



Policy Options to
Increase Elected
Member Training
Participation
Discussion Paper

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To inform future policy development and advocacy, feedback from Local Governments is sought on this paper. Please provide general feedback as well as answers to the questions on pages 30-31, by **Friday, 13 November 2015** to:

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Executive Summary

In the context of calls for increased participation in Elected Member training in Western Australia and in other Australian jurisdictions, WALGA is undertaking a thorough consultation process with the Local Government sector to explore policy options relevant to this contemporary and important discussion.

This paper, and its associated consultation and policy development process, represents a proactive opportunity for the Local Government sector to shape the debate and develop a policy framework that will increase Elected Member participation in training and professional development, prior to Government imposed policy or legislative change.

Increasing participation in Elected Member training is considered a desirable policy goal for individual Elected Members, for Councils and for the Local Government sector due to the competing demands on Elected Members, the complexity of the Local Government regulatory regime, and importance of Local Government to communities across Western Australia.

To facilitate exploration of policy options to increase Elected Member participation in training, three tiers of currently available training, based on the nationally recognised Local Government Training Package and designed specifically for Elected Members, are discussed:

- i. Introductory training, which aims to provide a fundamental understanding of the role of Local Government;
- ii. Foundation training, which addresses the introductory skills required to operate effectively in a Local Government environment; and,
- iii. Advanced Training, which further enhances the skills required of Elected Members.

Council induction programs, which are often the first point of learning for newly elected Elected Members, are also discussed as complementary to the formal Elected Member training framework.

In addition, three mechanisms which increase accessibility to formal training are discussed: recognition of prior learning, the ability for assessments to be modified to suit individual needs and modes of content delivery.

Utilising the existing training framework for Elected Members, the following six policy options, which are not exhaustive, nor mutually exclusive, are explored in this paper:

1. Enhance the desirability of training offerings;
2. Delivery of best practice Council induction programs;
3. Require Councils to adopt a training policy;
4. Require candidates to attend training prior to nominating for election;
5. Incentivise training through the remuneration framework; and,
6. Mandate training for newly elected Elected Members.



Feedback from the Local Government sector in relation to the policy options listed above, or any other relevant matter, is sought by **Friday, 13 November 2015**.

The policy framework recommendations that stem from this consultation process will be the subject of thorough Zone and State Council consideration during a subsequent Zone and State Council meeting process.

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1. Background

This paper aims to facilitate a discussion about policy options to increase Elected Member training participation. In particular, policy options for mandating or incentivising training through the fees and allowances framework will be explored.

The Local Government sector consultation process accompanying this paper represents an opportunity for the sector to proactively explore options for increasing Elected Member participation in training. In the context of increasing calls from the State Government for policy or legislative changes to increase Elected Member participation in training, not developing a sector-led policy framework risks future Government intervention.

This paper comprises four sections:

- I. **Section One** discusses the role of WALGA, outlines the importance and benefits of training, and explores the policy context in Western Australia and interstate;
- II. **Section Two** outlines the existing training framework for Local Government Elected Members, including Council induction programs and accessibility features of the formal training framework;
- III. **Section Three** explores policy options to increase Elected Member participation in training including options to compel or incentivise training; and,
- IV. **Section Four** summarises the policy options and outlines a process for Local Government and stakeholder feedback.

1.1 Role of WALGA – Training Provider and Advocate

WALGA, as the lead Association for Local Government in Western Australia, advocates and develops policy on behalf of 139 Western Australian Local Governments and offers a diverse range of Local Government specific services.

WALGA has a dual and potentially conflicting position in policy development relating to incentivising or mandating Elected Member training: WALGA is both an advocate for policy change on behalf of the Local Government sector and a provider of Elected Member training as a Registered Training Organisation (RTO). Policy or legislative changes resulting in increased Elected Member participation in training have the potential to financially benefit WALGA as a key provider of Local Government specific training in Western Australia. It is important that this potential conflict of interest is forthrightly acknowledged by WALGA.

To address the potential conflict of interest, this paper will focus on nationally accredited training based on the Local Government Training Package. Any RTO is able to offer training that complies with the Local Government Training Package and it would be expected that increasing demand resulting from policy or legislative change would potentially lead to other RTOs offering specific Elected Member training.

Further, at no stage will WALGA advocate to the Minister for Local Government or the Salaries and Allowances Tribunal that specific WALGA training should be mandated or

incentivised. Instead, policy or legislative changes should only reference nationally accredited training that could be offered by a number of RTOs in a competitive market. On balance, while acknowledging the potential conflict of interest, it is considered appropriate for WALGA to facilitate a dialogue with the sector in relation to policy or legislative changes seeking to increase Elected Member participation in training, as this represents a significant and contemporary policy issue in Local Government nationally. To not proactively develop a policy position on behalf of the sector in relation to this issue would be a disservice to Western Australia's current and future Elected Members and to the communities they serve and represent.

