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**I hereby give notice that a Council Meeting will be held on:**

**Date: Tuesday, 19 July 2022**  
**Time: 6.00 p.m.**  
**Location: Council Chamber**  
**Civic Centre**  
**10 Watson Terrace**  
**Mount Gambier**

# **CONFIDENTIAL AGENDA**

**Council Meeting**  
**19 July 2022**

A handwritten signature in black ink, appearing to read "Sarah Philpott", is written over a light grey circular stamp.

**Sarah Philpott**  
**Chief Executive Officer**  
**15 July 2022**

**26.5 COUNCIL MEMBER TRAINING STANDARD - CONSULTATION – REPORT NO.  
AR22/42078**

**CONSIDERATION FOR EXCLUSION OF THE PUBLIC**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except the Mayor, Councillors and (Council Officers) be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 26.5 AR22/42078 Council Member Training Standard - Consultation.

The Council is satisfied that, pursuant to section 90(3) (g) and (j) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information concerning matters that must be considered in confidence in order to ensure that the Council does not:
  - breach any law, order or direction of a court or tribunal constituted by law,
  - breach any duty of confidence, or
  - breach any other legal obligation or duty
- information the disclosure of which would divulge information provided on a confidential basis by or to:
  - a Minister of the Crown, or
  - another Public Authority or official (not being an employee or a person engaged by the Council) that would on balance be contrary to the public interest

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because 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.

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.

**26.5 COUNCIL MEMBER TRAINING STANDARD - CONSULTATION – REPORT NO. AR22/42078**

<b>Committee:</b>	<b>Council</b>
<b>Meeting Date:</b>	<b>19 July 2022</b>
<b>Report No.:</b>	<b>AR22/42078</b>
<b>CM9 Reference:</b>	<b>AF13/64</b>
<b>Author:</b>	<b>Michael McCarthy, Manager Governance and Property</b>
<b>Authoriser:</b>	<b>Darren Barber, General Manager Corporate and Regulatory Services</b>
<b>Summary:</b>	<b>The Local Government Association is seeking feedback from member councils on a confidential revised draft LGA Training Standard for Council Members (LGA Training Standard).</b>
<b>Strategic Plan Reference:</b>	<b>Goal 1: Our People</b> <b>Goal 2: Our Location</b> <b>Goal 3: Our Diverse Economy</b> <b>Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage</b> <b>Goal 5: Our Commitment</b>

The Council is satisfied that, pursuant to Section 90(2) & (3) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this agenda item is:

- (g) information concerning matters that must be considered in confidence in order to ensure that the Council does not: breach any law, order or direction of a court or tribunal constituted by law, breach any duty of confidence, or breach any other legal obligation or duty
- (j) information the disclosure of which would divulge information provided on a confidential basis by or to: a Minister of the Crown, or another Public Authority or official (not being an employee or a person engaged by the Council) that would on balance be contrary to the public interest.

**REPORT RECOMMENDATION**

1. That Council Report No. AR22/42078 titled 'Council Member Training Standard - Consultation' as presented on 19 July 2022 be noted.
2. That having considered the revised draft LGA Member Training Standard a submission be made to the Local Government Association including administrative comments and the following Member comments:
  - (a) INSERT MEMBER COMMENTS
3. That having considered the 2018 (and prior year) post-election transition processes and that a workshop is planned for August, Council provides the following feedback to guide the administration in making preparations for a 2022 post-election transition program:
  - (a) INSERT MEMBER COMMENTS



## TYPE OF REPORT

Legislative

## BACKGROUND

Members will be aware of the mandatory training that Council Members are required to undertake that was completed in the first 12 months after the 2018 (and 2014) Local Government elections.

The member training requirements are currently under review and the Local Government Association is conducting consultation (refer **Attachment 1**) on their (confidential) Revised Draft LGA Training Standard for Council Members (refer **Attachment 2**).

