



CITY OF HOBART

AGENDA

Finance and Governance Committee Meeting

Open Portion

Tuesday, 11 September 2018

at 5.00 pm

Lady Osborne Room, Town Hall

SUPPLEMENTARY ITEMS

ORDER OF BUSINESS

- 11. ALDERMANIC PROFESSIONAL DEVELOPMENT - REVISED
POLICY..... 3**

The General Manager reports:

“That in accordance with the provisions of Part 2 Regulation 8(6) of the *Local Government (Meeting Procedures) Regulations 2015*, these supplementary matters are submitted for the consideration of the Committee.

Pursuant to Regulation 8(6), I report that:

- (a) information in relation to the matter was provided subsequent to the distribution of the agenda;
- (b) the matter is regarded as urgent; and
- (c) advice is provided pursuant to Section 65 of the Act.”

11. Aldermanic Professional Development - Revised Policy
File Ref: F18/83035

Report of the General Manager of 7 September 2018 and attachments.

Delegation: Council

**REPORT TITLE: ALDERMANIC PROFESSIONAL DEVELOPMENT -
REVISED POLICY****REPORT PROVIDED BY:** General Manager**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to present a draft revised policy for Aldermanic professional development for consideration by the Committee and endorsement by the Council.
- 1.2. As a community service organisation, it is in the Council's interest to have a clearly understood framework in place which addresses the provision of professional development for its elected representatives.

2. Report Summary

- 2.1. The Finance and Governance Committee considered a report in relation to Aldermanic Professional Development, at its meeting held on 17 July 2018.
- 2.2. The Committee subsequently deferred the matter pending the presentation of a draft professional development policy.
- 2.3. A draft policy and supporting guidelines appear as **Attachment A** to this report.
- 2.4. In addition to the draft new policy, a copy of the existing elements of the current policy is provided as **Attachment B**, showing deletions and amendments in tracked-changes.
- 2.5. Also attached for the information of the Committee is the paper prepared by the NSW Division of Local Government titled *Councillor Induction and Professional Development: A Guide for Councils*. **Attachment C**.

3. Recommendation***That:***

1. ***The Council adopt the revised policy provisions and supporting guidelines relating to the delivery of training and development activities for Aldermen of the City of Hobart, as shown in the document marked as attachment A to this report titled "Aldermanic Training and Development - Revised Policy Provisions and Guidelines".***
2. ***The Council's policy titled "Aldermanic Development and Support" be varied, by the inclusion of the revised policy provisions.***

4. Background

- 4.1. The current policy in relation to Aldermanic Development and Support was most recently considered and endorsed by the Council at its meeting held on 24 July 2017.
- 4.2. Professional development for Aldermen was first introduced as a specific training and development activity within the policy, by resolution of the Council on 14 July 2014.
- 4.3. Since that time there have been various policy amendments; however, there remains an ongoing degree of concern about its appropriateness.
- 4.4. Amendments to the Local Government (General) Regulations 2015 which were introduced earlier this year, require Aldermen to declare that they will engage in ongoing professional development as part of their Declaration of Office, upon election to the Council.
- 4.5. In considering professional development requirements and outcomes in the local government context, it is important to ensure that activities relate to the role of elected members and the Council as a whole.
- 4.6. Section 28 (2) of *The Local Government Act 1993* (the Act) provides that *The councillors of a council collectively have the following functions:*
 - (a) *to develop and monitor the implementation of strategic plans and budgets;*
 - (b) *to determine and monitor the application of policies, plans and programs for –*
 - (i) *the efficient and effective provision of services and facilities; and*
 - (ii) *the efficient and effective management of assets; and*
 - (iii) *the fair and equitable treatment of employees of the council;*
 - (c) *to facilitate and encourage the planning and development of the municipal area in the best interests of the community;*
 - (d) *to appoint and monitor the performance of the general manager;*
 - (e) *to determine and review the council's resource allocation and expenditure activities;*
 - (f) *to monitor the manner in which services are provided by the council.*

- 4.6.1. In terms of individual councillors, the Act includes the following functions:
- (a) *to represent the community;*
 - (b) *to act in the best interests of the community;*
 - (c) *to facilitate communication by the council with the community;*
 - (d) *to participate in the activities of the council;*
 - (e) *to undertake duties and responsibilities as authorised by the council.*
- 4.7. As decision and policy makers, Aldermen are not expected, or required to hold specialist technical knowledge regarding Council activities.
- 4.7.1. Section 65 of the Act, supports the role of Aldermen and the Council in undertaking their roles by requiring the General Manager to ensure that matters placed before the Council for consideration are accompanied by relevant qualified advice, as necessary.
- 4.8. Section 27 of the Act assigns responsibility for the performance of Aldermen to the Lord Mayor.
- 4.9. In developing a policy, it is necessary to adopt a common understanding of the term “professional development” as it relates to the Aldermen of the City.
- 4.10. There was support at the last Finance and Governance meeting for the following definition:
- As a guiding principle, the primary function of aldermanic professional development activities should be to improve the operations and capacity of the Council, with a residual professional benefit to the individual Alderman from undertaking the training and development.*
- 4.11. The structured identification of professional development requirements provides the opportunity for Aldermen to assess their ongoing needs throughout their term of office, as required by the Oath of Office.

5. Proposal and Implementation

5.1. Professional development is categorised as education, specialised training or other learning activities, which improves the knowledge, competence and effectiveness of the participant and may be provided through avenues including:

- *formal study;*
- *workshops, briefings, seminars and business forums;*
- *peer programs;*
- *local government sector activities; and*
- *conferences.*

5.2. The draft policy has been prepared around this understanding and includes the following key elements:

- 5.2.1. A definition of professional development and its purpose, as outlined in clause 4.10 above;
- 5.2.2. The introduction of an annual elective professional development planning process, facilitated by the Lord Mayor;
- 5.2.3. Limitation of professional development activities to within Australia;
- 5.2.4. Reporting on all professional development activities on a bi-monthly basis; and
- 5.2.5. The addition of guidelines, to support the implementation of the policy.

5.3. The scope of professional development activities include Aldermanic:

- Induction;
- ongoing in-house City of Hobart training and awareness activities; and
- elective professional development activities, as identified and approved by the Lord Mayor.

5.4. Existing Aldermanic activities that aren't categorised as professional development include Aldermanic:

- representation of the city at a conference as a speaker, presenter or to accept an award;
- participation in study and inspection tours; and
- international relationships;

all of which are approved by the Council.

- 5.5. In terms of the mechanics of the process, it is proposed that the Lord Mayor facilitate an annual professional development planning process with individual Aldermen, after the post-election induction which follows each election.
- 5.6. In determining individual requirements for professional development, the Lord Mayor would consider the available budget, equity of expenditure and distribution of activities, and any other issues considered relevant at the time.
- 5.7. With the assistance of the General Manager, the Lord Mayor would then formulate an annual professional development plan which would be presented to the Council for noting purposes.
- 5.8. With the Lord Mayor's approval, "out-of-session" applications may be considered. Where this results in variations to the annual plan, these would also be noted by the Council.
- 5.9. The guidelines attached to the policy provide the framework for the Lord Mayor to assist the implementation of the annual planning process.
- 5.10. The proposed changes to the policy provisions are summarised in the following table for information.

