All Council Members | LGA | | |
| LGMA (SA) Annual Conference | All Council Members | LGMA | | |
| <i>Other relevant local conferences that may be identified throughout the year</i> | All Council Members | | | |
| <i>Other relevant short seminars and special interest sessions throughout the year</i> | | | | |

| Interstate Conferences and Seminars[#] | Available to | Provider | Date | Cost |
|--|-----------------------|------------------|-------------|-------------|
| Local Government Professionals Annual Conference [location] | All Council Members | LG Professionals | | |
| Local Government Managers Australia (LGMA) National Congress [location] | All Council Members | LGMA | | |
| ALGA National General Assembly of Local Government Canberra | All Council Members | ALGA | | |
| <i>Other interstate conferences that may be identified throughout the year</i> | <i>As appropriate</i> | | | |

*** Note:** Consultants can be sourced from the LGA as providers are used for sessions conducted by the LGA. The LGA can also assist with organising sessions and securing presenters.

Note: All interstate conferences or seminars require Council approval by resolution.