



Proposed

Orientation, Induction and Professional Development Plan 2022

****Indicative guide only****

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Overview

Alexandrina Council provides a diverse range of services to the community and deals with many issues directly impacting our community and its way of life.

Given the scope and variety of issues that the Council considers it is important that the new Council Members swiftly become aware of the operations of the Alexandrina Council, current issues in local government and most importantly, the behaviours, responsibilities and the role expected of them.

The commencement of this term of Council in November 2022 will coincide with some of the most significant changes since the commencement of the *Local Government Act 1999*.

Given the scale and number of changes that have been made to the *Local Government Act 1999*, it is essential that all Members fully participate in the Induction and Professional Development program.

The introduction of the Behavioural Management Framework, Ministerial Standards of Behaviour, Council Behavioural Policies means that all Council Members will need to have a sound understanding of the new behavioural management framework.

From their first Council meeting, Council Members 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.

All Members will need to participate in the Orientation and Induction program together as it provides an opportunity for them to set a positive tone, establish a clear understanding of their role and responsibilities, create positive working relationships and understand better the issues that the Council is dealing with and develop the one team culture.

To assist candidates in planning commitments immediately following the election, the Orientation, Induction and Professional Development Plan will be published and included in each nomination kit to ensure that all Council Members are aware of the commitment they need to make to this program.

LG Equip Program

It is anticipated that the commencement of a number of the reforms contained in the Statutes Amendment (Local Government Review) Act 2021 (Review Act) will commence with the election of the new Council in November 2022.

The Council has joined the LG Equip program run by the Local Government Association, which includes prepaid training for Council Members on a number of topics. As these reforms are not commencing until the changeover of Council Members following the election, it is assumed at this time that the training to be provided will be available after the election for Council Members to access.

If this occurs at this time, the following topics are listed as being provided:

Behaviour Management

- Roles, Responsibilities and Behaviours
- Health and Safety Duties
- Gifts and Benefits Guidelines
- Conflict of Interest Update and Refresh
- Council Member Training Policy
- Principal Member Role

Council Elections & Representations

- Returns and Responsibilities

Delivery Methods

It is understood at this time all LG Equip programs will be delivered in the following formats:



Webinar



*Self-paced
e-learning*

Scheduling

Enrolment and participation of Council Members in these sessions will be dependent on the timing of the LGA programs and the ability of Council Members to attend these sessions.

The Mandatory Training Component coordinated by the LGA is yet to be confirmed.

Orientation

As part of the induction process, it is important that Council Members undertake an orientation program to ensure that new Council Members have a sound understanding of their roles, functions and other information which enables them to operate effectively immediately.

The Orientation program should provide Council Members with an overview and understanding of:

- Council's Strategic Framework
 - A2040
 - Long Term Financial Plan
 - Asset Management Plan
 - Other Plans
- The legislation or 'rules' under which Councils Operate
 - Key policies e.g. Public Consultation, Communication
 - Overview of Meetings
 - Meeting times, venues, procedures and technology
 - Council Committees, Fleurieu Regional Assessment Panel, Subsidiaries and associated organisations
 - Information on the appointment of Council Members to committees.
 - Basic meeting procedures
- Their roles and responsibilities and formal obligations including:
 - mandatory training requirements, induction and professional development program
 - Council Member policies and procedures
 - Primary and Ordinary Returns
 - Conflicts of Interest
 - Behavioural Management Framework
 - Public registers
 - Gifts and Benefits reporting
- Council's Structure and key staff contacts
- Provision of Council equipment
- Records Management
- Access to Council systems and information
 - Building access, parking and key locations
 - Emergency procedures
 - Record keeping obligations
 - Email access
 - Council Member portal and requests
- Where to go to get more information or assistance

Before the first meeting of Council, it is recommended that a mock Council meeting be conducted with Council Members to ensure that they are familiar with the arrangements in the chamber, use of the microphone system, and have an understanding of the basic meeting procedures which they will need to understand at their first meeting.

The first meeting of the Council is scheduled to be held on 28 November 2022, Community Council Chambers in Goolwa. This date has been selected to allow the orientation program to be undertaken prior.