Training and development activities listing within the existing Aldermanic Development and Support policy	Training and development activities listing within the new draft policy & Guidelines
Induction	No change - retained as a separate activity
Conference attendance:	<p>Changes as follows:</p> <ol style="list-style-type: none"> 1. Where Aldermen are approved to attend as part of their elective professional development plan, Lord Mayor approves. 2. Where Council may approve an Alderman as speaker at a conference, cost attributed to the individual as "representing the Council as conference speaker".
Local Government Sector development activities	<p>Changes as follows:</p> <ol style="list-style-type: none"> 1. Elements may be delivered as part of the Aldermanic induction program. 2. Outside this attendance is treated as elective professional development.
Study and Inspection Tours	No change.

Local workshops and seminars	<p>Changes as follows:</p> <ol style="list-style-type: none"> 1. Elements may be delivered as part of the induction program. 2. Outside this, attendance is treated as elective professional development.
International Relationships	No change
Topical issues	<p>Changes as follows:</p> <ol style="list-style-type: none"> 1. May form part of Council's ongoing in-house training and awareness activities. 2. Outside this attendance is treated as elective professional development.

5.11. In terms of the current provisions for Aldermanic professional development, the key differences include discontinuation of international travel and individual professional development allocations, the adoption of a facilitated annual planning process, noting of the annual professional development plan by the Council, and a reshaping of the activities contained in the current policy provisions into the following categories:

- Professional development;
- Representing the Council at a conference as speaker, presenter or collector of an award;
- Study and inspection tours; and
- International relationships.

6. Strategic Planning and Policy Considerations

6.1. The proposal meets the strategic objective and City of Hobart mission; to ensure good governance of our capital city.

7. Financial Implications

7.1. Funding Source and Impact on Current Year Operating Result

7.1.1. The approved budget for 2018/19 for Aldermanic training and development activities, which include conference representation, study tours and international relationships is \$106,000.

8. Legal, Risk and Legislative Considerations

8.1. There is no legal or risk consideration.

9. Community and Stakeholder Engagement

9.1. The Chairman of the Risk and Audit Panel has been consulted.

10. Delegation

10.1. The Council is responsible for varying and adopting Council policies.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



N.D Heath
GENERAL MANAGER

Date: 7 September 2018
File Reference: F18/83035

Attachment A: New Policy and Guidelines ↓
Attachment B: Existing Policy With Marked Up Revisions Reflecting New Policy ↓
Attachment C: NSW Councillor Induction and Professional Development Guide ↓

City of Hobart

New Policy Provisions

Title: Aldermanic Development and Support

Category: Corporate Governance

Date Last Adopted:

C ALDERMANIC PROFESSIONAL DEVELOPMENT

In order to meet the obligations of their Oath of Office, taken upon election, Aldermen are to engage in ongoing professional development in order to maintain and improve their skills and effectiveness and to stay in touch with issues relevant to the City.

Continuing professional development for Aldermen is an investment which enhances the effectiveness of the City's performance in achieving its goals. Well trained and informed elected representatives are best placed to represent their community.

It is important that activities relate to the role of elected members and the Council as a whole, as defined within the Local Government Act 1993,.

In considering professional development requirements, it should be noted that, as decision and policy makers, Aldermen are not expected, or required to hold specialist technical knowledge regarding Council activities, as the provision of qualified advice is the responsibility of the General Manager, in accordance with Section 65 of the Local Government Act 1993.

The primary function of aldermanic professional development activities is to improve the operations and capacity of the Council; with a residual professional benefit to the individual Alderman from undertaking the training and development.

This policy provides the framework for the delivery and management of Aldermanic participation in professional development activities which are provided by the City via the following framework:

- Post-election induction program;
- Ongoing in-house training and awareness activities; and
- Elective professional development activities.

The total cost of funding for Aldermanic activities, as described within this policy, will be attributed to the annual operating budget as approved by the Council.

Any expenditure in excess of the annual budget must be approved by the Council.

1. Post-Election Induction Program

Following their election Aldermen will be supported in their roles through access to a comprehensive induction program which will be offered as soon as possible after the induction of a new Council, and normally occur during the first months of office.

An effective induction program provides the opportunity for Aldermen to become familiar with the structure of the organisation and how it interacts with its community and assists the newly elected Council build effective working relationships.

Induction programs are normally delivered in-house by the City, local government related entities such as the Local Government Association of Tasmania, Local Government Office; or subject matter specialists such as the Integrity Commission.

Topics include, but are not limited to the following issues:

- (i) Organisational structure and operations; including the structure and cycle of Council business delivery, meeting procedures and the role of Chairmen;
- (ii) Roles and responsibilities of the Lord Mayor, Deputy Lord Mayor and Aldermen of the Council, including Code of Conduct, conflict of interest, ethical decision making and building effective working relationships;
- (iii) The Council's role as the planning authority;
- (iv) Community engagement;
- (v) Strategic business planning including annual plans, policy development, delegations, strategic plan, financial management plans, budgetary framework and asset management;
- (vi) Briefings on specific issues affecting the City of Hobart at the time.

2 Ongoing In-house City of Hobart Training & Awareness Activities

The legislative provisions of the *Local Government Act 1993* provide the formal framework for the presentation and discussion of the business of Council, via an approved schedule of meetings.

In addition to the formal legislative structure which governs the flow of Council business through meetings of the Council and its appointed

committees, there is a need for Aldermen to be aware of a wide range of issues relating to their roles as elected representatives of the City.

Matters may include legislative updates, City specific projects and inter-government matters, as well as refresher training and awareness on issues including WH&S responsibilities, ethical decision making and Code of Conduct.

Information on such matters will be presented to Aldermen as the need arises, using the most appropriate forums, including training sessions, briefings, presentations and workshops.

3 Other Elective Professional Development Activities

In keeping with the Aldermanic Oath of Office, ongoing professional development will involve participation by Aldermen in training and development activities to improve their knowledge, competence and effectiveness.

Activities may be provided through a number of avenues which suit individual needs, including:

- *formal study;*
- *workshops; briefings, seminars and business forums;*
- *peer programs;*
- *local government sector activities; and*
- *conferences.*

All professional development activities must be conducted within Australia.

It is the responsibility of the Lord Mayor to oversee the performance of the Aldermen in accordance with section 27 of the Local Government Act 1993.

Accordingly the Lord Mayor* will approve an annual professional development plan for the Council, having discussed individual needs with Aldermen, in accordance with the policy guidelines.

*In all instances involving elective professional development planning for the Lord Mayor, the Deputy Lord Mayor will act in lieu of the Lord Mayor.

In support of individual planning, Aldermen may access a training needs facilitator should they so wish, in accordance with the policy guidelines.

In determining individual requirements for professional development, the Lord Mayor will be mindful of the available budget; equity of expenditure and distribution of activities; and any other issues considered to be relevant at the time.