Members will also recall that a range of induction activities occurred in the days, weeks and months following the last election(s) on which the administration is interested to hear Member feedback to guide the preparation of arrangements for the post November 2022 election transition period.

## PROPOSAL

Having received the Local Government Association consultation summary, Members will note that overview sessions were hosted for staff, Mayors and Councillors in June 2022.

The Local Government Association is now seeking feedback on the Member Training Standard by 1 August 2022.

Revised aspects of the Draft LGA Training Standard include:

- 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.

Aspects of the Draft LGA Training Standard that remain the same include:

- 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.

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.
- Modules to support the role of Principal Member in providing leadership and guidance.
- Reinforces the value and encourages on-going learning and development.

Members are encouraged to review the revised draft Training Standard to provide a Members view of the standards that will apply to Council Members following the November 2022 Local Government elections.



Members should also note that the training standards remain subject to a duty of confidence pending their finalisation and approval by the Minister.

Several observations that have already been identified from a review of the Member Training Standards (including from Senior and Governance staff from other Councils) include:

- The importance of penalties for non-compliance.
- Induction workshops - role for returning Mayors in providing leadership and guidance.
- Resilience - different to strategic/change management. An important topic as a 'stand-alone' module. Could also include a focus on the profile of the (Member) role and managing community interactions, negativity on social media and strategies to manage.
- Elected Member training in the use of social media and how it relates to the new Behavioural Standards.
- The value of communicating expectations to candidates and the support (*noting this forms part of the pre-election promotion and messaging from July 2022*).

Feedback on the revised draft Training Standard may be made in the following manners:

- directly to Council's Manager and Governance – by email
- by discussion/resolution with the agenda item associated with this report
- directly to the Local Government Association through their online consultation

Submissions on the revised draft LGA Training are **due to the Local Government Association by 1 August 2022**.

#### Post-election City of Mount Gambier election transition/induction

Additional to the LGA Training Standard, the administration seek feedback from Members on the induction/transition of the new Council following the November 2018 elections.

A snapshot of feedback from 2010-2014 Council term Members on the 2010 election transition is as follows:

- Overwhelmed with process and decision. Too fast to get to Council meeting. Very random on terms of what has to happen. More structure/more time. Road trip around. Code of Conduct and Conflict of Interest critical.
- Initial start is important.
- Mayor to run some of these sessions. Advise the new Members and assist with induction.
- Early team building. Saturday afternoon getting to know each other. Was some fracturing in the early days.
- Mentoring is good. Councillor to Councillor. "They" pick the matter.
- a "mock" meeting and led us through the process. There is no hurry.

Accordingly, a Member Development program for the 2014 post-election period comprised several induction sessions and a mock meeting prior to the first formal Council meeting being held in the last week of November, followed by a series of weekly sessions through December and further sessions in the New Year leading into the annual business plan and budget and strategic planning processes. The mandatory member training also commenced from the November 2014 elections.

Feedback, from some members, was that the 2014 transition was too slow, with an apparent urgency to make immediate decisions on, amongst other things, such matters as committees, subcommittees and memberships, and appointments to external bodies.



Accordingly, the induction process following the 2018 election was truncated, with the first Council meeting held within three days of the confirmed election result being received. Of note, the changeover of Councillors and Mayor at the 2018 election was similar to that experienced at the 2014 election, with one half of the Council membership comprising newly elected members.

Without knowing the make-up of the incoming Council until the election results have been confirmed (approximately 1 week after the election scrutiny and count has occurred) it is necessary for the administration to prepare a transitional program that allows for any outcome between the two most extreme scenarios (being a Council membership comprised of all newly elected members or all continuing members), with the actual program being finalised once the provisionally elected Mayor and Councillors are known in the days following the election scrutiny and count.

The administration seeks the feedback from current members to assist in planning to enable the best possible program to be prepared for the benefit of the incoming elected Council.