Delivery methods

The following methods are recommended for the delivery of the Orientation Program:



Workshop



Information Document



Face to Face Training



Self-paced e-learning



1 : 1

Scheduling - Orientation Program

The Orientation Program for new Members will commence on 26 November 2022, the declaration of election results should be received by the Electoral Commissioner on 18 November 2022.

November 2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	1	2	3	4	5	6
7	8	9	10 Polling Day	11	12 Election Count	13 Election Count
14	15	16	17	18		20
21	22	23	24	25	26 Induction welcome to Council	27
28 Declaration of Office and First Council Meeting 5pm	29	30				

December 2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1	2	3 Weekend Workshop	4 Weekend Workshop
5	6	7	8	9	10 Induction Behavioural Framework	11
12	13	14	15	16	17	18
19 Ordinary Council Meeting	20	21	22	23	24	25 Christmas Day
26 Boxing Day	27 Christmas Day Public Holiday	28	29	30	31	

Welcome to Council –26 November 2022

The program will be presented and delivered in an appropriate meeting space on the Council premises.

The day will focus on:

- Getting to know each other
- Determine individual Council Members priorities
- Provide an overview of the Council's projects, strategic priorities and financial position
- Outline who our community is
- Develop an understanding of the administration team and key contacts
- Commence the development of working relationships with Council Members.

The day aims to provide Council Members with a detailed high-level briefing with a discussion supported by additional written reference materials on the Council Member's Portal.

Proposed Program

Day 1 – Saturday 26 November 2022

This day would commence at 9.15 am and conclude at 4.30 pm.

Getting to know each other

- Who are you?
- Why did you stand for Council?
- What would you like to achieve?
- What skills and experience do you bring with you as a Council Member?

Organisational Structure

- Who's who and what do they do
- Council Member and staff interactions
- Who Council Members can contact directly and Executive and Senior Leadership Team introductions
- General Manager briefings with their teams
 - Key functions and services
 - Key deliverables for the Financial Year and Achievements

Committees, Subsidiaries and Other Organisations

- Overview of the Council's Committees
- Overview of Subsidiaries
- Overview of other organisations which Council has an interest in

Overview of current priorities presented by the CEO

Other topics which will be covered during the Induction process

Who is Alexandrina Council?

- Who is our community?
- What are the future and current demographics and trends?

A2040

- Where are we at?
- What has been achieved, commenced and underway?
- Village Conversations and Village Innovation Plans
- What are the current major projects?
- What are Council Members responsible for in this process?
- Why do we have to review?

External Factors which will shape the Alexandrina Region

- Planning and Development Code
- SA Government - 30 Year Plan for Greater Adelaide
- SA Government - the Integrated Transport and Land Use Plan

Financial Position

- Where the Council is at – what is the current financial position?
- Sources of revenue
- Borrowings
- Quarterly reviews
- Savings targets
- Annual Business Plan, Long Term Financial Plan and Asset Management Plans

Delivery methods

The following methods are recommended for the Weekend Program:



Workshop



Information
Document

Mock Council Meeting

One of the most effective ways of introducing new Council Members to the Code of Practice – Procedures at Meetings before their first meeting is a Mock Council Meeting in which the key meeting procedures that they will encounter at the meeting are explained in context.

A mock Council meeting also allows Members to become familiar with the Council chamber, their assigned seating, the queuing system, use of microphones and how Council debate is conducted before they are in a high-pressure meeting situation.

Delivery Methods

The following methods are recommended for the Mock Council Meeting:



Workshop



Information
Document



1 : 1

Scheduling

The Mock Council Meeting is proposed to be held on Saturday 26 November 2022, a few days before the actual Council meeting, allowing Members to ask questions and seek further assistance before their first meeting on Monday 28 November 2022.

Induction Program

The Council Member Induction Program is a shared responsibility.

Inductions are more effective and beneficial if considered to be the shared responsibility of the CEO, the Mayor and the newly elected Council Members.

The Induction Program is important as it enables Council Members to become familiar with how the Council works, the 'rules' under which a Council operates, a complete understanding of Council Members obligations, and the role's complexities.

The Induction Program also provides an opportunity to set a positive tone, establish clear roles and responsibilities and build positive working relationships from the outset.