The Lord Mayor will inform the Council of the annual professional development plan, for noting purposes only, together with any approved variations as they occur.

Aldermen will be required to report to the Council on their professional development training and development activities, in accordance with the policy.

The total cost of Aldermanic participation in professional development activities will be attributed to individual Aldermen under this specific category and will appear on the City of Hobart's website.

D REPRESENTING COUNCIL AS A CONFERENCE SPEAKER

The Council may resolve to send an Alderman as a representative of the City to a conference, in the capacity of speaker, presenter, or to accept an award.

Aldermen who may represent the Council as a conference speaker or presenter will be required to provide a report to the Council on their conference attendance, in accordance with the policy.

The total cost of Aldermanic participation in activities under the as a conference speaker will be attributed to individual Aldermen under this specific category and will appear on the City of Hobart's website.

E REPRESENTATION OF THE COUNCIL IN LOCAL GOVERNMENT AND RELATED BUSINESS ACTIVITIES

As the City's civic leader, the Lord Mayor, is a member of a range of local government bodies, including the Local Government Association of Tasmania, the Southern Tasmanian Council's Association and the Council of Capital Cities Lord Mayor's.

The Lord Mayor also participates on various working parties and special committees representing local government activities.

Participation in these activities are not subject to Council approval as they form part of the operational activities of the Council.

The Lord Mayor may, due to unavailability, request an Alderman to represent the Lord Mayor by participating in such activities.

The cost of the Lord Mayor's participation in local government activities, as the representative of the City will be recorded in the operating budget for the Office of the Lord Mayor, as will be the case for any Alderman who represents the Lord Mayor, at the Lord Mayor's request.

F STUDY AND INSPECTION TOURS

The Council may resolve to send one or more Aldermen participating in a study or inspection tour to examine a particular program or activity operating outside of the City, in order to assess its application or suitability for the City of Hobart.

In considering participation in study tours, the Council will be provided with details of all costs associated with attendance, including resourcing and any other associated costs.

The total cost of Aldermanic participation in study and inspection tours will be attributed to individual Aldermen under this specific category and will appear on the City of Hobart's website.

G INTERNATIONAL RELATIONSHIPS

An Alderman may participate in two international relationship delegations, (or more, if deemed appropriate by the Council), in a four year term of office, as part of an official Council approved delegation.

As part of any such visit, where appropriate, the Council may advise community representatives, business, State Government and other relevant stakeholders, in order to ascertain their interest in participating in the visit as part of the Council delegation.

In addition to Council delegations, the Council may also approve participation in appropriate delegations conducted by the State Government or other relevant agencies.

The following criteria applies to travel on international delegations:

- (a) The objectives of individual visits should be clearly defined.
- (b) Visits will be timed to coincide with or support:
 - (i) Significant events in the life of the City acknowledged by the Council as a City of significance or with which the Council has a formal relationship;
 - (ii) Trade missions and delegations;
 - (iii) Major cultural events; or
 - (iv) Strategic opportunities to build on and reinforce relationships.

In relation to international cities relationships, where the Council may send a delegation to a Sister City or international destination of significance, as resolved by the Council; with the exception of the Lord Mayor's partner, Aldermen's partners shall meet their own costs of travel and accommodation (excluding ordinary travel insurance costs).

Where an Alderman represents the Lord Mayor on an international delegation, the policy provisions which relate to funding by the Council of travel for the Lord Mayor and their partner, also apply to the representing Alderman.

The total cost of Aldermanic participation in international relationship delegations will be attributed to individual Aldermen under this specific category and will appear on the City of Hobart's website.

H GENERAL PROVISIONS

1. Where an Alderman undertaking travel on City of Hobart business, may seek to add a personal travel component, this can only occur where the Alderman can demonstrate that there is no financial or material detriment to the City.
2. Where Aldermen are required to provide reports in respect to activities undertaken under this policy, the report is to include the name, location and date of the activity, together with a summary of the outcomes, including any matters which may be considered relevant to the City of Hobart. An electronic template will be made available for this purpose. Reports will be submitted to the relevant Council committee.
3. Upon return from any activity approved under the Aldermanic Development and Support Policy, Aldermen are to provide a reconciliation of all expenditure incurred in attending the activity, within 30 days.
4. All additional costs associated with a partner accompanying an Alderman undertaking any activity covered under the Aldermanic Development and Support policy are the responsibility of the individual Alderman and are to be met personally by the Alderman.
5. Where Aldermen fly within Australia, the following arrangements apply:
 - (a) Where a destination may be reached by a single flight, less than two hours in duration, travel will be economy class.
 - (b) Where flight duration is in excess of two hours or where a destination can only be reached by more than one flight, and the combined duration of each flight required to reach the destination is in excess of two hours, Aldermen may elect to travel business class or premium economy (or the closest available equivalent).
 - (c) Where an Alderman may be required to visit multiple destinations in one day, and the cumulative duration of flights is in excess of two hours, clause (b) above would also apply.
 - (d) The General Manager may determine the travel mode and class in other unforeseen circumstances, in consultation with the Lord Mayor or Deputy Lord Mayor.

6. In respect to overseas travel, Aldermen may elect to fly business class (or the available equivalent).
7. A daily incidentals travel allowance of \$40 shall be provided to Aldermen who travel away from the City in all circumstances of legitimate Council business, as covered under this policy. This allowance is not subject to any acquittal or reconciliation process.
8. The Council's administration will make and pay for all arrangements for Aldermanic travel.

City of Hobart

Guidelines to the Aldermanic Development and Support Policy

The following guidelines support the implementation and delivery of the Aldermanic Development and Support Policy.

ANNUAL ELECTIVE PROFESSIONAL DEVELOPMENT – PLANNING:

- (i) In accordance with the role of the Lord Mayor to oversee the performance of the Aldermen, the Lord Mayor will facilitate annual elective professional development planning for individual Aldermen, with administrative support from the General Manager.
- (ii) In order to assist the Lord Mayor with the preparation and approval of individual plans, the General Manager will inform the Lord Mayor of the total annual budget which is available for expenditure.
- (iii) The Lord Mayor will contact individual Aldermen to discuss their requirements and formulate a professional development plan.
- (iv) To assist this process, a checklist of training and development activities which would support professional development for Aldermen of the City of Hobart will be provided to each Alderman.
- (v) Where an Alderman may elect to seek the input of a training needs facilitator to assist with the identification of their particular needs, the General Manager will provide access to a suitable practitioner. Where there may be a cost for this service, it will be attributed to the cost of professional development for the Alderman concerned.
- (vi) The annual planning process will not preclude an Alderman approaching the Lord Mayor to discuss “out of session” professional development activities; or variations to professional development plans, which the Lord Mayor may consider, taking account of the policy provisions.
- (vii) Aldermen are to submit a bi-monthly report in respect to professional development activity undertaken within the preceding two month period to the relevant Council committee. For the purposes of this process, the monthly periods are defined as calendar months.
- (viii) Further to clause (vii) above, where professional development involves formal education or a training activity which is conducted over a set period of time and/or involves some form of examination, assessment

and/or accreditation, the finalisation date of the activity will be deemed as either the last date on which the activity occurred; or the date of receipt of notification of the evaluation or examination result, whichever is the latter.