1.2 Benefits of Elected Member Training

Policy development aiming to increase Elected Member participation in training is predicated on the supposition that there are benefits for the individual Elected Member, their Council and the Local Government sector to be realised from training and professional development.

For individuals, training and professional development can be valuable in assisting Elected Members to navigate their increasingly complex and demanding role. Managing competing demands, fully understanding complex issues and working within the confines of a unique legislative and regulatory system can be challenging, particularly for new or inexperienced Elected Members. The complexity and challenge of the role of an Elected Member is demonstrated by the Elected Member Position Description, which was developed by the Department of Local Government and Communities, and is mapped against the Elected Member Skill Set (see Section 2.1.2) in Appendix 1.

Elected Members who have undertaken training are typically very satisfied with the benefits of training and with the applicability of their learnings to their role. During the 2014-15 financial year, 308 Elected Members participated in WALGA delivered training subsidised by the Royalties for Regions Country Local Government Fund. In a post-training survey, participants rated all four courses five out of six or better (on a one to six scale) when asked to what extent they felt their personal learning objectives had been achieved. For individual Elected Members to be able to make a meaningful contribution to their Council, training in the key responsibilities of their role can be extremely beneficial.

Councils also benefit from Elected Member training. As the strategic decision-making body of the Local Government, it is crucial that Councils understand their responsibilities and contain the appropriate skills and understanding to make informed strategic decisions on behalf of their communities.

With \$4.4 billion in annual revenue and \$27.6 billion of non-financial assets under management, the Local Government sector requires competent and well qualified political leadership. It is crucial for the sustainability and reputation of the Local Government sector that Elected Members and Councils fully appreciate the significance of their role and are competent in overseeing complex public organisations.

Given the significance of the role of an Elected Member and the importance of Councils in overseeing complex organisations, coupled with the utility of training and professional development, it is not surprising that state governments and other stakeholders, in Western Australia and elsewhere, have been suggesting policy or legislative change to increase Elected Member participation in training.

1.3 Policy Context in Western Australia and Other States

The Minister for Local Government, the Department of Local Government and Communities, and other stakeholders have, over recent years, suggested that participation in Elected Member training should be mandatory or incentivised through the Elected Member remuneration framework.

Calls for greater Elected Member training are predicated on the belief that Elected Members who undertake training and professional development are better able to perform their role as an Elected Member and are able to offer greater strategic contributions to the Council's decision making processes. Indeed, in all Australian jurisdictions, a common feature of nearly every inquiry into governance failures at an individual Council or a more general review of Local Government capacity and capability is a recommendation for an increase in Elected Member participation in training.

The desire of state governments for increased Elected Member participation in training is not unique to Western Australia. For instance, in 2014, training for Elected Members became mandatory for newly elected Elected Members in South Australia. Further, the New South Wales Local Government Independent Review Panel recommended the introduction of mandatory Elected Member training in its 2013 report.

While mandatory training is one option, some stakeholders argue for a more nuanced policy approach: using the fees and allowances framework to incentivise – rather than compel – training. Others argue for a less interventionist approach, such as encouraging Elected Members to undertake training or requiring Councils to adopt a training policy.

A range of options will be explored in Section Three of this paper and feedback invited from the Local Government sector.

1.3.1 Salaries and Allowances Tribunal

The Salaries and Allowances Tribunal determination, issued in June 2014, stated that the Minister for Local Government has an appetite for Elected Members to be incentivised to undertake training through the fees and allowances framework:

As part of the Tribunal's 2013 inquiry, the Minister for Local Government requested that consideration be given to the possibility of providing incentives for elected

council members who participate in training programs in an effort to increase the capacity of local governments to successfully deliver services to the community.¹

The Salaries and Allowances Tribunal concluded that it was not appropriate to provide incentives or rewards for completion of training as part of its 2014 determination while a program of training for Elected Members, funded by the Royalties for Regions program, is being undertaken in non-metropolitan areas.

In their 2015 determination, the Salaries and Allowances Tribunal reiterated their previous position regarding their openness to providing incentives for training and stated:

While the Tribunal is generally amenable to providing incentives for Elected Members to undertake that will develop skills related to their core responsibilities, it has determined that it is not appropriate to provide incentives until the completion of the pilot program and the training for Elected Members is more generally available.²

Following the completion of the second round of Royalties for Regions training during the 2015-16 financial year, the Minister for Local Government may request the Salaries and Allowances Tribunal to further investigate options for incentivising training.

