

Council Members Training and Development Policy

26 September 2023

ACKNOWLEDGEMENT OF COUNTRY

The City of Adelaide acknowledges that we are located on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.

DOCUMENT PROPERTIES

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

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Record Details

HPRM Reference:

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Version History

Version	Revision Date	Revised By	Revision Description

A Council must, within 12 months after each general election, review this Code.

Before Council adopts, alters or substitute this Code, it must follow the relevant steps in our Community Consultation Policy.

The Council will review this Code on an annual basis to ensure that the principles of open government is being applied in a proper manner.

The next scheduled review is due to occur in September 2024.

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1. Introduction

The City of Adelaide is committed to providing training and development activities for its Council Members, including the mandatory training requirements under the LGA Training Standards, and recognises its responsibility to develop and adopt a policy for this purpose under section 80A of *the Local Government Act*.

Following the amendment to the *Local Government Act* and the *Local Government (General) Regulations November 2014*, this policy incorporates the new requirements for Council Members to undertake mandatory training within the first year of election to office, which complies with the LGA Training Standards as defined in regulation 8AA of the *Local Government (General) Regulations 2013*.

2. Policy Objective

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.

3. Scope

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

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.

Part One: All Council Members are required to undertake mandatory training as detailed in the LGA Training Standards for Council Members.

The training provides a community leadership competency framework, with the aim of building and developing the capabilities and performance of Council Members. There are multiple modules within the four leadership competencies that are required to be completed and are set out below:

Behaviour

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

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good governance.

In addition, the Lord Mayor must undertake further training in relation to Effective Leadership as defined in the mandatory training requirements.

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.

In addition, the Lord mayor must undertake further training in relation to Public Speaking and media skills. Presiding Members of Council and Committees must also undertake training on Meeting Procedures for technical knowledge and Effective Meeting (Chairing Skills).

Legal

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

Strategy and Finance

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

In addition to the above, the Standards put further focus on the following:

The development and inclusion of a formal orientation and induction program. The CEO will arrange a program that complements the completion of the mandatory training and will aim to provide support and resources to effectively perform in the role.

A Council Leadership Workshop

The CEO will arrange for the inclusion of a workshop/s focusing on ensuring leadership effectiveness in working to deliver Councils strategic purpose.

A mid-term refresher workshop

This will include but will not be limited to effective working relationships, legal and financial responsibilities and effective council meetings and procedures.

Lord Mayor Leadership

This training is specific to all Mayors and includes key responsibilities as leader of the Council, and skills to guide the promotion of positive and constructive working relationships of the Council as a whole.

Training outlined within the Standards must be completed by all Members within the first 12 months of their four-year term.

Council Members will have access to Council Member specific training that is offered by the Local Government Association (LGA). This training is a suite of professional and personal development training opportunities for Council Members which is contextualised to the local government sector of South Australia. All courses aim to provide Council Members with the skills and knowledge to better understand their role and the responsibilities to effectively perform their duties confidently and to the best of their ability.

The Council Governance Team will circulate the LGA's Council Member course offerings on an annual basis or as new training if offered. This training does not require Council approval.

Part Two: This training aims to provide Council Members with the skills and knowledge of technology and general Council information they will require to navigate their interaction with the Council, the administration and the general community. Examples of such activities include but are not limited to:

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- Training in the Microsoft suites of applications and training in how to use this technology, at either a basic, intermediate or advanced level;
- Seminars and informal (briefing) sessions conducted by Council with appropriate guest speakers and trainers;
- Purchase of training booklets and discussion papers that could be distributed to Council Members for information;
- On-line training delivery; and
- Circulation of information.

This training may be provided by Council staff or a Council training provider and the Chief Executive Officer may approve this training if it is under \$5,000. Any requests over \$5,000 will require Council approval.

The Standards promote ongoing personal and professional development to ensure that Council Members remain effective and reputable in the discharge of their duties.

Part Three: Provides Council Members with the opportunity to undertake professional development to enhance the skills and knowledge required to perform their official functions and duties and interactions with the Community. Any request under this category, which is over \$5,000 will require specific approval by Council and the Council Member will be required to provide:

- How the request aligns to the performance and discharge of their official functions and duties;
- How the request contributes to the good governance and the strategic objectives of Council.

Requests will be not considered if the requests fall within the last year of the Council Members term on Council.