C. Aldermanic Professional Development

In order to meet the obligations of their Oath of Office, taken upon election, Aldermen are to engage in ongoing professional development in order to maintain and improve their skills and effectiveness and to stay in touch with issues relevant to the City.

Continuing professional development for Aldermen is an investment which enhances the effectiveness of the City's performance in achieving its goals. Well trained and informed elected representatives are best placed to represent their community.

It is important that activities relate to the role of elected members and the Council as a whole, as defined within the Local Government Act 1993.

In considering professional development requirements, it should be noted that, as decision and policy makers, Aldermen are not expected, or required to hold specialist technical knowledge regarding Council activities, as the provision of qualified advice is the responsibility of the General Manager, in accordance with Section 65 of the Local Government Act 1993.

The primary function of aldermanic professional development activities is to improve the operations and capacity of the Council; with a residual professional benefit to the individual Alderman from undertaking the training and development.

This policy provides the framework for the delivery and management of Aldermanic participation in professional development activities which are provided by the City via the following framework:

- post election induction program,
- ongoing in-house training and awareness activities, and
- other elective professional development activities.

The total cost of funding for Aldermanic activities, as described within this policy, will be attributed to the annual operating budget as approved by the Council.

Any expenditure in excess of the annual budget must be approved by the Council.

1. Post Election Induction

Following their election Aldermen will be supported in their roles through access to a comprehensive induction program which will be offered as soon as possible after the induction of a new Council, and normally occur during the first months of office.

An effective induction program provides the opportunity for Aldermen to become familiar with the structure of the organisation and how it interacts with its community and assists the newly elected Council build effective working relationships.

Induction programs are normally delivered in-house by the City, local government related entities such as the Local Government Association of Tasmania, Local Government Office; or subject matter specialists such as the Integrity Commission.

Topics include, but are not limited to the following issues:

- (i) Organisational structure and operations; including the structure and cycle of Council business delivery, meeting procedures and the role of Chairmen;
- (ii) Roles and responsibilities of the Lord Mayor, Deputy Lord Mayor and Aldermen of the Council, including Code of Conduct, conflict of interest, ethical decision making and building effective working relationships;
- (iii) The Council's role as the planning authority;
- (iv) Community engagement;
- (v) Strategic business planning including annual plans, policy development, delegations, strategic plan, financial management plans, budgetary framework and asset management;
- (vi) Briefings on specific issues affecting the City of Hobart at the time.

2 Ongoing In-house City of Hobart Training & Awareness Activities

The legislative provisions of the *Local Government Act 1993* provide the formal framework for the presentation and discussion of the business of Council, via an approved schedule of meetings.

In addition to the formal legislative structure which governs the flow of Council business through meetings of the Council and its appointed committees, there is a need for Aldermen to be aware of a wide range of issues relating to their roles as elected representatives of the City.

Matters may include legislative updates, City specific projects and inter-government matters, as well as refresher training and awareness on issues including WH&S responsibilities, ethical decision making and Code of Conduct.

Information on such matters will be presented to Aldermen as the need arises, using the most appropriate forums, including training sessions, briefings, presentations and workshops.

3 Other Elective Professional Development Activities

In keeping with the Aldermanic Oath of Office, ongoing professional development will involve participation by Aldermen in training and development activities to improve their knowledge, competence and effectiveness.

Activities may be provided through a number of avenues which suit individual needs, including:

- *formal study;*
- *workshops; briefings, seminars and business forums;*
- *peer programs;*
- *local government sector activities; and*
- *conferences.*

All professional development activities must be conducted within Australia.

It is the responsibility of the Lord Mayor to oversee the performance of the Aldermen in accordance with section 27 of the Local Government Act 1993.

Accordingly the Lord Mayor will approve an annual professional development plan for the Council, having discussed individual needs with Aldermen, in accordance with the policy guidelines.

In support of individual planning, Aldermen may access a training needs facilitator should they so wish, in accordance with the policy guidelines.

In determining individual requirements for professional development, the Lord Mayor will be mindful of the available budget; equity of expenditure and distribution of activities; and any other issues considered to be relevant at the time.

The Lord Mayor will inform the Council of the annual professional development plan, for noting purposes only, together with any approved variations as they occur.

Aldermen will be required to report to the Council on their professional development training and development activities, in accordance with the policy.

The total cost of Aldermanic participation in professional development activities will be attributed to individual Aldermen under this specific category and will appear on the City of Hobart's website.

D REPRESENTING COUNCIL AS A CONFERENCE SPEAKER

The Council may resolve to send an Alderman as a representative of the City to a conference, in the capacity of speaker, presenter, or to accept an award.

Aldermen who may represent the Council as a conference speaker or presenter will be required to provide a report to the Council on their conference attendance, in accordance with the policy.

The total cost of Aldermanic participation in activities under the as a conference speaker will be attributed to individual Aldermen under this specific category and will appear on the City of Hobart's website.

E REPRESENTATION OF THE COUNCIL IN LOCAL GOVERNMENT AND RELATED BUSINESS ACTIVITIES

As the City's civic leader, the Lord Mayor, is a member of a range of local government bodies, including the Local Government Association of Tasmania, the Southern Tasmanian Council's Association and the Council of Capital Cities Lord Mayor's.

The Lord Mayor also participates on various working parties and special committees representing local government activities.

Participation in these activities are not subject to Council approval as they form part of the operational activities of the Council.

The Lord Mayor may, due to unavailability, request an Alderman to represent the Lord Mayor by participating in such activities.

The cost of the Lord Mayor's participation in local government activities, as the representative of the City will be recorded in the operating budget for the Office of the Lord Mayor, as will be the case for any Alderman who represents the Lord Mayor, at the Lord Mayor's request.

F STUDY AND INSPECTION TOURS

The Council may resolve to send one or more Aldermen participating in a study or inspection tour to examine a particular program or activity operating outside of the City, in order to assess its application or suitability for the City of Hobart.

In considering participation in study tours, the Council will be provided with details of all costs associated with attendance, including resourcing and any other associated costs.

The total cost of Aldermanic participation in study and inspection tours will be attributed to individual Aldermen under this specific category and will appear on the City of Hobart's website.

T.

10. The submission and approval process for travel reconciliations is the same as for the reimbursement of Aldermanic expenses, as provided in section G of the policy.

G. INTERNATIONAL RELATIONSHIPS

An Alderman may participate in two international relationship delegations, or more, if deemed appropriate by the Council, in a four year term of office, as part of an official Council approved delegation.

As part of any such visit, where appropriate, the Council may advise community representatives, business, State Government and other relevant stakeholders, in order to ascertain their interest in participating in the visit as part of the Council delegation.

In addition to Council delegations, the Council may also approve participation in appropriate delegations conducted by the State Government or other relevant agencies.

The following criteria applies to travel on international delegations:

- (a) The objectives of individual visits should be clearly defined.
- (b) Visits will be timed to coincide with or support:
 - (i) Significant events in the life of the City acknowledged by the Council as a city of significance or with which the Council has a formal relationship;
 - (ii) Trade missions and delegations;
 - (iii) Major cultural events; or
 - (iv) Strategic opportunities to build on and reinforce relationships.