In this regard feedback is sought from members on what you considered to be valuable or redundant in the period immediately following the November 2018 election (or the 2014 election for longer serving members), as well as any other activities that have since been, or could be scheduled to assist the incoming Council whilst meeting its legislative requirements, including training standards.

A workshop has been scheduled for August for Members to discuss and provide feedback, or Member feedback can be provided directly to the Manger Governance and Property by email.

#### **LEGAL IMPLICATIONS**

The election period invokes various legal requirements, including mandatory training requirements for members, whilst also requiring Council to hold a monthly meeting. It is necessary to conduct a transitional program that fulfils legislative requirements whilst also attending to the immediate needs of newly elected and continuing members.

#### **STRATEGIC PLAN**

N/A

#### **COUNCIL POLICY**

Whilst Council is required to adopt a training policy for members, the initial transition period is additional to such policy requirements and addresses matters to enable Council to operate in the immediate post-election period.

#### **ECONOMIC IMPLICATIONS**

N/A

#### **ENVIRONMENTAL IMPLICATIONS**

N/A

#### **SOCIAL IMPLICATIONS**

N/A

#### **CULTURAL IMPLICATIONS**

N/A

#### **RESOURCE IMPLICATIONS**

N/A

#### **VALUE FOR MONEY**

N/A

#### **RISK IMPLICATIONS**

N/A



## **EQUALITIES AND DIVERSITY IMPLICATIONS**

N/A

## **ENGAGEMENT AND COMMUNICATION STRATEGY**

N/A

## **IMPLEMENTATION STRATEGY**

The implementation of a post-election transition program will depend on the program developed and the make-up and will of the post-election Council membership, to be determined based on the election outcome.

## **CONCLUSION AND RECOMMENDATION**

Having considered the revised draft LGA Member Training Standard and reviewed the 2018 (and prior) post-election transition process, Council may now provide feedback to the Local Government Association and the administration on these matters.

Council may wish to consider suspending meeting procedures to discuss the subject matter of this report and any commentary that it wishes to provide to the Local Government Association and to guide the administration in preparing a 2022 post-election transition program.

## **ATTACHMENTS**

1. Confidential - Revised Draft LGA Mandatory Training Standard for Consultation [↓](#)
2. Confidential - Revised Draft LGA Council Member Training Standard Consultation Summary [↓](#)

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# Confidential Draft

## LGA Training Standard for Council Members

**Revised Draft for  
Consultation**

**June 2022**

Note: This is not an endorsed Revised Draft of the LGA Training Standard for Council Members. It has been prepared for consultation purposes only and is subject to consideration by the LGA Board of Directors.





# 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<sup>1</sup>.

<sup>1</sup> 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.

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## 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:

<b>Behaviour</b>	To identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.
<b>Civic</b>	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.
<b>Legal</b>	To develop the knowledge and skills required to meet the legal responsibilities of a council member.
<b>Strategy &amp; Finance</b>	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.



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## 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.

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## 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.



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	Core	Modules	Learning objectives	Learning outcomes
<b>Council member</b> <b>Leadership competency framework</b>	<b>Behaviour [new]</b>	<b>Values, Ethics &amp; Behaviour [new]</b> <ul style="list-style-type: none"> <li>- Understanding values &amp; ethics</li> <li>- Behavioural Standards for Council Members</li> <li>- WHS, Bullying &amp; Harassment</li> </ul>	To develop the knowledge, skills and attitudes required to meet Behavioural Standards and work, health, and safety obligations for council members	<ul style="list-style-type: none"> <li>- Define and distinguish values, ethics &amp; behaviour</li> <li>- Identify the constructive behaviours to work effectively with others and meet community expectations</li> <li>- Explain work, health, and safety obligations that Council members must comply with.</li> <li>- Identify conduct that would amount to bullying and/or harassment.</li> </ul>
		<b>Communication skills [new]</b> <ul style="list-style-type: none"> <li>- Effective communication</li> <li>- Negotiating and influencing</li> </ul>	To develop communication skills for effective working relationships and constructive ways to negotiate and influence others to perform the role.	<ul style="list-style-type: none"> <li>- Define communication</li> <li>- Identify the characteristics of effective communication</li> <li>- Explain strategies that can be used to manage difficult conversations</li> <li>- Describe the process of negotiation and influencing positive outcomes</li> </ul>
		<b>Leadership skills [new]</b> <ul style="list-style-type: none"> <li>- Strategic thinking</li> <li>- Change management</li> <li>- Building resilience</li> </ul>	To develop the knowledge, skills and attitudes required to effectively perform a community leadership role	<ul style="list-style-type: none"> <li>- Identify the characteristics of a strategic thinker</li> <li>- Define change management in context to Council's complex and integrated business</li> <li>- Identify methods by which strategic and integrated thinking applies</li> <li>- Identify methods and strategies to build resilience to competently fulfil role</li> </ul>





