Confidential Item

CAMPBELLTOWN CITY COUNCIL

Confidential Item

For Council meeting to be held on

Tuesday 19 July 2022 at 7.00 pm

Refer Item 11.7

Confidential Item

11.7 Elected Member Training Standard Consultation

Manager Governance & Community Interaction, Lyn Barton's Report

Purpose of Report

To provide Council with an opportunity to provide feedback on the draft Elected Member Training Standard that has been prepared by the LGA (Local Government Association).

Strategic Plan Link

Focus Area 5.1.1 Grow our leaders at all levels to drive leadership excellence and capability

Focus Area 5.1.2 Support Elected Members and Committee Members to undertake their legislative functions

Focus Area 5.3.3 Provide corporate and financial governance that meets the needs of our Community and legislative requirements

Previous Council/Committee Resolution

Nil.

Background

Regulation 8AA(1) of the Local Government (General) Regulations 2013 prescribes that a Council must ensure that its Training and Development Policy:

(a) provides that members must undertake regular training in accordance with the policy; and

(b) complies with the LGA training standards.

Regulations 8AA(2) advises that the '*LGA training standards* means the document entitled LGA training standards for council members approved by the Minister for the purposes of this regulation and published on a website maintained by the LGA, as in force from time to time'.

In preparation for the 2022 Council elections, the LGA has prepared a confidential Draft LGA Training Standard for consideration and feedback from Councils (copy of circular attached). Following consultation and approval by the Minister for Local Government, Hon Geoff Brock MP, the training will become mandatory for all incoming Elected Members at the 2022 general Local Government elections to complete.

The LGA has designated that the Draft LGA Training Standard is confidential at this point in time. Further information about this is provided in the Training Standard summary attached.

The Training Standard, also a confidential document, is attached for Members' consideration.

Consultation is open until 1 August 2022.

Discussion

Council, Elected Members and Staff have been invited to provide feedback on the Draft LGA Training Standard.

The revised Training Standard will apply for the period 2022 until 2026 and includes the following range of modules that must be completed by all Elected Members in the first 12 months of the Council term:

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 their 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 Plan and the skill to manage public funds appropriately.

The proposed Training Standard reflects Council's existing training arrangements and supports training for both individuals and as a team.

The LGA has made a number of improvements on the previous Training Standard that are supported by Staff, namely:

- The structure of the modules has been updated to include learning objectives and outcomes, prescribing training content in more detail. There is also more scope for Chief Executive Officers regarding the delivery of training modules (trainers and timeframe for each module).

- A new module, 'Behaviour', has been added to the Training Standard to support Members in meeting the new Behavioural Management Standards. To enable the Training Standard to be retained as a 4-module system, Council Meeting Procedures have been incorporated into the Civic module.

- The Training Standard now includes the requirement to participate in an Induction Program and Council Leadership Workshop for Elected Members as determined by the Chief Executive Officer and Staff to facilitate good governance, strategy and networking practices within Councils from the commencement of the new Council term.

- Mayors are required to attend an additional module entitled Mayoral Leadership.

- A new mid-term training requirement and acknowledgement of the value of ongoing learning and development.

Additional to grammar/formatting changes that have already been forwarded to LGA Staff for consideration, Staff provide the following comments related to the Draft Training Standard for Council to consider including in its feedback:

- Increase font size of Leadership Competency Framework tables (pages 5-8) as the tables may be difficult for visually impaired Elected Members, Election Candidates and other users to read.

- Mid-term Council Leadership Refresher - is the wording 'For continuing council members' intentional or is this superfluous with the way the Training Standard is now structured? This is the only reference that sets requirements specifically for 'continuing council members' and appears to be a section that has missed being updated from the previous version of the Standard, as Staff believe the Refresher should apply to all Elected Members.

- In the competency framework tables (page 7), the term 'anti-corruption' seems misplaced in the phrasing of 'Legal protections and external oversight'.

- Mayoral Meeting Procedures (technical knowledge) (page 8) – it is recommended that 'deputations' and 'public question time' be added to the list of learning outcomes. These procedures can be difficult for new Mayors to master as they involve Community members participating in meetings (Staff recall Mayors in other Councils being hampered by these processes in the early days of the current Council term).