In relation to international cities relationships, where the Council may send a delegation to a Sister City or international destination of significance, as resolved by the Council, with the exception of the Lord Mayor's partner, Aldermen's partners shall meet their own costs of travel and accommodation (excluding ordinary travel insurance costs).

Where an Alderman may represent the Lord Mayor on an international delegation, the policy provisions which relate to funding by the Council of travel for the Lord Mayor and their partner, also apply to the representing Alderman.

The total cost of Aldermanic participation in international relationship delegations will be attributed to individual Aldermen under this specific category and will appear on the City of Hobart's website.

H GENERAL PROVISIONS

1. Where an Alderman undertaking travel on City of Hobart business, may seek to add a personal travel component, this can only occur where the Alderman can demonstrate that there is no financial or material detriment to the City.

- 2 Where Aldermen are required to provide reports in respect to activities undertaken under this policy, the report is to include the name, location and date of the activity, together with a summary of the outcomes, including any matters which may be considered relevant to the City of Hobart. An electronic template will be made available for this purpose. Reports will be submitted to the relevant Council committee.
- 3 Upon return from any activity approved under the Aldermanic Development and Support Policy, Aldermen are to provide a reconciliation of all expenditure incurred in attending the activity, within 30 days.
- 4 All additional costs associated with a partner accompanying an Alderman undertaking any activity covered under the Aldermanic Development and Support policy are the responsibility of the individual Alderman and are to be met personally by the Alderman.
- 5 Where Aldermen fly within Australia, the following arrangements apply:
 - (a) Where a destination may be reached by a single flight, less than two hours in duration, travel will be economy class.
 - (b) Where flight duration is in excess of two hours or where a destination can only be reached by more than one flight, and the combined duration of each flight required to reach the destination is in excess of two hours, Aldermen may elect to travel business class or premium economy (or the closest available equivalent).
 - (c) Where an Alderman may be required to visit multiple destinations in one day, and the cumulative duration of flights is in excess of two hours, clause (b) above would also apply.
 - (d) The General Manager may determine the travel mode and class in other unforeseen circumstances, in consultation with the Lord Mayor or Deputy Lord Mayor.
- 6 In respect to overseas travel, Aldermen may elect to fly business class (or the available equivalent).
- 7 A daily incidentals travel allowance of \$40 shall be provided to Aldermen who travel away from the City in all circumstances of legitimate Council business, as covered under this policy. This allowance is not subject to any acquittal or reconciliation process.

The Council's administration will make and pay for all arrangements for Aldermanic travel.



COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT

A GUIDE FOR COUNCILS



ACCESS TO SERVICES

The Division of Local Government is located at:

Levels 1 & 2
5 O'Keefe Avenue
NOWRA NSW 2541

Locked Bag 3015
NOWRA NSW 2541

Phone 02 4428 4100
Fax 02 4428 4199
TTY 02 4428 4209

Level 9, 6 O'Connell Street
SYDNEY NSW 2000

Locked Bag A5045
SYDNEY SOUTH NSW 1235

Phone 02 9289 4000
Fax 02 9289 4099

Email dlg@dlg.nsw.gov.au
Website www.dlg.nsw.gov.au

OFFICE HOURS

Monday to Friday
8.30am to 5.00pm
(Special arrangements may be made if these hours are unsuitable)
All offices are wheelchair accessible.

ALTERNATIVE MEDIA PUBLICATIONS

Special arrangements can be made for our publications to be provided in large print or an alternative media format. If you need this service, please contact our Executive Support Group on 02 9289 4100.

DISCLAIMER

The material contained in this publication is based upon information provided to the Division by councils. While every effort has been made to ensure the accuracy of the information in this publication, the Division of Local Government expressly disclaims any liability to any person in respect of anything done or not done as a result of the contents of the publication or the data provided.

© NSW Division of Local Government, Department of Premier and Cabinet
2012

ISBN 978-1-922001-09-2

Produced by the Division of Local Government, Department of Premier and Cabinet

www.dlg.nsw.gov.au

CONTENTS

INTRODUCTION	2
ABOUT THE GUIDE	2
PART A	4
INDUCTION PROGRAMS FOR COUNCILLORS	4
Benefits of a councillor induction program	4
What information do new councillors initially need?	5
Councillor Induction Program - Content Checklist	6
Developing and delivering a councillor induction program	9
Planning and preparation	9
Structure and Delivery	10
Evaluation	11
PART B	12
PROFESSIONAL DEVELOPMENT FOR COUNCILLORS	12
Commitment to continuing professional development for councillors	12
Identifying training and development needs	12
Development of a training and professional development plan	14
Delivery	14
Evaluation	15
APPENDIX A	16
COUNCILLOR INDUCTION MANUAL - CONTENT CHECKLIST	16
APPENDIX B	18
SKILLS AND KNOWLEDGE SELF-ASSESSMENT - CHECKLIST FOR COUNCILLORS	18
APPENDIX C	19
FURTHER OPPORTUNITIES FOR COUNCILLOR PROFESSIONAL DEVELOPMENT	19

INTRODUCTION

Councillors are from a range of diverse backgrounds and bring different and valuable skills to the role. Despite this, few new councillors have extensive knowledge of the system of local government, how a council works or the full range of their roles and responsibilities.

From their first council meeting councillors will be required to make important decisions on behalf of their communities and take responsibility for those decisions. Those decisions often involve significant use of public money, assets or natural resources.

Some councillors may need to develop skills in areas that are unfamiliar to them. These may include skills in understanding council meeting procedures, the rules of debate or interpreting financial statements, to name just a few.

A number of councillors may have specific needs or require assistance. For example, for those with a physical disability or impairment that affects their mobility, hearing or vision or those whose first language is not English.

Even experienced councillors say they can find it challenging to keep abreast of changes to the legislative and policy context for local government as well as changes to a council's policies and procedures.

No matter what the individual circumstances of the councillors on a council, their role is an important one and their responsibilities are wide-ranging.

This Guide seeks to help councils ensure that councillors have every opportunity to clearly understand their role and responsibilities and to develop the skills and knowledge to perform their job well and in the best interests of the community they represent.

This Guide provides information for councils to assist with the development and implementation of councillor induction and continuing professional development programs. Councils are strongly encouraged to implement such programs.

ABOUT THE GUIDE

The Guide is divided into three parts.

Part A provides guidance to councils on developing and implementing an induction program for their newly elected councillors. An induction program is the starting point of a professional development program for councillors.

Part B provides guidance to councils on developing and implementing ongoing training and professional development programs that assist councillors to continue to develop their skills and knowledge throughout their term in office as the need and opportunity arises.

It is acknowledged that many councils have councillor induction programs in place and a number have continuing professional development programs. It is also recognised that local needs and circumstances vary as do the skills and needs of individual councillors.