Professional development opportunities will be discussed between the Lord Mayor and Council Members. The Lord Mayor will take an active role in the continued professional development of Council Members to assist Council Members with the skills and knowledge required to serve the community.

If support under this section is approved the Council Member is required to provide a report to Council at the completion of the course and how they have applied the skills gained. If a member does not provide a report or fails to complete the course cost are to be refunded to Council.

Part Four: Requests for Attendance at Interstate Conferences

Council approval is required prior to any travel being undertaken by a Council Member. Relevant and comparable training and development opportunities within metropolitan Adelaide should be explored prior to considering intra or interstate options.

If there are no comparable opportunities within metropolitan Adelaide and a Council Member requests the attendance at an interstate conference or seminar the Council Member will be required to provide the benefits to Council and the alignment to the discharge of their duties.

The Manager Governance will ensure that this information will be provided to Council for consideration.

Travel for the Lord Mayor

As per the Council Members Allowances and Benefits Policy and in recognition of the strategic importance of the Lord Mayor role as the primary representative of the City of Adelaide, the

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Lord Mayor may attend interstate conferences, seminars, meetings or other engagements without the need for separate Council approval, with Council meeting the reasonable costs of travel, accommodation and subsistence.

Any international travel proposed by the Lord Mayor must be approved by Council prior to any such travel with an appropriate budget for travel, accommodation, and subsistence.

Travel for Council Members (other than the Lord Mayor)

Where travel is required, accommodation, flights and rental cars (where applicable) are to be arranged through the Council Liaison Officer and will be made to ensure the best value to Council.

Where accommodation is required as part of the attendance of the activity, accommodation will only be booked for the nights of the training and development activity. For example, if a conference commences on a Thursday evening and concludes on a Sunday afternoon, accommodation will include the nights of Thursday, Friday and Saturday only. The only exception where Sunday night accommodation is considered will be in the case of no return flights being available. It would also be deemed appropriate to extend an accommodation booking to include the night before the commencement of a conference in the circumstance where the earliest flight would not guarantee the Council Member arriving at the conference on time.

Any additional nights outside of this timeframe are to be arranged by the Council Member and will be at their own expense.

If the Council Member requests a return flight on a date after the conclusion of the activity and that flight is more expensive, the additional costs will be at the expense of the Council Member. Council Members are not entitled to link their travel to any personal reward programs such as airline reward programs.

The reimbursement of reasonable expenses for training and development purposes will be made in accordance with the requirements of the Council Members' Allowances & Support Policy. Itemised tax receipts for all expenses incurred by the Council Member must be provided and no reimbursement will be made without the appropriate tax receipts.

Costs for mini bar use or in-house movies will not be paid for by Council.

Council Members may take a travelling companion and they will be able to share the accommodation with the Council Member if there is no additional cost to Council. If there is an additional cost this will be at the expense of the Council Member and will be invoiced by Council to the Council Member. All other travel arrangements and expenses for the travelling companion will not be made or funded by Council.

If a Council Member wishes to attend an interstate conference and their attendance is restricted due to their child/dependent care commitments e.g. breastfeeding an infant, a report will be provided to Council outlining the specific circumstances, the support required, and any additional costs attributed to the extra support.

Following attendance at any conference, individual Council Members are to prepare a report to be presented to Council detailing the nature of the conference, the benefits to Council and the learnings gained by the individual member through such attendance.

When making a decision on a training program, a professional development opportunity or the attendance at an interstate conference, Council will take into consideration the number of attendances an individual member has had in that year.

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Part Five: Training Plan

This Training Plan will operate during the entire term of Council and will be reviewed annually to ensure that the training and development opportunities for Council Members remain relevant and optimal for Council Members to perform their duties.

As part of the annual review of the Training Plan, Council Members and Administration will work together to establish the training and development needs of Council Members and how the plan for the delivery will be undertaken. Options of this annual review may include but not be limited to:

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

It is recommended that Council Members should as a minimum, undertake a refresher of LGA Training Modules 2 and 4 of the mandatory training modules halfway through the Council term. Council Members are however permitted to undertake a refresher of any of the mandatory training modules at any time which they feel will benefit their role as a Council Member. The need to attend a refresher course could be identified by self-assessment, gap analysis or through another mechanism.

