# POLICY 2.12
## Governance
## Elected Members Training & Development
**Version:** 3 **| Next Review:** November 2030

DISTRICT COUNCIL of TUMBY BAY

### 1. INTRODUCTION

The District Council of Tumby Bay (the Council) 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 1999*.

The LGA Training Standards 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.

### 2. POLICY OBJECTIVE

To purpose of this Council Members Training and Development Policy (the Policy) is 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.

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

### 3. LEGISLATIVE REQUIREMENTS

Section 80A of the *Local Government Act 1999* 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.*

### 4. LGA TRAINING STANDARDS

LGA Training Standards provide a community leadership competency framework defining the key capabilities required to perform the Elected Member role, the core modules and anticipated learning objectives and outcomes.

The framework responds to the legislative requirements and community expectations of council members. The local government sector has a strong aspiration to build and develop capabilities and the performance of council members and in return, achieve great outcomes

for local communities. The framework defines community leadership competencies in four parts:

- *Behaviour* - to identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.
- *Civic* - to develop knowledge of the Australian system of government and how Councils fulfil the objectives of the *Local Government Act 1999* to deliver reputable community outcomes.
- *Legal* - to develop the knowledge and skills required to meet the legal responsibilities of an Elected Member.
- *Strategy & Finance* - to develop the knowledge of integrated strategic and annual business planning and the skill to manage public funds appropriately.

The LGA Training Standards provides for the knowledge and skills of Council Members to be developed as part of an induction program, council leadership workshop and training modules. Completion of this training (refer to Annexure A) will satisfy the mandatory training requirements. In addition, this Standard provides guidance to on-going personal and professional development.

## 5. INDUCTION PROGRAM

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):

5.1 information on administrative facilities/CEO support, council member allowances and benefits, training, and development,

5.2 a tour of the council area and facilities,

5.3 information on the organisational and operational structure including, an overview of each of the functions or department; and introduction to key staff, and

5.4 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.

## 6. COUNCIL LEADERSHIP WORKSHOP

Upon election, Council Members are required to serve the overall public interest, put any personal differences aside and provide community leadership.

The community expect 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 1999* sets out the roles of Council Members 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):

6.1 an opportunity to build connections (between Council Members themselves and Council Members with CEO/key Council Staff),

6.2 identify shared values and aspirations for delivering outcomes for the community,

6.3 provide an overview of existing strategic priorities, plans and strategies of Council, and

6.4 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 Council Members to be well informed and engage in information or briefing sessions throughout the term.

## 7. MAYORAL LEADERSHIP

Section 58 of the *Local Government Act 1999* sets out the specific roles and responsibilities of the Principal Member (Mayor). 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 the Mayor.

As section 58 of the *Local Government Act 1999* prescribes specific responsibilities for the Principal Member (or Mayor) to provide leadership and guidance for Council, the training as listed in Appendix B (in addition to the Elected member training) is required by the Principal Member (Mayor).

## 8. TRAINING & TIMING

This Policy contains the training requirements for Council Members. The training requirements are mandatory, and every Elected Member must undertake the mandatory training within the first 12 months of their four-year term.

## 9. RECORD KEEPING

Completion of mandatory training is a statutory obligation for all (continuing and new) Council Members. Records of Council Members participation must be kept by the CEO in a Register of Training and Development.

## 10. TRAINING DELIVERY

The CEO 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. Alternative delivery methods may be used to complement full Council engagement in face-to-face training.

## 11. MID-TERM COUNCIL LEADERSHIP REFRESHER

A mid-term refresher workshop and update training will be required, that will include (and not limited to):

8.1 a mid-term Council workshop in the maintenance of effective working relationships amongst Council Members and with CEO/key Council Staff,

8.2 legal and financial responsibilities, and

8.3 effective Council meetings and procedures.

## 12. ONGOING PERSONAL & PROFESSIONAL DEVELOPMENT

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.

While there are no specific qualifications or experience required to be an Elected Member, to be effective, Council Members need to demonstrate leadership qualities and a willingness to learn. Accordingly, 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 an Elected Member Professional Development Plan.

Below is a guide to additional, optional 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 an 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 to Council. 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** | |
|---|---|
| Building emotional intelligence | Effective time management |
| Building leadership resilience | Ethics & leadership |
| Complex and integrated decision making | Leading difficult conversations |
| Communication and presentation skills | Learning to speed read |
| Digital technology skills | Listening and coaching skills |
| Effective advocacy & leadership | Negotiation & facilitation skills |
| Effective community engagement | Presentation skills |
| Effective social media management | Strategic and critical thinking |

| Knowledge | |
|---|---|
| Audit & Risk (for Committee members) | Environment and waste management |
| Business excellence | Financial management |
| Climate change and risk | Planning & building |
| Community development | Procurement process |
| Community health & safety | Roads, assets & infrastructure |
| Culture, arts & events | Strategic risk management |
| Diversity & inclusion | Streetscapes, parks, and open space |
| Economic development | Understanding sustainable debt |

## 13. 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.

## 14. PAYMENTS & REIMBURSEMEMTS

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 an Elected Member may seek reimbursement of expenses in accordance with the relevant provisions of the *Local Government Act 1999* and the *Local Government (General) Regulations 2013*.