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	Core	Modules	Learning objectives	Learning outcomes
<b>CIVIC</b>		<b>Effective Council meetings</b> <ul style="list-style-type: none"> <li>- Overview of the types of meetings</li> <li>- Council member preparation and responsibilities</li> <li>- Structure and purpose of meetings</li> <li>- Role of and purpose of information or briefing sessions</li> </ul>	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.	<ul style="list-style-type: none"> <li>- List the types of meetings held by a council</li> <li>- Identify how council meetings are structured and the purpose of such meetings</li> <li>- Identify the responsibilities of council members to prepare for council meetings</li> <li>- Define and explain the role of an information or briefing session and effective participation</li> </ul>
		<b>Council meeting procedures</b> <ul style="list-style-type: none"> <li>- Public access</li> <li>- Meeting procedures</li> <li>- Role of the Principal Member</li> <li>- Moving motions, speaking to motions, and voting</li> <li>- Effective presentation and constructive debate</li> <li>- Minutes and upholding decisions of Council</li> </ul>	To define the behaviour and develop the knowledge and skills to contribute to the effective operation of meetings procedures.	<ul style="list-style-type: none"> <li>- Identify meeting procedures that apply to council meetings</li> <li>- Explain the role of the Principal Member at council meetings</li> <li>- Define 'a motion' and explain how motions are moved, spoken to, and voted upon</li> <li>- Identify methods for effectively presenting information and engaging in constructive debate at council meetings</li> <li>- Explain the purpose of Minutes and describe how council decisions are upheld</li> </ul>
		<b>Representing Council decisions [new]</b> <ul style="list-style-type: none"> <li>- The role of the Principal Member as Council spokesperson</li> <li>- Related legislative and Council policy responsibilities</li> <li>- Effective use of media channels</li> </ul>	To develop knowledge of the legislative provisions, policies and processes that relate to effective ways Council and council members represent Council meeting decisions.	<ul style="list-style-type: none"> <li>- Explain the role of the Principal Member</li> <li>- Identify different media channels used by Council</li> <li>- Explain the legislative requirements and Council policies relating to media</li> <li>- Define the role of council member and effective ways to use Councils and council members media channels (including social media)</li> </ul>