Whilst Staff have prepared a draft response for this consultation using the provided LGA Feedback Form (attached), Staff acknowledge that this Form does not provide free-form response or opportunity for additional training suggestions. Staff recommend that the additional points above also be provided to the LGA for consideration with Council's submission on this process.

Social Implications

Elected Members' participation in an appropriate training program at commencement of the Council term is an expectation of the Community. This is evident as this responsibility was raised by the Community in development of the current Strategic Plan as a key area for focus.

Staff acknowledge that the consultation for the Draft Training Standard does not support transparent and open discussion of the Standard in a public meeting due to the restrictions that have been placed on the process by the LGA. This does not align with Council's standard approach to providing feedback on LGA matters and may result in a loss of confidence in governance matters by interested members of the public.

Environmental / Climate Change Implications

There are no environmental / climate change implications in relation to this report.

Asset Management Implications

There are no asset management implications in relation to this report.

Governance / Risk Management

Whilst Staff are grateful that Council has the opportunity to discuss and provide feedback on the Draft LGA Training Standards, Staff have concerns about the approach as it delays public availability of the Training Standard thereby limiting capacity by potential election candidates to become familiar with training responsibilities, if elected. The delay also hampers Staff capacity to engage appropriately qualified training providers for these matters for the new Council term.

From a risk management perspective, the forced closed debate on this report as a result of the LGA providing documents on a confidential basis may have a reputational impact on the Local Government sector, as it creates a perception of secretive discussions and is at odds with the standards of good governance that Council strives for.

Community Engagement

Staff are aware that other Councils are similarly dismayed with the approach that has been used for the consultation by the LGA and are hopeful that this will not be normal practice for future LGA consultations.

Regional Implications

All Councils have been provided with an opportunity to give feedback on the Draft LGA Training Standard and advised by the LGA of the requirement to keep the consultation documents confidential when considering this matter.

Economic Development Implications

The Draft LGA Training Standard contains training modules that will provide an opportunity for external training providers to deliver training for incoming Elected Members. Until the document is available publicly, capacity to discuss opportunities with training providers is limited and cannot be finalised in readiness for the upcoming Council elections.

Financial Implications

Based on the information provided, the cost associated with mandatory training is likely to be slightly higher than the requirements in the current LGA Training Standard, however there is likely to be no significant change in training costs as Council already delivers this training as part of its standard training suite, just not as a mandatory requirement.

Recommendation

That Staff provide the prepared response on the Draft LGA Training Standards and the additional dot points below to the Local Government Association in relation to the consultation opportunity provided to Councils for this matter:

- **Increase font size of Leadership Competency Framework tables (pages 5-8) as the tables may be difficult for visually impaired Elected Members, Election Candidates and other users to read**

- **Mid-term Council Leadership Refresher - is the wording 'For continuing council members' intentional or is this superfluous with the way the Training Standard is now structured? This is the only reference that sets requirements specifically for 'continuing council members' and appears to be a section that has missed being updated from the previous version of the Standard, as Council consider the Refresher should apply to all Elected Members**

- **In the competency framework tables (page 7), the term 'anti-corruption' seems misplaced in the phrasing of 'Legal protections and external oversight' and should be changed to 'corruption'**

- **Mayoral Meeting Procedures (technical knowledge) (page 8) – it is recommended that 'deputations' and 'public question time' be added to the list of learning outcomes. These procedures can be difficult for new Mayors to master as they involve Community members participating in meetings.**



Proposed revised LGA Training Standard for council members - consultation

Proposed revised LGA Training Standard for council members - consultation

Listen

7th June 2022

The LGA is seeking member feedback on a confidential revised LGA Training Standard.

Further information for members on the revised LGA Training Standards is available here.

The LGA requests feedback from member councils by **COB Monday 1 August 2022**.

for more information...

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Document Set ID: 6611415
Version: 1, Version Date: 08/06/2022

Document Set ID: 6611415
Version: 1, Version Date: 08/06/2022

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 Behavourial 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[1] 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.