This lays the foundations for a successful term in office for new Council Members. Benefits of an Induction Program for Council Members include:

- An overview of the local government area
- Meeting, building rapport, sharing knowledge and experiences, forming positive working relationships with other Council Members and key staff
- Understanding key legislation and legislative role and responsibilities of a Council Member
- Briefing on the 'big picture', including key issues, major projects, financial position and responsibilities for the new Council
- Enabling more active and rapid participation in the business of the Council

- Increasing confidence and clarity in each Council Members ability to undertake the role
- Providing an opportunity for relationships to be established between experienced and new Council Members building one team to work together over the next four years.
- Opportunity for all Council Members, both new and experienced, to receive essential information in a structured and consistent way
- Develop an understanding of all Council Member priorities
- Opportunity to meet, build rapport and form a positive working relationship with senior staff

Because Local Government is complex and changing, all Council Members, both new and experienced, should attend the Induction Program at the commencement of each term.

The Induction program is vital to ensure all Council Members get the information they need to be effective leaders.

Scheduling - Induction and Professional Development Program

The Induction and Professional Development program is recommended to be run on the second and fourth Monday nights of the month from 5.00 pm – 8.00 pm.

This schedule has been determined on Council's current schedule of holding Council briefings on the second and fourth Monday and Council meetings on the third Monday of the month. A future Council may determine a new Council meeting schedule if it chooses to do so.

The schedule for the Induction and Professional Development Plan should be revised after the first six months of the Council term to determine if the intensive program (2-3 times a month) needs to continue or the program could be scaled back to once a month for the remainder of the Council term.

It is also proposed to conduct bus tours of our region:

- Monday 16 January 2023 (Full day) – North Eastern Alexandrina Tour
- Monday 20 February 2023 (Full day) – South Western Alexandrina Tour

Mandatory Training Requirements

Amendments to the LG Act by the Review Act are anticipated to be enacted by November 2022, amending the requirements of section 80A – Training and Development. In addition to the Council having a Training and Development Policy, there is now a requirement (s80A(2b)) that all Council Members within the 12 months following an election must complete the mandatory training requirements. If they fail to do so, the Council must suspend the member from office.

Training Standards for Council Members. These training standards outline the minimum training requirements for all Council Members that must be completed within 12 months of a general election.

A member who fails to complete their mandatory training must be suspended from office by the Council and, if they fail to complete the training in a reasonable time, may be removed from the Council by the South Australian Civil and Administrative Tribunal (SACAT).

It is the responsibility of the CEO to maintain a register of all training and development activities of Council Members.

As there are significant changes to the LG Act occurring and significant changes have been or will be made to the Behavioural Management Framework and Conflict of Interest, all Members will be required to undertake the mandatory training modules following the election – the ability to opt-out due to continued tenure on the Council will be removed as a new framework with penalties for non-compliance has been introduced.

The mandatory training requirements are currently under review as part of the implementation of the Review Act. At this time, the content of the mandatory training is unknown; it is anticipated that there will be no significant changes, and the previous standards are provided as a guide in Attachment A.

Delivery Methods

It is the responsibility of each Council Member to complete the mandatory training requirements. To assist with this, it is planned to offer the mandatory training modules to Council Members through:



Webinar



Face to Face
Training



Self-paced
e-learning

In addition to the in-house training provided to Council Members, opportunities to attend the webinar/face to face training sessions held by the LGA will be offered. All Council Members will be registered to complete the mandatory training modules of the LGA's self-paced e-learning program.

Deadline for completion of Mandatory Training Modules

Council Members have 12 months to complete the Mandatory Training Modules; the Council will offer all of the modules in the first three months of 2023, ensuring that Council Members have the opportunity of completing these early in their Council term.

If Members are unable to attend the face-to-face training provided in house by the Council, Members will be able to complete the self-paced e-learning modules provided by the LGA and request to attend an LGA training session (webinar/face to face) to complete the mandatory requirements.

At this time, the content of the Mandatory Training Modules is not known. The 2018 Mandatory training modules are included in Attachment A for information.

Suggested Content – Induction Program

As there is a vast number of components that can be included in a Council Member Induction Program, the proposed content for the Induction Program has been sorted into three categories:

- Mandatory
- Essential
- Optional

Mandatory

It is defined as a mandatory statutory requirement in the LG Act and Regulations.