1.3.2 Inquiry into the City of Canning

The 2014 *Report of the Panel of Inquiry into the City of Canning* discussed issues associated with Elected Member induction training, continuing education and remuneration, and made a number of relevant recommendations to the State Government.

In particular, as per point two of the recommendation below, the Report recommended that newly elected Councillors be required to undertake training within their first three months:

Recommendation Seven

I recommend that:

- 1. Consideration be given to providing newly elected Councillors a period of time after their election (perhaps three months), and prior to officially taking up their role as local government Councillors, to participate as non-voting members in the Council process as remunerated observers.*
- 2. During this period, these newly elected Councillors should be required to complete a formal training program in their new role as per an appropriate, government mandated, local government training program.*
- 3. This training be funded by each local government and be offered to any other Councillor who requests it.*

¹ Salaries and Allowances Tribunal. 2014. *Western Australia Salaries and Allowances Act 1975 Determination of the Salaries and Allowances Tribunal on Local Government Elected Council Members*: p5. Available from: <http://www.sat.wa.gov.au/LocalGovernmentElectedMembers/Pages/Determination18June2014.aspx>

² Salaries and Allowances Tribunal. 2015. *Western Australia Salaries and Allowances Act 1975 Determination of the Salaries and Allowances Tribunal on Local Government Chief Executive Officers and Elected Members*: p7. Available from: <http://www.sat.wa.gov.au/LocalGovernmentCEOsandElectedMembers/Documents/2015-06-17-Local-Government-Combined-Remuneration-Determination.pdf>

4. *The Local Government Act 1995 should be amended accordingly to accommodate these new educational and learning initiatives.*³

Beyond recommending mandatory induction training within three months of election to Council, the Inquirer into the City of Canning argued that, due to the complex and sophisticated Local Government environment, continuing education for Elected Members would be valuable to anyone seeking to become an Elected Member.⁴

The Report recommended that more detailed and involved training should be made compulsory for Elected Members in due course:

Recommendation Eight

*I recommend that the Department of Local Government, in cooperation with the WA Local Government Association and Local Government Managers Australia, investigate the offering of continuing education programs of the sort detailed in this Report and that, in due course, the Local Government Act 1995 be amended to make continuing education and training mandatory for all Elected Members.*⁵

The Inquirer also discussed remuneration for Elected Members and linked Elected Member remuneration with training and further education. The Report recommended that remuneration for Elected Members be reviewed simultaneously with requirements for training:

Recommendation Nine

*I recommend that any changes of the sort suggested above in relation to induction and continuing education be undertaken simultaneously with an investigation of the current remuneration levels for local government members – remuneration levels which are, in my opinion, inadequate given the considerable time requirements now imposed on Elected Members.*⁶

1.3.3 Metropolitan Local Government Review Panel

The Metropolitan Local Government Review Panel's Final Report also discussed Elected Member training and sought to link Elected Member training and remuneration:

*The model for elected members needs to be updated to encourage an increased capacity for strategic decision-making. The Panel believes elected members need to exhibit a higher standard of executive governance, similar to that of a board. This can be reinforced by training which is encouraged by appropriate remuneration.*⁷

³ Kendall, C. N. 2014. *Report of the Panel of Inquiry into the City of Canning: An Inquiry under Division 2, Part 8 Local Government Act 1995*: p366.

⁴ Kendall, C. N. 2014: p366-7

⁵ Kendall, C. N. 2014: p367

⁶ Kendall, C. N. 2014: p368

⁷ Metropolitan Local Government Review Panel. 2012. *Metropolitan Local Government Review: Final Report of the Independent Panel*: p153

1.3.4 South Australia

Training for Elected Members was made compulsory in South Australia in 2014, and newly elected Elected Members must complete the mandatory training requirements within the first 12 months of their four year term 2014-2018.⁸

The mandatory training involves four modules, which are able to be completed in seven and a half hours in total and can be delivered in-person or online via webinar.

The four modules are:

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

While the training is mandatory, it is unclear at this stage what the consequences will be for Elected Members who fail to successfully complete the mandated modules.

It is also a requirement in South Australia for Councils to adopt a Training and Development Policy for Elected Members that is intended to ensure Elected Members are offered opportunities to undertake required training and any other training and development activities relevant and beneficial to their role.

To assist Local Governments to comply with this requirement, the Local Government Association of South Australia provides a model policy to its members that can be adapted by individual Local Governments.

1.3.5 New South Wales – Fit for the Future

Local Government in New South Wales has undergone a thorough review process since the establishment in 2012 of the NSW Independent Local Government Review Panel, led by Professor Graham Sansom.