1 *Local Government Act 1999*, Schedule 1, Part 1—Local Government Association, s 1(3)

- 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.

Appendix 2 – Module Content

Current Standard content	Revised Draft Standard content	
	What is the same? Changed?	**What is new?**
		Behaviour Values, Ethics & Behaviour Standard Communication skills Leadership skills
Introduction to Local Government Australian System of Government Roles and Functions of local Government Elected/Staff structures Services Provided by Council	**Civic** ✔ ✔ ✔ ✔	**Civic** Representing Council Decisions
Legal Responsibilities 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	**Legal** ✔ ✔ ✔ (now captured in 'Behaviour' category) ✔ ✔ ✔ ✔	
Council and Committee Meetings Overview Council Meetings Committee Meetings Public Access Informal Gatherings Agendas Motions and Voting Minutes Chairing	**Civic** Similar content yet structured into two parts: ✔ Effective Council meetings ✔ Council meeting procedures (now Information or Briefing sessions)	
Financial Management and Reporting Overview of financial governance Long term financial planning Long term asset management planning Audit Committees Rating Budgets and annual business plans	**Strategy and Finance** Similar content yet structured into context of legislative reforms. Three parts: ✔ Integrated strategic management planning and performance ✔ Strategic risk and oversight ✔ Financial management	**Strategy and Finance** Financial terminology and understanding financial statements and reports
		Principal member Effective Leadership Public speaking & media skills Meeting procedures (technical knowledge) Effective meetings (chairing skills)

LGA Training Standard for Council Members

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[1].

1 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.

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:

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.

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.

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.

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
Council member Leadership competency framework	Behaviour [new]	**Values, Ethics & Behaviour** [new] - Understanding values & ethics - Behavioural Standards for Council Members - WHS, Bullying & Harassment	To develop the knowledge, skills and attitudes required to meet Behavioural Standards and work, health, and safety obligations for council members	- Define and distinguish values, ethics & behaviour - Identify the constructive behaviours to work effectively with others and meet community expectations - Explain work, health, and safety obligations that Council members must comply with. - Identify conduct that would amount to bullying and/or harassment.
		Communication skills [new] – Effective communication – Negotiating and influencing	To develop communication skills for effective working relationships and constructive ways to negotiate and influence others to perform the role.	- Define communication - Identify the characteristics of effective communication - Explain strategies that can be used to manage difficult conversations - Describe the process of negotiation and influencing positive outcomes
		Leadership skills [new] – Strategic thinking – Change management – Building resilience	To develop the knowledge, skills and attitudes required to effectively perform a community leadership role	- Identify the characteristics of a strategic thinker - Define change management in context to Council's complex and integrated business - Identify methods by which strategic and integrated thinking applies - Identify methods and strategies to build resilience to competently fulfil role

	Core	Modules	Learning objectives	Learning outcomes
	CIVIC	**Effective Council meetings** – Overview of the types of meetings – Council member preparation and responsibilities – Structure and purpose of meetings – Role of and purpose of information or briefing sessions	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.	- List the types of meetings held by a council - Identify how council meetings are structured and the purpose of such meetings - Identify the responsibilities of council members to prepare for council meetings - Define and explain the role of an information or briefing session and effective participation
		Council meeting procedures - Public access - Meeting procedures - Role of the Principal Member - Moving motions, speaking to motions, and voting - Effective presentation and constructive debate - Minutes and upholding decisions of Council	To define the behaviour and develop the knowledge and skills to contribute to the effective operation of meetings procedures.	- Identify meeting procedures that apply to council meetings - Explain the role of the Principal Member at council meetings - Define 'a motion' and explain how motions are moved, spoken to, and voted upon - Identify methods for effectively presenting information and engaging in constructive debate at council meetings - Explain the purpose of Minutes and describe how council decisions are upheld
		Representing Council decisions [new] – The role of the Principal Member as Council spokesperson – Related legislative and Council policy responsibilities – Effective use of media channels	To develop knowledge of the legislative provisions, policies and processes that relate to effective ways Council and council members represent Council meeting decisions.	- Explain the role of the Principal Member - Identify different media channels used by Council - Explain the legislative requirements and Council policies relating to media - Define the role of council member and effective ways to use Councils and council members media channels (including social media)