## 15. ANNUAL REPORTING

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 Council Members and expenditure allocated and used for training of Council Members.

## 16. POLICY REVIEW

This Policy will be reviewed every four (4 years), or as legislative change requires. The Council has the right to review this Policy at any time, if considered desirable.

## 17. AVAILABILITY OF POLICY

This Policy will be available for inspection at the Council's Office during ordinary business hours and via the Council's website, www.tumbybay.sa.gov.au. Copies will also be provided to the public upon request and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.

## 18. FURTHER INFORMATION

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|---|---|
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| Related Policies | |
| Related Procedures | |

**AUTHORITY:**

| | | |
|---|---|---|
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**SIGNED:** 

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Responsible Officer

**DATED:** 14/07/2026



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## ANNEXURE A – Council Member Leadership Competency Framework

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

| | Core | Modules | Learning objectives | Learning outcomes |
|---|---|---|---|---|
| Council member Leadership competency framework | CIVIC | **Introduction to local government**<br>– The Australian System of Government<br>– Role, functions and objectives of Local Government<br>– Composition and Council Structures<br>– Role of Council to CEO/staff and working together<br>– Council Services | To develop knowledge of the role and function of local government and how Council can effectively fulfill the objectives in the Local Government Act. | - Explain the role of local government in the Australian System of Government<br>- Define and explain the role and function of Council<br>- Define and explain the separate roles of the elected Council to CEO/staff, both the legislative provisions and operational structures that support effective working relationships. |
| | | **Effective council meetings**<br>– Overview of the types of meetings<br>– Council member preparation and responsibilities<br>– Structure and purpose of meetings<br>– Role of and purpose of information or briefing sessions | To develop knowledge of the range of council meetings that may be held and to identify the responsibilities of council members to contribute to effective meetings. | - List the types of meetings held by a council<br>- Identify how council meetings are structured and the purpose of such meetings<br>- Identify the responsibilities of council members to prepare for council meetings<br>- Define and explain the role of an information or briefing session and effective participation |
| | | **Council meeting procedures**<br>- Public access<br>- Meeting procedures<br>- Role of the Principal Member<br>- Moving motions, speaking to motions, and voting<br>- Effective presentation and constructive debate<br>- Minutes and upholding decisions of Council | To define the behaviour and develop the knowledge and skills to contribute to the effective operation of meetings procedures. | - Identify meeting procedures that apply to council meetings<br>- Explain the role of the Principal Member at council meetings<br>- Define 'a motion' and explain how motions are moved, spoken to, and voted upon<br>- Identify methods for effectively presenting information and engaging in constructive debate at council meetings<br>- Explain the purpose of Minutes and describe how council decisions are upheld |
| | | **Representing council decisions**<br>– The role of the Principal Member as Council spokesperson<br>– Related legislative and Council policy responsibilities<br>– Effective use of media channels | To develop knowledge of the legislative provisions, policies and processes that relate to effective ways Council and council members represent Council meeting decisions. | - Explain the role of the Principal Member<br>- Identify different media channels used by Council<br>- Explain the legislative requirements and Council policies relating to media<br>- Define the role of council member and effective ways to use Councils and council members media channels (including social media) |

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

## ANNEXURE B – Principal Member (Mayor) Leadership Competency Framework

| | Core | Modules | Learning objectives | Learning outcomes |
|---|---|---|---|---|
| Principal member Leadership competency framework | Behaviour | **Effective leadership**<br>– Leadership attributes and resilience<br>– Listening and influencing skills<br>– Establishing trust and effective working relationships<br>– Managing conflict and conflict resolution | To develop the knowledge, skills and attitudes required to be an effective Principal Member of a Council | - Identify leadership attributes to perform the role and support resilience<br>- Explain listening and influencing skills that will assist a Principal Member carry out their role<br>- Identify methods for establishing trust and for developing ongoing and effective relationships<br>- Define conflict and explain appropriate methods for managing and resolving conflict |
| | Civic | **Public speaking & media (skills)**<br>– Public speaking skills<br>– Effective media engagement for Councils key spokesperson | To develop the knowledge and skill that will enable a Principal Member to speak confidently and effectively in public on behalf of Council | - Define the role of a Principal Member as the key Council spokesperson<br>- Identify the attributes, qualities, and skills of an effective public speaker and media spokesperson |
| | | **Meeting procedures (technical knowledge)**<br>- Formal meeting procedures<br>**Effective Meetings (Chairing skills)**<br>- To lead a positive and ethical culture within the governing body<br>- Provide guidance on strategic decision making and guide debate for a reputable council. | To effectively chair council meetings with the technical knowledge of meeting procedures and the skills to support constructive debate and effective decision making. | - Identify the procedures that formally guide Council meetings (commencement, questions with or without notice, motions, speaking to motions, amendment of motions, formal motion, address to motion, voting, divisions, points of order, interruption of meeting, suspension, and removal of member, deputations and public question time)<br>- 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. |