

## **COUNCIL MEMBERS - INDUCTION, TRAINING AND DEVELOPMENT**

*Adopted by Council 13 December 2022*

# public policy

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MITCHAM

## 1. PREAMBLE

Following a periodic election, the process of establishing a new Council which ensures that Council Members are able to fulfil their roles appropriately and build a positive team relationship with senior staff can be significantly enhanced through a comprehensive induction process followed by a structured four year training and development program.

This is recognised in section 80A(2)(b) of the *Local Government Act 1999* (the Act), with the requirement that all Council Member training must comply with the *LGA Training Standards for Council Members*.

## 2. PURPOSE

The City of Mitcham is committed to ensuring that its Council Members are provided with appropriate induction, and ongoing training and development, which complies with the *LGA Training Standards for Council Members* to enable Council Members to effectively perform their roles and responsibilities. Council recognises its responsibility to develop and adopt a policy for this purpose under Section 80A(1) of the Act.

## 3. SCOPE

This Policy endorses Council's commitment to an appropriate and robust induction program which focuses on the critical first twelve months following a periodic election and thereafter the ongoing training and professional development for Council members during their term of office. This policy has application to all Council Members.

## 4. DEFINITIONS

<b>Induction</b>	Refers to the initial training and orientation program delivered to the newly elected Council, individual Council Members and Council staff during the first twelve months directly following an election.
<b>Orientation</b>	Refers to one aspect of induction and provides newly Council Members with an understanding of the environment in which they will work.
<b>Training and Development</b>	Refers to the training and professional development undertaken by Council Members during their term of office.
<b>Conference</b>	Refers to a large meeting, often lasting a few days, where people who are interested in a particular subject come together to discuss and/or listen to ideas. Can include assemblies, congresses, conventions and summits but does not include seminars and training.

## 5. PRINCIPLES

The following principles apply to induction and ongoing training and development for Council Members:

- All Council Members are expected to actively participate in the induction and training program of the Council, and complete the necessary hours of

mandatory training outlined in the *LGA Training Standards for Council Members*;

- Each Council Member has a personal responsibility to actively seek development opportunities in order to appropriately fulfil their role and better represent constituents and the community of the City of Mitcham
- Information provided in induction, training sessions and Information Sessions by the City of Mitcham will be supported by written materials provided to Council Members electronically.
- There will be equity of opportunity to access training and development although it is understood that there will be opportunities available to the Mayor which are not necessarily available to other Council Members because of the role of the Principal Member.
- Access to training and development will be dependent on the perceived benefits of attendance to Council Members and the Council and the available budget.

## 6. POLICY STATEMENT

### 6.1 Induction Program

#### Mandatory Induction Modules

- 6.1.1** An Induction Program will be designed by the Chief Executive Officer, in consultation with the Mayor and will encompass the four mandatory training modules outlined in the *LGA Training Standards for Council Members* as follows:

#### Induction Program

The Chief Executive Officer (CEO) will arrange an orientation and induction process for the 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 organisation 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

#### Council Leadership workshop

All Council Members must attend a workshop designed to assist in building effective working relationships and focus on Council's strategic purpose, may include (but not limited to):

- An opportunity to build connections (between members and 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

## **Council Member Leadership competency framework**

### **Module 1 – Behaviour**

Minimum Requirement: 2 hours

- Values, Ethics and Behaviour
  - Understanding Values and Ethics
  - Behavioural Standards for members
  - WHS Bullying and Harassment
- Communication Skills
  - Effective Communication
  - Negotiation and Influencing
- Leadership Skills
  - Strategic Thinking
  - Change Management
  - Building Resilience

### **Module 2 – Civic**

Minimum Requirement: 2 hours

- Effective Council Meetings
  - Preparation, Responsibilities Structure and Purpose
  - Information or Briefing Sessions
- Council Meeting Procedures
  - Public Access and 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
- Representing Council Decisions
  - The Role of Mayor as Council Spokesperson
  - Effective Use of Media Channels