	Core	Modules	Learning objectives	Learning outcomes
Council member Leadership competency framework	Legal	**Role of a Council Member** – General duties – Conflict of Interest – Gifts & Benefits	To develop an ability to interpret and analyse legislative provisions that identify the role of a council member	- Define the general duties of a council member - Define a conflict of interest and explain the obligations if a conflict of interest exists - Describe the obligations of council members concerning the receipt of gifts or benefits
		Registers, returns and resources – Register of interest – Primary and ordinary returns – Allowances and benefits **Legal protections and external oversight** - Anti-corruption, misconduct and maladministration	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)	- Explain the purpose and obligations of a Register of Interest - Define a 'primary' and 'ordinary' return and the information that is contained in such returns - Explain the supporting resources and what legal protections are offered to council members – Explain the different external bodies in providing external oversight in upholding public integrity and council member obligations
	Strategy & Finance	**Integrated strategic management planning and performance** [amended] – Purpose of strategic, longer financial and asset management planning – Purpose of annual business planning and budgeting – Community engagement and performance reporting	To develop the knowledge required to undertake integrated strategic management, financial planning, and performance	- Define 'integrated strategic management planning' - Describe the purpose of strategic, financial asset management planning - Explain the purpose of annual business planning and budgeting - Identify legislative requirements, Council policy and methods for community engagement and performance reporting
		Strategic risk management & oversight [amended] – Strategic risk management in decision making – Role of Audit and Risk Committee – ESCOSA oversight	To develop the knowledge of strategic risk management and oversight	- Identify types of strategic risk and opportunity (ie financial sustainability, climate change) - Identify the features of effective strategic risk management and decision making - Define the role of a council's Audit and Risk Committee - Define and explain the role of ESCOSA
		Financial management [amended] – Managing public funds – Rating, other revenue sources and funding plan – Financial terminology and understanding financial statements and reports [new]	To develop the knowledge and skill to undertake contribute to effective financial management	- Identify appropriate methods for managing public funds and procurement practice - Explain how Councils raise revenue from rating and other sources - Define financial terminology and effectively interpret the purpose of Council financial statements and reports

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	**Effective Leadership** [new] – Leadership attributes and resilience – Listening and influencing skills – Establishing trust and effective working relationships – Managing conflict and conflict resolution	To develop the knowledge, skills and attitudes required to be an effective Principal Member of a Council	- Identify leadership attributes to perform the role and support resilience - Explain listening and influencing skills that will assist a Principal Member carry out their role - Identify methods for establishing trust and for developing ongoing and effective relationships - Define conflict and explain appropriate methods for managing and resolving conflict
	Civic	**Public speaking & media (skills)** [new] – Public speaking skills – Effective media engagement for Councils key spokesperson	To develop the knowledge and skill that will enable a Principal Member to speak confidently and effectively in public on behalf of Council	- Define the role of a Principal Member as the key Council spokesperson - Identify the attributes, qualities, and skills of an effective public speaker and media spokesperson
		Meeting procedures (technical knowledge) [new] - Formal meeting procedures **Effective Meetings (Chairing skills)** [new] - To lead a positive and ethical culture within the governing body - Provide guidance on strategic decision making and guide debate for a reputable council.	To effectively chair council meetings with the technical knowledge of meeting procedures and the skills to support constructive debate and effective decision making.	- 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) - 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.

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

Thank you for taking the time to submit your feedback on the proposed revisions of the LGA Mandatory Training Standard.

Your feedback is important in developing a new framework to maintain and build capability within the sector.

There are 25 questions in total with options to provide further comment.

The LGA welcomes feedback from both council members, CEO and relevant council staff, as well as formal submission from council.

Please refer to the 'Revised Draft LGA Training Standard for Council Members' to respond to the survey. (www.lga.sa.gov.au/lga-training-standard)

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1. Please select the role you hold in Council.

