

1. RATIONALE

The City of Marion is committed to professional training and development activities for its Council Members with focus on the mandatory training requirements pursuant to sections 80a of the Local Government Act 1999 and 8AA of the Local Government (General) Regulations.

The City of Marion recognises that the ongoing professional training and development of Council Members is important to provide competency in community leadership. It is an important factor to ensure that Council is well governed and operates in the best interests of the Corporation and the Community.

2. POLICY STATEMENT

The purpose of this Policy is to align the ongoing personal and professional training and development of Council Members with the Local Government Association training standards and competency framework to satisfy the mandatory training and development requirements.

3. OBJECTIVES

To ensure that Council collectively possesses the necessary competencies to exercise sound judgement on various issues and the characteristics that lead to effective decision-making for all council issues.

4. POLICY SCOPE AND IMPLEMENTATION

The Local Government Association (LGA) framework outlines four focus areas within which Council Member training and development must be delivered:

Behaviour

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

In addition to the above, the 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 to the above, the Mayor must undertake further training in relation to Public Speaking and media skills, 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 skill to manage public funds appropriately.

To progress the four focus areas for City of Marion Council Members, emphasis will be placed on the following:

- Identification of the knowledge, skills, and attributes (competencies) required by a Council Member or Council as a collective, having regard to the strategic directions and performance of the City of Marion, as well as developments within the local government sector.
- Analysis of the personal and professional training and development needs of Council Members and Council as a collective against the identified needs.
- Attendance at personal and professional training and development activities by individual Council Members and Council as a collective.

5. KNOWLEDGE, SKILLS AND ATTRIBUTES

The four focus areas outlined in section 4 of the policy, are expanded below, into the key Leadership competencies required by all Council Members to ensure sound judgement and effective decision-making:

Behaviour

Values, ethics and behavioural standards

- Understanding of legislative behavioural standards for Council members
- Distinguish values, ethics and behaviour and demonstrate transparency and integrity
- Identify constructive behaviours to work effectively with others and meet community expectations
- Adopts a style that is focused on continuous improvement
- Abide by all work, health and safety obligations including identifying any conduct that amounts to bullying or harassment.

Communication Skills

- Adopts a style encompassing effective communication, decisiveness and being an effective member of a team
- Adopt strategies to manage difficult conversations
- Understand the process of negotiation and influencing positive outcomes regardless of personal opinion.

Leadership Skills

- Develop knowledge, strategic thinking skills and attitudes to effectively perform a community leadership role
- Understanding of the City of Marion's strategic directions and how they align with broader strategies and plans (e.g. 30 Year Plan for Greater Adelaide)
- Strategic planning and monitoring
- Critical thinking, analysis, and questioning
- Lead by example approach and treat others as you would like to be treated.
- Identify methods and strategies to build resilience to competently fulfil the role.

Civic

Introduction to Local Government

- Local Government business and 'fit' within the Federal and State levels of government
- Ability to separate the duties and responsibilities of a Council Member from management and staff and the operations structures that support good working relationships
- Understand the role and function of Council
- Council members to be available and organized to effectively contribute to their role

Effective Council Meetings

- Understand the different types of meetings held by council, their roles and function
- Be responsible for preparing for all meetings, including reading reports for all agenda items
- Understand Council meeting procedures (notices of motion, questions with notice) and the appropriateness of questions and comments in a public forum.
- Understand the function of information or briefing sessions

Council Meeting Procedures

- Understand and adhere to council meeting procedures
- Understand the role of the Principal Member at council meetings
- Understand and adhere to rules surrounding motions, how they are moved, seconded, and voted upon
- Effectively present and engage in constructive debate at council meetings
- Understand why minutes are kept and how they assist to uphold council decisions

Representing council decisions

- Identify different media channels used by council
- Understand and adhere to the legislative requirements and council policies relating to media
- Understand the role of a council member and the effective ways to use Councils and council member media channels.