### **Module 3 – Legal**

Minimum Requirement: 1.5 hours

- Role of a Council Member
  - General Duties
  - Conflict of Interest
  - Gifts and Benefits
- Registers, Returns and Resources
  - Register of Interests
  - Primary and Ordinary Returns
  - Allowances and Benefits
- Legal Protections and External Oversight
  - Anti-Corruption, Misconduct and Maladministration

**Module 4 – Strategy and Finance**

Minimum Requirement: 2.5 hours

- Strategic Management Planning and Performance
  - Purpose of Strategic, Longer Financial and Asset Management Planning
  - Annual Business Planning and Budgeting
  - Community Engagement and Performance Reporting
- Strategic Risk Management and Oversight
  - Strategic Risk Management in Decision Making
  - Role of Audit and Risk Committee
  - ESCOSA Oversight
- Financial Management
  - Managing Public Funds
  - Rating, Revenue Sources and Funding Plan
  - Understanding Financial Statements and Reports

**Mid Term refresher**

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

**Principal Member Leadership competency framework****Module 1 – Behaviour**

Minimum Requirement: 1.5 hours

- Effective Leadership
  - Leadership attributes and resilience
  - Listening and influencing skills
  - Establishing trust and effective working relationships

**Module 2 – Civic**

Minimum Requirement: 1.5 hours

- Public speaking and media (skills)
  - Public speaking skills
  - Effective media engagement for Councils key spokesperson
- Meeting Procedures (technical knowledge)
  - Formal meeting procedures
- Effective Meetings (Chairing Skills)
  - To lead a positive and ethical culture within the governing body
  - Provide guidance on strategic decision making and guide debate for a reputable Council.

### 6.1.2 Non Mandatory Training

Each member will complete a Training Needs Analysis form in consultation with the Mayor and Chief Executive Officer to determine an appropriate training program tailored to their needs and wants in the role.

Results from this Analysis will be used to inform group and individual training and development across the term of office. Results of the analysis will be brought to Council as required to determine funding or at the discretion of the Mayor.

### 6.1.3 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. An additional component of the Induction Program will focus on building professional working relationships and establishing agreed behaviours, supporting the Council Member Behavioural Standards.

### 6.1.4 Orientation

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

- briefings about the main functions and services of Council
- a tour of the civic centre (as required)
- City bus tour providing an overview of current projects and council facilities.

Consideration may also be given to the timing and content of the first and second meetings of the new Council in order to accommodate time for appropriate levels of training.

Areas for further training and professional development will be identified during the Induction Program.

### 6.1.5 Strategic Directions and Policy Statements

As an early priority the new Council needs to review the strategic directions, policy statements 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.



## 6.2 Ongoing Training and Development

The ongoing training and development needs of Council Members will be determined using a variety of methods including:

- Local Government industry surveys;
- Internal surveys;
- Requests for feedback; and
- Induction Program.

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

- Information Sessions conducted by Council with appropriate guest speakers and trainers;
- Attendance at seminars and conferences offered by organisations such as the Local Government Association of SA, Australian Local Government Association, Local Government Managers Australia and other private providers that provide an opportunity for Council Members to gain new skills, network with other Council Members and staff from within and outside South Australia;
- Purchase of training booklets and discussion papers that could be distributed to Members for information; and
- On-line training delivery.

In accordance with the Members' Allowances and Support Policy, the Chief Executive Officer has delegated authority to approve certain training and development per Council Member provided there are sufficient funds in the Council Member training budget.

## 6.3 Decision Making Authority

Attendance at training and development not provided for under the policy or the Council Member Allowances and Support Policy by an Council Member will be determined by a resolution of Council based on a report to Council which includes the:

- subject and content of the training and development,
  - relevance to Council business,
  - date, time and place,
  - cost and available funds in the conference budget.
- Local training and development with the same or similar content will be considered before interstate or internationally offered training and development.
- Council resolution approving attendance will include the names of all the Council Members approved for attendance.