   ☐ Council member - mayor
   ☐ Council member - councillor
   ☐ Chief Executive Officer
   ☐ Executive staff member
   ☒ Governance staff member
   ☐ Other staff member (please specify)

2. Which council are you from?

   Campbelltown City Council

3. In addition to individual responses, the LGA invites formal submissions endorsed at a council meeting. Please indicate if this is a formal submission.

   ☒ Yes, this is a formal council submission

Sample Consultation feedback form

for the confidential revised LGA Training Standard for Council Members

Developing sector capability

The revised LGA Training Standard proposes a framework that has been structured to develop capability based on core competencies. Each module lists key learning objectives and outcomes.

The following questions seek feedback on the importance of developing capabilities within the sector.

4. How important is it to support the development of council member capabilities to perform their role?

Not important	Somewhat important	Important	Most important	Very important
				✓

5. How important is it to develop both knowledge and skill to perform the role?

Not important	Somewhat important	Important	Most important	Very important
				✓

6. Beyond mandatory training, what other types of development support should be provided for council members? Check all that apply.

☒ On-going personal and professional development courses
☐ Mayoral Leadership coaching
☒ Council member mentoring
☒ Council peer support

Any other types?

Each Council should determine additional support requirements as appropriate to them. The additional matters proposed don't need to be referenced in the LGA Training Standard for Councils to implement them if relevant.

Induction

The revised Standard references the general practice in the sector, which is to establish an induction process to support an incoming council.

The following question seeks feedback on the inclusion of an induction process.

7. Do members agree with the inclusion of an 'Induction' process in the Training Standard?
   - ☒ Yes
   - ☐ No

If yes, why? If no, please share why and a suggested alternative.

This should be formalised with minimum requirements to ensure a consistent process. Otherwise Councils have no benchmark to confirm that their program for Induction is appropriate.

Sample Consultation feedback form

for the confidential revised LGA Training Standard for Council Members

Council Leadership Workshop

LG Reforms have strengthened the responsibilities of council members and the Principal Member (Mayor) to ensure positive and constructive working relationships within council.

A Council Leadership workshop aims to support council in getting to know each other and the CEO/key staff. It provides an opportunity to build effective working relationships in context of the new Behavioural Management Framework as well as setting the scene at the beginning of the term on Council's strategic purpose.

The following question seeks feedback on the inclusion of a Council Leadership Workshop.

8. Do members agree with the inclusion of a Council Leadership Workshop?
   - ☒ Yes
   - ☐ No

If yes, why? If no, please share why and a suggested alternative.

Council agrees this should be included however it should be retained as a Council run initiative focussed on team building, not a LG Sector program.

Training delivery

A 2019 LGA training consultation process confirmed most councils preferred face-to- face training when combined with other training delivery methods.

The following question seeks feedback on the delivery of post-election mandatory training.

9. Do members agree that face-to-face mandatory training is important?

☒ Yes
☐ No

If yes, why? If no, please share why and a suggested alternative.

Council agrees that it is important. By including it in the LGA Training Standard it sets an expectation for all incoming Elected Members that Council initiatives are important and that they need to be present to demonstrate their commitment to the program.

Sample Consultation feedback form

for the confidential revised LGA Training Standard for Council Members

Mandatory modules

The competency framework on pages 5-8 of the Revised Training Standard, outlines the proposed mandatory training modules. Most of the modules and content reflect the existing standard. Some also propose to describe the learning objectives and outcomes for each module.

The new proposed modules and content are based on new legislative provisions and feedback from members through previous consultation processes (such as Code of Conduct, LG Reforms and Behavioural Management Framework). New or slightly amended content is highlighted.

The following questions seek feedback on each of the 5 parts of the proposed Leadership Competency Framework.

10. The Framework - Does the Leadership Competency Framework structure work?
    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

It provides an improved level of detail enabling a consistent training standard across the State within Councils.

11. Learning objectives and outcomes - Is it important to include the learning objectives and outcomes for modules?

    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

It provides clarity regarding the expectations required. This approach is better than the previous timeframe based system.