At this time, it is not known what will be included in the updated Training Standard – it is anticipated that the program will require Members to cover some of/all of the following topics:









Introduction to Local Government
 Legal protections for Council Members
 Role of Council Members, CEO and Administration
 Role of the Presiding Member
 Types of Meetings, Workshops, Training and Information or Briefing Sessions
 Services provided by Council



Bullying and Harassment
 Code of Conduct (Behavioural Standards)
 Conduct Management Framework
 Conflict of Interest
 Gifts and Benefits
 Health and Safety Obligations and Duties
 Register of Interest



Confidentiality – obligations
 Council and Committee Meeting Procedures
 Council Chamber Etiquette
 Council Meetings – how to prepare and participate, how decisions can be changed and challenged and how items are enacted
 Decision Making – how to make informed decisions
 Delegations
 External Oversight Bodies – ICAC, Ombudsman, ESCOSA

	Asset Management
	Audit and Risk Committee
	Budget and Annual Business Plans
	Long Term Financial Plan
	Rating
	Understanding Finance for non-Financial Managers
	Media Awareness
	Public Speaking and Presenting
	Social Media
Essential	
Essential knowledge for a Council Member to undertake their role.	
	Cultural awareness and intelligence
	Active Listening
	Difficult conversations
	How to disagree in a constructive way
	Effective contributions to Council meetings
	Agreed Behavioral Standards for Council Members
	Council Committees and Subsidiaries
	Role of deputations and petitions in decision making
	Policy Development
	Information Security – provision and use of information to Council Members, confidentiality and IT Usage policies
	Risk Management – business continuity, strategic and operational risks, risk monitoring assessment and mitigation, risk culture and appetite
	Insurance Arrangements – e.g. LG MLS, cover for Members
	Understanding the Planning System
	Role of Council , FRAP and Administration in the planning system
	Strategic and Corporate Planning
	Council Members role in Strategic and Corporate Planning



Regulatory services – animal management, enforcement, by-laws, parking and traffic control



Monitoring Council 's financial performance – quarterly reviews, internal audit, external audit

Debt – good or bad



Tour of Council Area and Major Project site visit



Community engagement – community engagement charter and policies, best practice

Role of Council Members in Community Engagement

Optional

The information which is of benefit for Council Members to perform their roles but could be provided through an information document if it is not possible to schedule a briefing.



CEO Performance Management Fundamentals and goal setting



Procurement Fundamentals for Council Members



Subsidiary briefings – Southern and Hills LGA; Fleurieu Regional Waste Authority, Fleurieu Regional Aquatic Centre

Deeper Dives

If a Council Member expresses an interest in gaining a better understanding of a topic delivered as part of the Induction Program by a member of the Administration there is an ability for them to have a small group or 1:1 deeper dive session where they are able to explore the topic further.

All Deeper Dive sessions are available upon request and the scheduling of these will depend on Administration availability.

Ongoing Professional Development Program

Being a leader is a lifelong learning process, and proactive leaders are always looking for ways to improve their leadership qualities and attributes.

A Professional Development program for Council Members allows the Council to provide Council Members with opportunities to continue learning and build expertise in skills that assist them in performing their duties, having the knowledge, skills, and attributes needed, and providing annual refreshers and training.

This assists in ensuring that the Council is exercising sound judgement, is well-governed, and operates in the best interests of the Council and community.

The professional development program is a broad framework within which Council Member professional development can be delivered and should encompass:

- Identification of the knowledge, skills and attributes needed by a Council Member/Council as a whole, taking into consideration the strategic directions and performance of the Council as well as developments within the Local Government sector.
- Analysis of the professional development needs of Council Members and Council and the development of short and long-term development plans for individual Members and the Council
- Attendance at professional development activities by individual Members and Council

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

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

Local Government NSW has developed a Local Government Capability Framework¹ to develop a core set of capabilities – knowledge, skills, abilities, and other attributes that assist with developing clear expectations about performance and behaviour.

The framework has five core groups: Personal Attributes, Relationships, Results, Resources and Civic Leadership and is shown in Table 1.