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, Local Government Managers Australia, other industry bodies and/or private providers offering courses for Members to gain new skills and knowledge and to network with other Council Members;
- Printed material, including training booklets and discussion papers, that may be distributed for information;
- On-line self-paced learning; and
- CD Rom/DVD information.

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

The Training and Development Plan does not specifically address invitations that Council Members may receive, accept and attend such as Business SA Lunches, and State Government events. Any invitations received of this nature will be managed in accordance with the Council Members Allowances and Benefits Policy.

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.

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

6. Attendance at Training and Development Activities

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, or where no budget allocation has been identified and approved under the plan for other specified local government related activities, will require Council approval upon application and must link to the training plan unless otherwise agreed by the Council.

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

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

The CEO will keep a record of all training attended, but particularly the mandatory training requirements. Failure to complete the mandatory training requirements in the relevant time frame amounts to a breach of the Council Members Code of Conduct.

The mandatory training requirements have been defined into four community leadership competencies which are:

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

7. Payment/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.

9. Statement of Adoption and Review

This policy was adopted on **[insert date following adoption]** and will be reviewed every year in

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conjunction with the development of the Annual Budget Allocation and Review and Training & Development Plan.

10. Other Relevant Policies/Procedures

- Council Members Allowances and Benefits Policy

Council Member Training and Development Plan

City of Adelaide

Details	Attendee <i>Available to:</i>	Provider	Date	Cost
LGA Training Standards (Mandatory Modules)				
Module 1 - Introduction to Local Government - Role and function of Council Members	<i>All Council Members</i>	LGA Education and Training	Nov 22	
Module 2 - Legal Responsibilities	<i>All Council Members</i>	LGA Education and Training	Nov 22	
Module 3 - Council and committee meetings	<i>All new Council Members</i>	LGA Education and Training	Nov 22	
Module 4 - Financial Management and Reporting	<i>All Council Members</i>	LGA Education and Training	Nov/Dec 22	
Overview of City of Adelaide Council Development Plan and associated Planning and Development issues	<i>All Council Members</i>	In house	Dec 22	
Committee Specific Training				
Council Assessment Panel Member Training	<i>CAP Members</i>	Consultant /	Dec 22	
Financial Sustainability and Asset Management	<i>Finance and Asset Management Committee Members</i>	LGA		
Audit Committee	<i>Audit Committee</i>	LGA		
Other Committee specific training sessions	<i>As appropriate</i>			
LGA Education and Training Services				
Public Speaking Skills for Council members	<i>Mayor</i>	LGA	Feb 23	
Media Skills for Council Members	<i>Mayor</i>	LGA	Feb 23	
Deputy Mayor Forum	<i>Deputy Mayor</i>	LGA	Apr 23	
CEO Performance Management	<i>All Council Members</i>	LGA		
Conflict of Interest, Governance Roles and	<i>All Council</i>	LGA	Apr 23	

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Details	Attendee Available to:	Provider	Date	Cost
Responsibilities	<i>Members</i>			
Council & Committee Meeting Procedures and Chaining Skills	<i>All Council Members</i>	LGA		
CAP Fundamentals	<i>CAP Members</i>	LGA		
Strategic Financial Sustainability for Good Governance Decision Making	<i>All Council Members</i>	LGA		
Other relevant training programs provided by LGA	<i>As appropriate</i>	LGA		
Local Conferences and Seminars				
Council Members Governance Residential Program	<i>All Council Members</i>	LGA		
Mayors & Chairpersons Residential Seminar	<i>Mayor/Chairperson</i>	LGA		
LGA Annual Conference and/or OGM Showcase	<i>All Council Members</i>	LGA		
Other relevant local conferences that may be identified throughout the year Other relevant short seminars and special interest sessions throughout the year	<i>All Council Members</i>			
Interstate Conferences and Seminars				
Local Government Professionals Annual Conference [location]	<i>All Council Members</i>	LG Professionals		
Local Government Managers Australia (LGMA) National Congress [location]	<i>All Council Members</i>	LGMA		
ALGA National General Assembly of Local Government [location]	<i>All Council Members</i>	ALGA		
Other interstate conferences that may be identified throughout the year	<i>As appropriate</i>			

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Other Training Identified				
Ordinary Returns	<i>All Council Members</i>	Norman Waterhouse	August 23	