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	Core	Modules	Learning objectives	Learning outcomes
Leadership competency framework Council member	Legal	<b>Role of a Council Member</b> <ul style="list-style-type: none"> <li>- General duties</li> <li>- Conflict of Interest</li> <li>- Gifts &amp; Benefits</li> </ul>	To develop an ability to interpret and analyse legislative provisions that identify the role of a council member	<ul style="list-style-type: none"> <li>- Define the general duties of a council member</li> <li>- Define a conflict of interest and explain the obligations if a conflict of interest exists</li> <li>- Describe the obligations of council members concerning the receipt of gifts or benefits</li> </ul>
		<b>Registers, returns and resources</b> <ul style="list-style-type: none"> <li>- Register of interest</li> <li>- Primary and ordinary returns</li> <li>- Allowances and benefits</li> </ul>	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)	<ul style="list-style-type: none"> <li>- Explain the purpose and obligations of a Register of Interest</li> <li>- Define a 'primary' and 'ordinary' return and the information that is contained in such returns</li> <li>- Explain the supporting resources and what legal protections are offered to council members</li> </ul>
		<b>Legal protections and external oversight</b> <ul style="list-style-type: none"> <li>- Anti-corruption, misconduct and maladministration</li> </ul>		<ul style="list-style-type: none"> <li>- Explain the different external bodies in providing external oversight in upholding public integrity and council member obligations</li> </ul>
	Strategy & Finance	<b>Integrated strategic management planning and performance [amended]</b> <ul style="list-style-type: none"> <li>- Purpose of strategic, longer financial and asset management planning</li> <li>- Purpose of annual business planning and budgeting</li> <li>- Community engagement and performance reporting</li> </ul>	To develop the knowledge required to undertake integrated strategic management, financial planning, and performance	<ul style="list-style-type: none"> <li>- Define 'integrated strategic management planning'</li> <li>- Describe the purpose of strategic, financial asset management planning</li> <li>- Explain the purpose of annual business planning and budgeting</li> <li>- Identify legislative requirements, Council policy and methods for community engagement and performance reporting</li> </ul>
		<b>Strategic risk management &amp; oversight [amended]</b> <ul style="list-style-type: none"> <li>- Strategic risk management in decision making</li> <li>- Role of Audit and Risk Committee</li> <li>- ESCOSA oversight</li> </ul>	To develop the knowledge of strategic risk management and oversight	<ul style="list-style-type: none"> <li>- Identify types of strategic risk and opportunity (ie financial sustainability, climate change)</li> <li>- Identify the features of effective strategic risk management and decision making</li> <li>- Define the role of a council's Audit and Risk Committee</li> <li>- Define and explain the role of ESCOSA</li> </ul>
		<b>Financial management [amended]</b> <ul style="list-style-type: none"> <li>- Managing public funds</li> <li>- Rating, other revenue sources and funding plan</li> <li>- Financial terminology and understanding financial statements and reports [new]</li> </ul>	To develop the knowledge and skill to undertake contribute to effective financial management	<ul style="list-style-type: none"> <li>- Identify appropriate methods for managing public funds and procurement practice</li> <li>- Explain how Councils raise revenue from rating and other sources</li> <li>- Define financial terminology and effectively interpret the purpose of Council financial statements and reports</li> </ul>





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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	<b>Effective Leadership [new]</b> <ul style="list-style-type: none"> <li>- Leadership attributes and resilience</li> <li>- Listening and influencing skills</li> <li>- Establishing trust and effective working relationships</li> <li>- Managing conflict and conflict resolution</li> </ul>	To develop the knowledge, skills and attitudes required to be an effective Principal Member of a Council	<ul style="list-style-type: none"> <li>- Identify leadership attributes to perform the role and support resilience</li> <li>- Explain listening and influencing skills that will assist a Principal Member carry out their role</li> <li>- Identify methods for establishing trust and for developing ongoing and effective relationships</li> <li>- Define conflict and explain appropriate methods for managing and resolving conflict</li> </ul>
	Civic	<b>Public speaking &amp; media (skills) [new]</b> <ul style="list-style-type: none"> <li>- Public speaking skills</li> <li>- Effective media engagement for Councils key spokesperson</li> </ul>	To develop the knowledge and skill that will enable a Principal Member to speak confidently and effectively in public on behalf of Council	<ul style="list-style-type: none"> <li>- Define the role of a Principal Member as the key Council spokesperson</li> <li>- Identify the attributes, qualities, and skills of an effective public speaker and media spokesperson</li> </ul>
		<b>Meeting procedures (technical knowledge) [new]</b> <ul style="list-style-type: none"> <li>- Formal meeting procedures</li> </ul> <b>Effective Meetings (Chairing skills) [new]</b> <ul style="list-style-type: none"> <li>- To lead a positive and ethical culture within the governing body</li> <li>- Provide guidance on strategic decision making and guide debate for a reputable council.</li> </ul>	To effectively chair council meetings with the technical knowledge of meeting procedures and the skills to support constructive debate and effective decision making.	<ul style="list-style-type: none"> <li>- 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)</li> <li>- 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.</li> </ul>







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## 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





The voice of local government.