¹ <https://www.lgnsw.org.au/key-initiatives/capability-framework>

Table 1 – Local Government Capability Framework

Personal Attributes	Relationships	Results	Resources	Civic Leadership
Manage Self Show drive and motivation, an awareness of strengths and weaknesses and a commitment to learning	Communicate and Engage Communicate clearly and respectfully, listen and encourage input from others	Plan and Prioritise Plan and organise work in line with organisational goals, and adjust to changing priorities	Finance Be a responsible custodian of Council funds and apply processes in line with legislation and policy	Represent Communities Understand and promote the interests of citizens and stakeholders
Display Resilience and Adaptability Express own views, persevere through challenges and be flexible and willing to change	Community and Customer Focus Commit to delivering customer and community focussed services in line with strategic objectives	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	Assets and Tools Use, allocate and maintain work tools appropriately and manage community assets responsively	Inspire Direction and Purpose Create and communicate the Council's goals, priorities and vision for the community
Act with Integrity Be honest, ethical and professional, and prepared to speak up for what is right	Work Collaboratively Be a respectful, inclusive and reliable team member, collaborate with others and value diversity	Create and Innovate Encourage and suggest new ideas and show commitment to improving services and ways of working	Technology and Information Use technology and information to maximise efficiency and effectiveness	Govern Responsively Be a responsible and active member of the governing body, fulfilling responsibilities in line with legislation
Demonstrate Accountability Take responsibility for own actions, commit to safety and act in line with legislation and policy	Influence and Negotiate Persuade and gain commitment from others and resolve issues and conflicts	Deliver Results Achieve results through efficient use of resources and a commitment from others, and resolve issues and conflicts	Procurement and Contracts Understand and apply procurement processes to ensure effective purchasing and contract performance	Make Quality Decisions Make considered, timely and transparent decisions based on merit, and uphold the decisions of the Council

It is proposed that this framework guide the ongoing professional development program for the Council as this allows the Council and the Council Members to assess their skills and professional development needs throughout their term on Council.

The orientation and induction program is shown in Attachment C using this skills framework. It identifies that there are some areas where Council Members need to develop skills, particularly in the areas of:

- Think and Solve Problems
- Plan and Prioritise
- Represent Communities
- Influence and Negotiate
- Deliver Results
- Procurement
- Assets and Tools
- Create and Innovate
- Technology and Information

Some suggested Professional Development topics are:

- Thinking on your feet
- Handling difficult conversations
- How to speak with impact
- Influence for positive outcomes
- Developing resilience
- How to represent the community effectively
- Understanding Communication styles
- Leadership skills – strengths as a leader, personal dynamics impact on the role as a Council Member, how to work effectively with a diverse range of personalities and opinions, how to improve performance of Council , strategic thinking, collective decision-making skills
- Dealing with difficult behaviours

Alternatively, the Council Members could participate in a structured program similar to the Dare to Lead program over a period of time to upskill Members.

Attachments

Attachment A - 2018 Council Member Mandatory Training Program

The Mandatory Training program comprises four modules:

1. Introduction to Local Government
2. Legal Responsibilities
3. Council and Committee Meetings
4. Financial Management and Reporting

Module 1 - Introduction to Local Government - Minimum requirement - 1.5 hours.

By completing this mandatory training module, Council Members will gain an understanding of the Australian System of Government and the composition, structure and operational.

- Functions of Councils in South Australia.
- The Australian System of Government
 - The three spheres of government and their functions
 - Relationships between the three spheres of government
- Roles and Functions of Local Government
 - Role, functions and objectives of Local Government
 - Composition and structure of Councils
 - Community engagement and consultation
 - Strategic Planning
- Elected/Staff Structures
 - Role of Council Members
 - Role of Staff
- Services Provided by Councils
 - Mandatory
 - Discretionary

Module 2 - Legal Responsibilities - Minimum requirement - 2 hours

By completing this mandatory training module, Council Members will gain an overview of their duties as a Council Member under the Local Government Act 1999 and related legislation. The module will describe the roles of the Independent Commissioner Against Corruption, the Minister for Local Government and the Ombudsman regarding individual and

Council Performance, with an emphasis on investigations of maladministration, corruption and misconduct.