This Guide is designed to be used flexibly by councils. It includes:

- a framework for the development of councillor induction and continuing professional development programs
- information about the developmental stages of each program and what to consider at each stage
- checklists of what could be included in each program to assist councils to develop the content of their programs to ensure that they best suit local needs and circumstances
- information on learning and professional development opportunities available to councillors.

PART A

INDUCTION PROGRAMS FOR COUNCILLORS

Benefits of a councillor induction program

An induction program is important as it enables councillors to quickly become familiar with how the council works, the 'rules' under which a council operates and the complexities of the role.

An induction program also provides an opportunity to set a positive tone, establish clear roles and responsibilities and to build positive working relationships from the outset. This lays the foundations for a successful term in office for new councillors.

Benefits of an induction program for councillors include:

- Understanding of the new council and the local government area
- Meeting, building rapport, sharing knowledge and experiences, forming positive working relationships with other councillors and key staff
- Understanding key legislation and legislative role and responsibilities
- Briefing on the 'big picture', including key issues and tasks for the new council
- Understanding key council information, policies and procedures
- Enabling more active and rapid participation in the business of the council
- Increasing confidence in ability to undertake the role
- Providing clarity for new councillors about what the role entails
- Providing an opportunity for appropriate mentoring relationships to be established between experienced and new councillors
- Providing essential information to assist councillors to function well in their role and to make informed and effective decisions from the start of their term in office
- Opportunity for all councillors, both new and experienced, to receive essential information in a structured and consistent way
- Opportunity to meet, build rapport and form positive working relationship with senior staff

Because local government is complex and changing, all councillors, both new and experienced, should attend a council's induction program at the commencement of each term.

What information do new councillors initially need?

In the first few weeks new councillors will need to know:

- ✓ The legislation or 'rules' under which councils operate
- ✓ Their roles and responsibilities and formal obligations
- ✓ What the council does and how the council operates
- ✓ Council's management structure and key staff
- ✓ Key policies and procedures
- ✓ Meeting times, venues and procedures
- ✓ Where to go to get more information or assistance
- ✓ Information on the mayoral process (where applicable)
- ✓ Information to appoint councillors to committees.

The following is a checklist of suggested content for councillor induction programs.

Councillor Induction Program - Content Checklist

Induction Program	
Topic Area	Suggested Content
Orientation to council facilities and local government area	<ul style="list-style-type: none"> ✓ Orientation to council chambers, offices and facilities available to councillors ✓ Demographic profile of local government area ✓ Social, environmental and economic issues ✓ Guided tour of local government area including council facilities, significant sites and projects
Legal and political context of local government	<ul style="list-style-type: none"> ✓ Destination 2036 ✓ The relationship of State and Federal tiers of government to local government ✓ A Council's Charter under the <i>Local Government Act 1993</i> (the Act) ✓ Roles and responsibilities of oversight agencies such as the Division of Local Government, the Department of Planning and Infrastructure, the Independent Commission Against Corruption, the Ombudsman's Office
Roles and responsibilities of councillors and staff	<ul style="list-style-type: none"> ✓ Provisions in the Act regarding the role of councillors, the mayor and the General Manager; and delegations ✓ Balancing the dual role of a councillor as a member of the governing body and as an elected representative ✓ Councillors' role: guide the strategic direction of the council; staff role: implement the decisions of the council ✓ Responsibility of councillors in overseeing performance of the General Manager ✓ Council's policy on councillor/staff interaction
Legal and ethical responsibilities and risk management	<ul style="list-style-type: none"> ✓ General legal responsibilities of councillors as members of the governing body under the Act and other legislation ✓ Up-to-date accountability and compliance requirements ✓ Code of Conduct ✓ Risk management ✓ Personal legal responsibilities (for example, WH&S, anti-discrimination, privacy, records)

Induction Program	
Topic Area	Suggested Content
	management, surcharging)
Decision making	<ul style="list-style-type: none"> ✓ Meeting procedures, the provisions of the Act and the Regulation, and Council's own Code of Meeting Practice ✓ Closed meetings, business papers, minutes and councillor access to information
Overview of the key functional areas of council operations, staffing and major policy documents	<ul style="list-style-type: none"> ✓ Council's organisational structure, with a focus on key directorates, senior staff and functions ✓ Planning and other regulatory functions, assets and infrastructure, financial management, community services and governance ✓ Council's key policies and its responsibility for their review
Strategic planning, including community engagement, change management and the Integrated Planning and Reporting framework	<ul style="list-style-type: none"> ✓ Strategic and operational planning and reporting processes of Council, including land use planning and the Integrated Planning and Reporting framework ✓ Mechanisms for ensuring structured and representative community engagement and participation in planning processes ✓ Current strategic and operational plans and progress in implementation ✓ Change management processes
Financial processes and financial management	<ul style="list-style-type: none"> ✓ Responsibilities of councillors for the financial management of council ✓ Financial processes and relationship with other planning processes ✓ Tools to understand, interpret, develop and effectively manage financial resources of Council
Customer services and complaints handling	<ul style="list-style-type: none"> ✓ Customer service in local government ✓ Council's complaints handling process and how councillors should handle constituents' concerns so that it is consistent
Teamwork, communication and managing different viewpoints in local government	<ul style="list-style-type: none"> ✓ Development of teamwork skills ✓ Development of conflict resolution skills ✓ What supports or undermines the effective functioning of council

Induction Program	
Topic Area	Suggested Content
Support available to assist councillors in the role	<ul style="list-style-type: none">✓ Councillor annual fees✓ Council's policy on the provision of councillor expenses and facilities✓ Councillor training and development needs analysis and programs✓ Informal and formal mentoring strategies

Developing and delivering a councillor induction program

Councillor induction programs are a vital way to ensure new councillors get the information they need to be effective leaders.

Planning and preparation

Forward planning by a council will allow time for a well-structured and effective induction program to be developed. It is suggested that an induction program is planned and budgeted for within, or linked to, a council's training and development plan for councillors. The development and adoption of a councillor training and development plan by Council is discussed in Part B of this Guide.

Forward planning will also enable all of the candidates for elections to be aware of the proposed timetable for the induction program. Candidates may then make tentative arrangements to enable them to attend the induction program if they are elected.

Timing

Preliminary induction training by councils should take place as soon as possible after the polls are declared following a new election and prior to the first council meeting. This should aim to provide councillors with the basic information they need to function in their role, including in meetings.

The rest of the induction program should then be delivered within approximately two months of the polls being declared.

Some councils prefer to deliver the full induction program as soon as possible to provide councillors with all of the information and induction training they need from the start of their term in office. However, this approach can risk the councillors feeling overloaded with information.

Some councils prefer to deliver induction training approximately six weeks after the election so that new councillors have the opportunity to gain some practical experience first. However, this approach can risk councillors not being effective or feeling confident in their role during the weeks preceding the induction training.

Some councils choose to do a mixture of both by staging the induction program over a number of weeks. Ultimately the optimum timing for delivery of an induction program will vary depending on local circumstances.

Preparation of an induction manual

Councils should develop materials such as an induction manual or handbook to support councillors in the first weeks following the induction. This resource may also include relevant background reference material for the longer term. It may be provided prior to or at induction training.