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# Confidential

## 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 Behavioural 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.

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## 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<sup>1</sup> 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.

<sup>1</sup> Local Government Act 1999, Schedule 1, Part 1—Local Government Association, s 1(3)

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



**CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL**

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 26.5 AR22/42078 Council Member Training Standard - Consultation and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (g) and (j) be kept confidential and not available for public inspection until 31 August 2022.
2. Further that Council delegates the power to review, revoke, but not extend the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

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**MINUTES OF CITY OF MOUNT GAMBIER COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBER, CIVIC CENTRE, 10 WATSON TERRACE, MOUNT  
GAMBIER  
ON TUESDAY, 19 JULY 2022 AT 6.00 P.M.**

**PRESENT:** Mayor Lynette Martin (OAM), Cr Sonya Mezinec, Cr Kate Amoroso, Cr Max Bruins, Cr Christian Greco, Cr Ben Hood, Cr Frank Morello

**OFFICERS IN ATTENDANCE:**

Chief Executive Officer	- Mrs S Philpott
General Manager City Infrastructure	- Ms B Cernovskis
General Manager Corporate and Regulatory Services	- Mr D Barber
General Manager City and Community Growth	- Mr T Coote
Manager Governance and Property	- Mr M McCarthy
Manager Financial Services	- Mrs J Scoggins
Procurement Officer	- Mrs L Hinton
Media and Communications Coordinator	- Mr J McDonald
Communications Officer	- Ms M Brookes
Executive Administrator	- Mrs A Pasquazzi

## 25.5 COUNCIL MEMBER TRAINING STANDARD - CONSULTATION – REPORT NO. AR22/42078

### RESOLUTION 2022/94

Moved: Cr Christian Greco

Seconded: Cr Ben Hood

### CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except the Mayor, Councillors and S Philpott, B Cernovskis, D Barber, T Coote, M McCarthy, J Scoggins, L Hinton, J McDonald, M Brookes and A Pasquazzi be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 25.5 AR22/42078 Council Member Training Standard - Consultation.

The Council is satisfied that, pursuant to section 90(3) (g) and (j) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information concerning matters that must be considered in confidence in order to ensure that the Council does not:
  - breach any law, order or direction of a court or tribunal constituted by law,
  - breach any duty of confidence, or
  - breach any other legal obligation or duty
- information the disclosure of which would divulge information provided on a confidential basis by or to:
  - a Minister of the Crown, or



- another Public Authority or official (not being an employee or a person engaged by the Council) that would on balance be contrary to the public interest

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because 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.

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.

**CARRIED**

### **RESOLUTION 2022/95**

Moved: Cr Christian Greco

Seconded: Cr Ben Hood

1. That Council Report No. AR22/42078 titled 'Council Member Training Standard - Consultation' as presented on 19 July 2022 be noted.
2. That having considered the revised draft LGA Member Training Standard a submission be made to the Local Government Association including administrative comments.
3. That having considered the 2018 (and prior year) post-election transition processes, Council notes that a workshop is planned for August.

**CARRIED**

### **RESOLUTION 2022/96**

Moved: Cr Christian Greco

Seconded: Cr Sonya Mezinac

#### **CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL**

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 25.5 AR22/42078 Council Member Training Standard - Consultation and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (g) and (j) be kept confidential and not available for public inspection until 31 August 2022.
2. Further that Council delegates the power to review, revoke, but not extend the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

**CARRIED**