- Role of a Council Member
- Delegations
- General Duties
- Code of Conduct for Council Members
- Conflict of Interest
- Register of Interests
- Responsibilities concerning the provision of support and resources
- Legal Protections for Council Members
- External Oversight
 - Ombudsman SA
 - Independent Commissioner Against Corruption
 - Minister for Local Government
 - District Court/SACAT

Module 3 - Council and Committee Meetings - Minimum requirement - 1.5 hours

By completing this mandatory training module, Council Members will better understand the meeting procedures established to guide Council decision making.

- Council and Committee Meeting Procedures Overview
- Council Meetings
- Committee Meetings
- Public Access to Council and Committee Meetings
- Informal Gatherings
- Agendas
- Motions and Voting
- Minutes
- Public Access to documents
- Chairing meetings

Module 4 - Financial Management and Reporting - Minimum requirement - 2.5 hours

By completing this mandatory training module, Council Members will understand a Council's responsibilities for financial and asset management planning, setting rates and monitoring budgets.

- Overview of financial governance responsibilities of individual Council Members and the elected body.
- Long term financial planning
- Long term asset management planning
- Audit and Risk Committee
- Rating
- Budgets and Annual business plans

Attachment B – Orientation and Induction Program in Skills Matrix

Attachment B shows the Orientation and Induction Program within this framework. The topics covered are listed in the table below. Areas where more focus needs to occur are highlighted in yellow.

Personal Attributes	Relationships	Results	Resources	Civic Leadership
Manage Self	Communicate and Engage	Plan and Prioritise	Finance	Represent Communities
Introduction to Local Government Role of Council Members, CEO and Staff Role of the Presiding Member Legal protections for Council Members	Media Awareness Public Speaking and Presenting Social Media Active Listening Role of deputations and petitions in decision making	Budget and Annual Business Plans	Long Term Financial Plan Rating Understanding Finance for non-Financial Managers Debt – good or bad Monitoring Council's financial performance – quarterly reviews, internal audit, external audit	Difficult Conversations Cultural awareness and intelligence
Display Resilience and Adaptability	Community and Customer Focus	Think and Solve Problems	Assets and Tools	Inspire Direction and Purpose
How to disagree in a constructive way Effective contributions to Council meetings Agreed Behavioral Standards for Council Members	Services provided by Council Regulatory services – animal management, enforcement, by-laws, parking and traffic control Understanding the Planning System Role of Council, CAP and staff in		Asset Management	Strategic and Corporate Planning Council Members role in Strategic and Corporate Planning Tour of Council Area and Major Project site visits

	the planning system CEO Performance Management Fundamentals and goal setting			
Act with Integrity	Work Collaboratively	Create & Innovate	Technology & Information	Govern Responsively
Council Meetings –how to prepare and participate, how decisions can be changed and challenged and how items are enacted External Oversight Bodies – ICAC, Ombudsman	Council Chamber Etiquette	Policy Development	Information Security – provision and use of information to Council Members, confidentiality and IT Usage policies	Council and Committee Meeting Procedures Delegations External Oversight Bodies – ICAC, Ombudsman, ESCOSA Audit & Risk Committee Council Committees and Subsidiaries Risk Management – business continuity, strategic and operational risks, risk monitoring assessment and mitigation, risk culture and appetite Insurance Arrangements – what is the LG MLS, cover for Members
Demonstrate Accountability	Influence & Negotiate	Deliver Results	Procurement & Contracts	Make Quality Decisions

<p>Bullying and Harassment</p> <p>Code of Conduct (Behavioural Standards)</p> <p>Conduct Management Framework</p> <p>Conflict of Interest</p> <p>Gifts and Benefits</p> <p>Health and Safety</p> <p>Obligations and Duties</p> <p>Register of Interest</p> <p>Confidentiality – obligations</p>			<p>Procurement Fundamentals for Council Members</p>	<p>Decision Making – how to make informed decisions</p> <p>Types of Meetings, Workshops, Training and Information or Briefing Sessions</p>
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Authorised by Nigel Morris - Chief Executive Officer, Alexandrina Council 11 Cadel Street, Goolwa South Australia 5214