Legal

Role of a council member

- Understand and adhere to general duties of a council member and the principles which should be observed
- Understand conflict of interest and the obligations associated when a conflict exists
- Understand and adhere to the legislative requirements and council policies relating to receiving gifts and benefits

Registers, returns and resources

- Understand the purpose and obligations of a register of interest
- Understand the purpose of 'Primary' and 'Ordinary' Returns and the information that is contained within such returns.
- Understand the resources and legal protections that are afforded to Council members

Legal Protections and Oversight

- Build awareness about corruption, misconduct, and maladministration.

Strategy and Finance

Integrated Strategic Management, Planning and Performance

- Understand strategic and financial asset management planning and its purpose
- Understand the purpose of annual business planning and budgeting
- Understand legislative requirements, Council policy and methods for community engagement and performance reporting

Strategic Risk Management and oversight

- Develop the knowledge of strategic risk management and oversight
- Principles of corporate governance and risk management
- Understand the role of council's Finance, Risk and Audit Committee (FRAC)

Financial Management

- Develop the knowledge and skill to undertake and contribute to effective financial management
- Understand the concept of managing public funds via the budgeting process
- Understand how council raises revenue via rating and other means
- Understand how to read and interpret financial statements and reports and apply this to the operational aspect of council.

6. IDENTIFICATION OF PROFESSIONAL DEVELOPMENT NEEDS

Council will undertake a review of its personal and professional training and development needs within 12 months of the general Election by way of survey. The review will aim to determine any further training and development needs for Council as a collective. The aim is to ensure competency in community leadership, that Council is well governed and that it operates in the best interests of the Corporation and the Community.

For any training and development requests by individual Council Members, where the total identified cost is less than **\$2000.00**, the approval process will require support from the Mayor (via email) and be approved by the Unit Manager, Governance and Council Support or Manager, Office of the CEO. For any training and development request by individual Council Members, where the total identified cost is more than **\$2,500.00**, the request will be brought to Council for decision.

When nominating a voting delegate or participant to attend any **interstate** training, professional development opportunity or conference, Council will take into consideration the number of attendances an individual member has had in that year or at the same event in previous years. Preference will be given to Members who have not previously attended the interstate training program, professional development opportunity or conference. As standard practice, Council will consider up to three participants attending any one event at the same time. If a Council Member request is denied, a Council Member may consider attending at their own expense.

For any conference attended by a Council Member, the Council Member will provide a written report to Council with 30 days of the conference General Council Meeting. Council Members are also encouraged to report to Council via their Council Members verbal communications within a Council meeting of any training and development undertaken.

7. TRAINING AND DELIVERY

The Chief Executive Officer may use internal expertise or training providers to deliver the required mandatory training. A combination of Council Member Forum times and additional days or evenings will be dedicated to completion of any mandatory training.

A mid-term Council Member refresher workshop is required under the LGA Training Standards for Council Members. The workshop will focus on but not be limited to the following:

- Effective working relationships amongst council members and with CEO and key staff
- Legal and Financial responsibilities
- Effective Council meetings and procedures

Ongoing Personal and Professional Development

New and returning Council members are encouraged to continue their personal and professional development throughout the term.

The LGA Training Standard document 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.

8. REVIEW AND EVALUATION

This policy will be reviewed within 12 months of a general election or as directed by the Council.

9. ROLES AND RESPONSIBILITIES

<i>Role</i>	<i>Responsibility</i>
<i>CEO</i>	<ul style="list-style-type: none">• All members complete mandatory training and development as set out in the LGA Training Standards
<i>Manager OCEO</i>	<ul style="list-style-type: none">• All members complete mandatory training and development as set out in the LGA Training Standards• Coordinate training and development with Council Members, internal and external providers• Maintain a register of attendance
<i>Council Members</i>	<ul style="list-style-type: none">• Attend and contribute to all scheduled mandatory training and development
	<ul style="list-style-type: none">• Apply and demonstrate learning, to all Council business.

10. REFERENCES

City of Marion

- *Council Members Allowances and Benefits Policy*

Other

- *LGA Training Standards for Council Members*
- *Local Government Act 1999*