How the information is presented will affect how useful it is. For example, some councils have found that a manual is most likely to be used if the information is presented in a folder. Some councils may consider also providing the

information as an on-line resource. An on-line resource may be easier for councils to keep updated, and can make topic searching easier for users.

Suggested topics for an induction manual include:

- Basic information about the Council
- Profiles (demographic, economic etc) of the local government area
- Information about council meetings
- Key planning and policy documents and information
- Key legislation
- Information about support for councillors
- Other useful resources, such as *Bluett's Local Government Handbook NSW*, and/or details about where they may be accessed.

Appendix A provides a checklist of the content that could be included in an induction manual or on-line resource. It is suggested that on-line resources include hyperlinks to electronic versions of any plans, policies etc referred to in the councillor induction manual.

Structure and Delivery

Where possible or practicable, councillor induction should be conducted in a way that avoids councillors being overloaded with information. This may be achieved by limiting the length of sessions, having a number of short sessions in lieu of one longer session and/or through using a range of delivery modes and materials.

Some councils structure their councillor induction programs intensively over two or more days - possibly a weekend - while others choose to hold shorter, evening sessions over several weeks. Others choose a combination of both.

Councils may consider making use of resource sharing arrangements with other councils, including Regional Organisations of Councils (ROCs), when planning and delivering their induction programs. For example, one part of the induction may be provided at the regional level to cover the more generic and regional issues and another part within the council to cover local issues, policies and procedures.

The program may be delivered using a variety of methods, in a combination of the following strategies:

- Intensive blocks over two or more days (including weekend retreats)
- Evening or dinner sessions over several weeks
- A mix of regional and local level induction sessions
- Briefings from the General Manager and other senior staff

- A guided tour of council's administration building/s, depot, council facilities and local government area
- In-house workshops by council staff and/or professional training providers
- Seminars and conferences
- Panel discussions
- Mock council meeting/s
- Training booklets and discussion papers distributed to councillors to work through at their own pace
- On-line information and/or training resources

Where possible, presentations should be supported by written materials, including an induction manual or handbook that councillors can retain and refer back to.

By-elections

An appropriate induction program should also be organised by councils for newly elected councillors as a result of a by-election for casual vacancies.

Evaluation

An induction program should be evaluated to assist a council to determine its effectiveness and identify improvements.

Evaluation helps a council to determine what elements of the induction program worked well and why. It also helps determine what could be improved and whether there were any gaps or issues that may need to be addressed with the councillors at a later date.

The methodology for the evaluation should be determined when the induction program is being developed to ensure that relevant data is collected.

PART B

PROFESSIONAL DEVELOPMENT FOR COUNCILLORS

Due to the intensive nature and short timeframe of a typical induction program, all of the training and skills development needs of councillors are unlikely to be met.

Councillors should have access to continuing, needs-based training and skills development opportunities throughout their term to enhance the councillors' effectiveness.

Commitment to continuing professional development for councillors

Continuing professional development for councillors is an investment which will enhance the effectiveness of the council's performance in achieving its goals. The council's commitment is needed to ensure an appropriate program is developed.

Policy on the provision of expenses and facilities to councillors

An existing mechanism through which a commitment to continue professional development may currently be met is a council's policy on the provision of expenses and facilities to councillors.

A councillor expenses and facilities policy must be prepared in accordance with section 252 of the *Local Government Act 1993* and the Division's *Guidelines on the provision of expenses and facilities to mayors and councillors in NSW*. These policies must be reviewed and adopted by councils on an annual basis. The guidelines are available on the Division's website.

Clear and adequate provision for relevant training and professional development activities should be included in these policies as legitimate expenses incurred by councillors to assist them to undertake their civic duties.

Other mechanisms

Councils may also wish to consider other mechanisms to reinforce their commitment to councillor training and development and provide a structured approach to implement this.

This may be done through developing and adopting a motion or a charter as a statement of commitment to support councillor training and development. Alternatively, councils may wish to develop and adopt a separate training and development policy. These should include details of how this commitment will be realised in practice.

Identifying training and development needs

The development of an effective training and development plan is based on identifying the skills and knowledge required by councillors to perform their roles and responsibilities effectively.

As well as standard requirements for professional skills sets, individual councils may provide specific services or have particular environmental, social or economic challenges facing their local community that a training and development program should address.

Once the council has determined and prioritised the skills and knowledge required, each councillor will need to assess the level of their abilities and identify areas where they require training and development. This should be done by both new and experienced councillors. Experienced councillors who have previously attended training on a specific topic or issue may still require additional training.

The gap between the skills and knowledge (or competencies) required by the council and those of individual councillors or groups of councillors will form the basis of a training and skills development plan that may be then implemented over time, according to priority.

Self assessment

An example of a simple self-assessment checklist for councillors to identify areas for knowledge and skills development can be found in **Appendix B**. The checklist can be used by councillors to help them to prioritise areas to cover in an ongoing training and development program. Councils may wish to have councillors complete the self-assessment checklist anonymously in the first instance to encourage a frank response.

Such a checklist may be adapted to suit individual councils and should be reviewed on a regular basis to check progress and identify any additional areas for training or development.

A self-assessment tool should be used in conjunction with other activities to collect information regarding the training and development needs of councillors such as questionnaires, interviews or workshops.

A Competency-Based Approach

Another approach that some NSW councils have found useful is to use a councillor competency framework. Such a framework sets out the skills, knowledge and attributes required to be an effective councillor and may define levels of effectiveness.

This could include:

1. Leadership
2. Governance
3. Land use planning
4. Strategy
5. Relationship management
6. Financial management

7. Environmental and asset management

These competencies are drawn from the Municipal Association of Victoria's Councillor Competency Framework. Further details are available on the Municipal Association of Victoria's website at www.mav.asn.au.

Development of a training and professional development plan

Based on the analysis of councillor training and development needs, councils should develop and adopt a councillor training and development plan each year to ensure that councillors have ongoing access to training and professional development opportunities that address their needs as well as those of the council.

A councillor training and development plan may include things such as:

- Training/development need for the council as a whole and for individual councillors
- Priorities
- Timeframe for delivery
- Assigning responsibility for organising training/development
- Approval process
- Estimated cost
- Delivery mode/s

Each year the council should allocate a budget to support the councillor training and development activities to be undertaken that year. Progress against expenditure of the budget allocation should be reported on a quarterly basis as part of the budgetary cycle.

Council will need to determine the size of the budget allocation, which may change annually, depending on training needs. For example, when a new council is elected there will be a need to budget for an induction program. The Delivery Program financial estimates and the Long Term Financial Plan will reflect the varying training and development budget requirements over the term of the council.

Delivery

A range of delivery methods and materials should be used to support the training and development needs of councillors. A council's training and development plan should include possible delivery methods for each training need identified during the needs analysis phase.

Councils should consider making use of resource sharing arrangements with other councils, including Regional Organisations of Councils (ROCs), when planning and delivering their training and development programs.