## 6.4 Travel and Accommodation Arrangements

- City of Mitcham will arrange and pay for all registration costs directly associated with the training and development opportunity.



- City of Mitcham will arrange and pay for all flight costs directly associated with getting to and from a training and development opportunity.
- All travel will be economy class and purchased at a competitive price.
- Where taxis are used, they can be paid via cab-charge dockets or credit cards. Dockets are available from the CEO's Executive Assistant and will be provided on the basis of the itinerary of the Council Member.
- City of Mitcham will arrange and cover the cost of accommodation associated with attendance at any training and development opportunity held more than 50km away from the council area. Where travel arrangements require the Council Member to arrive the day before the event and/or leave the day following the event, the additional accommodation costs will be met by Council.
- Council Members are able to claim reimbursement for meals and taxi fares associated with the training and development opportunity.
- Where the partner of an Council Member accompanies the Member, all extra associated costs will be met by the Member. The costs of any extended personal stays will be met by the Council Member.

#### **6.5 Training and Development Feedback**

- Council Members attending external training and development opportunities will be required to table a written report to Council together with copies of any papers within three months of attending a conference. The report will include a brief summary of the training content and information on the main items of particular interest and/or relevance to Council.

#### **6.6 Reimbursement of Expense**

The CEO has delegated authority to authorise reimbursement in accordance with the Council Members Allowances and Support Policy.

#### **6.7 Annual Budget Allocation**

A budget allocation will be provided to support the induction, training and development activities undertaken by Council and will be indexed annually.

#### **6.8 Reporting on Attendance at Seminars and Training Programs / Activities**

Refer to clause 6.5 for reporting requirements.

Mandatory training undertaken by each Council Member will be recorded to ensure compliance with the Act.

All training undertaken by Council Members will be recorded in the Council Allowances and Benefits Register which will be updated as required to reflect attendances.

## 6.9 Annual Reporting

Council's Annual Report will include information regarding the operation of this Policy.

## 7. POLICY REVIEW

This Policy will be subject to review every four (4) years or sooner at the discretion of the relevant General Manager.

The CEO has delegated authority to endorse any amendments to the Policy that do not vary the intent of the policy.

## 8. VERSION HISTORY

VERSION	AUTHOR(S) POSITION	CHANGES	DATE
1	Human Resources Manager	Inaugural policy	24/1/2006
2	Coordinator Governance	Induction included as part of policy	27/7/2010
3	Governance Officer	Ability to attend LGA training without Council approval Delegation to CEO to approve training	28/2/2012
4	Governance Officer	Requirement to provide a written report on training	28/8/2012
5.	Governance Officer	Inclusion of mandatory training and LG training standards	27/1/2015
6.	Team Leader Governance	Inclusion of clauses 4, 5, 6 of the Attendance at Conferences Policy. Clauses 6.2, 6.5, 6.6, 6.7, 6.8, 6.9	11/12/18
7	Governance Officer	Refer to Full Council Resolution 12 November 2019 Item 9.4	12 November 2019
8	Governance Officer	Reflecting changes to LGA Training Standards for Council Member effective November 2022 and minor formatting.	19 October 2022

## 9. DOCUMENT CONTROL

<b>Responsible Department</b>	Governance		
<b>Delegations Apply</b>	YES		
<b>Classification</b>	Governance		
<b>Applicable legislation</b>	Local Government Act 1999 Local Government (General) Regulations 2013		
<b>Related Policies &amp; Corporate Documents</b>	Council Members – Allowances and Benefits Policy		
<b>Additional references</b>	LG Training Standards for Council Members		
<b>Endorsed by Council:</b>	13 December 2022	Item No:	9.3
<b>Effective Date:</b>	13 December 2022	<b>Next Review Date:</b>	November 2026
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