12. **Behaviour** - Do members agree with the inclusion of 'Behaviour' as a new mandatory training focus?
    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

It acknowledges the importance of establishing agreed behaviours, values and teamwork within Councils. This requirement aligns to Council's approach to training since the 2018 elections.

13. **Civic** - Do members agree with the inclusion of a new mandatory training focus on 'Representing council decisions'?
    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

These matters are part of Council's existing Training program for new Councils.

14. **Civic** - Do members agree that 'Role and function of Local Government' is core content?
    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

This is basic content that should be part of the Training Standard to ensure all Elected Members are operating from the same knowledge base as not everyone attends a Candidate Briefing Session or researches this legislation prior to being elected.

Sample Consultation feedback form

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15. **Civic** - Do members agree that 'Effective Council Meeting and Council Meeting Procedures' is core content?
    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

This has been part of Council's Training Plan for new Councils for many years.

16. **Legal** - Do members agree that the content covered under 'Legal' is core content?

    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

This has been part of Council's Training Plan for new Councils for many years.

17. **Strategy & Finance** - Do members agree that 'Integrated strategic management planning and performance' is core content?
    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

This has been part of Council's Training Plan for new Councils for many years.

18. **Strategy & Finance** - Do members agree that 'strategic risk management and decision making' is core content?

☒ Yes
☐ No

If yes, why? If no, please share why and a suggested alternative.

This has been part of Council's Training Plan for new Councils for many years.

19. **Strategy & Finance** - Do members agree with the inclusion of a new mandatory training focus on 'understanding financial statements and reports'?

☒ Yes
☐ No

If yes, why? If no, please share why and a suggested alternative.

This has been part of Council's Training Plan for new Councils for many years.

20. Do members agree with **not including** a minimum required time for each module?

☒ Yes
☐ No

If yes, why? If no, please share why and a suggested alternative.

This enables each Council to tailor the program delivery to meet the needs of incoming Members rather than training to a timeframe system and is likely to facilitate improved outcomes for Councils.

21. Is there anything missing? Any further comment?

Grammar and formatting changes have been provided by separate email to LGA Governance staff.

Principal member

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for the confidential revised LGA Training Standard for Council Members

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.

The following questions seek feedback on the specific roles of principal members or mayors.

22. Do members agree with the principal member being required to complete additional training?
    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

The proposed approach aligns to responsibilities and the authority associated with the role.

23. Does the proposed Principal Member training on page 8 of the Revised Training Standard, adequately reflect the key additional responsibilities?

    - ☒ Yes
    - ☐ No

If yes, why? If no, please share why and a suggested alternative.

The proposed training provides key requirements for Mayors to complete without being overly prescriptive.

Assessment

Assessment of learning can confirm what a person knows, how they show their skills, attitudes and abilities and marks the completion of a course.

The revised draft LGA Training Standard does not seek to prescribe assessment of learning. However, CEOs will be required to retain a record of mandatory training completed in a register of training and development. The revised Training Standard will not limit a council to seek, or a provider to offer, assessment-based training (i.e. providing a certificate of completion).

24. Do members agree with **not** prescribing assessment for modules completed?

- ☒ Yes
- ☐ No

If yes, why? If no, please share why and a suggested alternative.

Continuation of a register is an adequate approach to management of the program; Staff support individual Members that need additional support for relevant aspects of the Training Standard.

Sample Consultation feedback form

for the confidential revised LGA Training Standard for Council Members

Accredited training

Accredited training leads to a formal qualification. A pathway for accredited learning for council members has been subject to previous LGA Annual General Meetings resolutions. While the revised draft Mandatory Training Standard does not propose accreditation requirements, the framework and modules could inform an accreditation pathway.

The following question seeks feedback on accredited training.

25. Is it important to provide council members with options for advanced and accredited training?

- ☒ Yes
- ☐ No

If yes, why? If no, please share why and a suggested alternative.

Council doesn't agree however that it should be prescribed. It should be up to individual Councils to determine whether they wish to pursue this, subject to budget constraints.