Training and development programs should be delivered using a combination of the following strategies:

- 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 NSW and the Shires Association of NSW (and their training arm, Local Government Learning Solutions), Local Government Managers Australia, and other industry bodies and/or private providers offering courses for councillors to gain new skills and knowledge and to network with other councillors. Further details are provided in **Appendix C** of this Guide.
- Printed material, including training booklets and discussion papers, that may be distributed to councillors for information
- On-line training modules (for example, Blue Mountains City Council and Randwick City Council have developed on-line training programs)

Evaluation

As with the councillor induction program, the training and development program should be evaluated to assist a council to determine the program's effectiveness and to identify improvements.

APPENDIX A

COUNCILLOR INDUCTION MANUAL - CONTENT CHECKLIST

Induction Manual	
Topic Area	Suggested Content
Basic information about the council	<ul style="list-style-type: none"> ✓ Composition and structure ✓ Organisational chart ✓ Key function and service areas, senior staff and contacts ✓ Information and/or chart showing the relationships between councillors and council staff and decision making processes ✓ Council facilities and LGA map
Profile of the local government area	<ul style="list-style-type: none"> ✓ Wards, population statistics, land use, business use and major features
Information about council meetings	<ul style="list-style-type: none"> ✓ Agenda and minutes of recent meetings ✓ Meeting times and frequency, venues, deadlines and delivery of minutes ✓ Council committees and their composition
Key planning and policy documents and information	<ul style="list-style-type: none"> ✓ Current Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy ✓ Most recent annual report ✓ End of Term report of last Council ✓ Code of conduct ✓ Meetings code of practice ✓ Policy on the provision of councillor expenses and facilities ✓ Delegations ✓ Policy on access to information ✓ Other relevant plans, policies and procedures ✓ Policy register/list of policies
Key legislation	<ul style="list-style-type: none"> ✓ Advise where a copy of key legislation or relevant excerpts from legislation such as the <i>Local Government Act 1993</i> and the Local Government (General) Regulation 2005 is available ✓ List of key legislation under which councils have

Induction Manual	
Topic Area	Suggested Content
	governance responsibilities (for example, the EP&A Act and the POEO Act) as well as personal responsibilities under legislation (for example, the WH&S Act and the State Records Act)
	✓ How to access up-to-date versions of the legislation on line (www.legislation.nsw.gov.au)
Information about support for councillors	<ul style="list-style-type: none"> ✓ Councillor expenses and facilities and how to make requests and claims ✓ Training and skills development needs assessment ✓ Training and skills development programs ✓ Contact details of council officer/s that councillors may contact for information
Other useful resources and/or details about where they may be accessed.	<ul style="list-style-type: none"> ✓ Induction program presentations and materials ✓ Contact details for key organisations such as the Division of Local Government and the Local Government and Shires Associations of NSW ✓ A copy of useful publications such as the Division and Associations' joint publication, <i>Councillor Guide</i>, DLG Circulars and how councillors may subscribe to mailing list, and <i>Bluett's Local Government Handbook NSW</i>

APPENDIX B

SKILLS AND KNOWLEDGE SELF-ASSESSMENT - CHECKLIST FOR COUNCILLORS

The following is a list of the key skills and knowledge areas of effective councillors. This list will identify some possible training and developmental areas for you as a councillor and will assist council to prioritise the training and development opportunities provided to councillors.

If you consider that you possess the characteristic to a satisfactory level, place a tick in the check-box.

- ☐ Important skills:
- ☐ Leadership skills
- ☐ Relationship management
- ☐ Communication skills including negotiating, conflict resolution, advocacy and lobbying
- ☐ Presentation skills
- ☐ Problem solving and analytical skills
- ☐ Teamwork skills
- ☐ Organisational skills

Knowledge of:

- ☐ Federal, State and Local Government relationships
- ☐ How local government councils operate
- ☐ Role of a councillor
- ☐ Councillor, General Manager and staff relationships
- ☐ Code of Conduct and conflict of interests
- ☐ Key aspects of the *Local Government Act 1993*
- ☐ Environmental planning and assessment processes
- ☐ Whole of community representation
- ☐ Social justice principles
- ☐ Meeting regulations and procedures
- ☐ Strategic management planning and reporting
- ☐ Financial management requirements in the Local Government Act and Local Government (General) Regulation and reporting processes
- ☐ Asset management
- ☐ Knowledge of the demographic profile of my council area and the social, environmental and economic issues facing my community

APPENDIX C

FURTHER OPPORTUNITIES FOR COUNCILLOR PROFESSIONAL DEVELOPMENT

1. Local Government Association of NSW and the Shires Association of NSW (the Associations).

As the peak organisation representing elected representatives in NSW, the Associations provide a range of professional development and training opportunities to their members.

As a service to their members, the Associations provide professional development and training specifically catering to the needs of councillors to assist them to understand their role and enhance their skills.

The public workshops are delivered in large regional centres, as well as in metropolitan areas and for Regional Organisations of Councils (ROCs). In-house workshops at the council's own premises and weekend workshops are also available.

Workshop facilitators are experts in their field and have proven experience in the local government industry. The workshops are based on good practice adult learning principles and practice with opportunities for participants to be active learners and to be able to reflect on their experiences.

The Associations' Councillor Professional Development Program includes the following modules:

- Elected life – An essential Induction for NSW Local Government Councillors
- Asset Management for Councillors
- Climate Change Training for Councillors
- Conflict of Interest & the Model Code of Conduct
- Community Leadership
- Councillors as Change Initiators
- Development Approvals – the Heritage Perspective
- Dynamic Presentation Skills
- Effective Chair in Local Government (half day)
- Effective Meeting Skills
- Engaging with the Community
- Financial Issues in Local Government
- Good Governance
- Handling Difficult People for Councillors
- Long Term Strategic and Financial Planning
- Managing Time and Stress
- Media Skills (basic and advanced programs available)
- Mediation Skills for Councillors
- Performance Management of Senior Staff
- Pitching for Success
- Planning Legislation Skills and Knowledge
- Preventing Bullying and Harassment for Councillors

- Speed Reading Skills for Councillors
- Strategic Management
- Understanding Sustainability for Councillors

The Associations' learning arm, Learning Solutions, also offer executive coaching for councillors as well as in-house training tailored to an individual council's needs.

A comprehensive calendar of workshops in Sydney and in regional areas and details about the content of these programs are available on the Associations' website at www.lgsa.org.au.

2. Australian Centre of Excellence for Local Government (ACELG)

The Centre is funded by the Australian Government. Its mandate is to enhance professionalism and skills in local government, showcase innovation and best practice, and facilitate a better-informed policy debate. The Centre aims to build on existing programs and networks and offers the Excellence in Local Government Leadership Program nationally. Further information can be obtained from ACELG's website www.acelg.org.au.

3. Local Government Training Institute

This division of Hunter Councils Inc offers a range of local government specific short courses for councillors as well as council staff and members of the public. Further information can be obtained from www.lgti.com.au.

4. Australian Institute of Company Directors

This national organisation for directors' mission is to make a difference in the quality of governance and directorship and offers Governance Essentials for Local Government, a local government sector-specific version of the Foundations of Directorship program. Further information can be obtained from www.companydirectors.com.au.