The Panel reported in 2014 and the NSW Government has responded to the Panel's recommendations. Notably, the Panel recommended that professional development of Elected Members be linked to the remuneration system:

Increase remuneration for councillors and mayors who successfully complete recognised professional development programs.⁹

The Government, in their response to the Panel's report did not accept the above recommendation. However, in response to another recommendation the Government stated

⁸ Further information can be found on the Local Government Association of South Australia website: <http://www.training.lga.sa.gov.au/index.cfm/council-member-training/lga-training-standard/>

⁹ NSW Independent Local Government Review Panel. 2013. *Revitalising Local Government: Final Report of the NSW Independent Local Government Review Panel*: p68

that it would give further consideration to mandating induction training for newly elected Councillors:

Ensuring new mayors and first time councillors undergo induction training. The Government believes in addition to this that councils should encourage all councillors, mayors and candidates to undergo training to ensure they have the necessary information and skills to decide to stand for council and perform their role effectively.¹⁰

Further, the Panel also recommended that candidates be required to attend an information session prior to submitting a nomination:

Before their nomination is accepted, require all potential candidates for election to local government to attend an information session covering the roles and responsibilities of councillors and mayors.¹¹

1.3.6 Systemic Sustainability Study

The 2008 Final Report of the sector's Systemic Sustainability Study (SSS), *The Journey: Sustainability into the Future*, also discussed "Building Councillor Capability" at length. While the SSS Panel Report, published in 2006, recommended mandatory training for Elected Members following their election, this proposition was not supported by the sector during the consultation process relating to the final report.

Consequently, the Final Report of the SSS recommended that Local Governments be required to resource Elected Member training and that Elected Members continue to be encouraged to undertake further training and skill development. Actions 28 and 29 of the SSS Final Report are relevant for this discussion. Action 28 recommends that Local Governments be required to allocate funding for Elected Member training.

Action 28

That the Local Government Act 1995 be amended to require Local Governments to resource the participation of Councillors in professional development.¹²

Action 29 recommends encouraging Elected Members to undertake four core units, similar to the four core units that are now compulsory for newly elected Councillors in South Australia, as discussed in Section 1.2.4.

Action 29

That Councillors be encouraged to undertake the following four core units for professional development in the Councillor's first term:

- *Legal responsibilities*
- *Finance*

¹⁰ NSW Office of Local Government. 2014. *Fit for the Future: NSW Government Response – Independent Local Government Review Panel Recommendations; Local Government Acts Taskforce Recommendations*: p10

¹¹ NSW Independent Local Government Review Panel. 2013: p68

¹² WALGA. 2008. *The Journey: Sustainability into the Future*: p61



- *Corporate Governance / Ethics*
- *Sustainable Asset Management or Land Use Planning, with the selection dependent on the extent to which asset management is a core function of the Local Government concerned.*¹³

¹³ WALGA. 2008: p61

2. Elected Member Training

To assist with the exploration of policy options to increase participation in Elected Member training, which are explored in Section Three, this section outlines existing Elected Member training offerings.

Section 2.1 outlines the existing Elected Member training framework and categorises training into three tiers:

1. Introductory training;
2. Foundation training; and,
3. Advanced training.

Section 2.2 describes a number of important initiatives that ensure that training is as accessible to as many Elected Members as possible. This is particularly important to ensure the widespread applicability of the policy options explored in Section Three in the context of a state as geographically and culturally diverse as Western Australia.

Section 2.3 discusses Council induction programs, which are important for newly elected Elected Members but are considered complementary to the formal Elected Member training framework explored below.

2.1 Elected Member Training Framework

This section outlines the existing training framework for Local Government Elected Members. The training discussed is, where relevant, based on the nationally recognised Local Government Training Package and is able to be offered by other Registered Training Organisations.

To assist with analysis and the exploration of policy options for increasing Elected Member participation in training, this paper discusses three tiers of training, and makes reference to the corresponding WALGA offering.

Table 1: Tiers of Training and Corresponding WALGA Offering

Type	Purpose	WALGA Offering
1. Introductory	To understand the role of Local Government.	Fundamentals – Understanding Local Government
2. Foundation	To address the introductory skills required to operate effectively in Local Government environment.	Elected Member Skill Set – nationally recognised
3. Advanced	Further enhancement of the skills required of Elected Members.	Diploma of Local Government (Elected Member) – nationally recognised

WALGA's training offerings provide a pathway for Elected Members to progress from introductory training through to the Diploma of Local Government (Elected Member).

WALGA's Elected Member Learning and Development Pathway is represented by the following diagram.



Elected Member Learning and Development Pathway

Further explanation of the training listed above is explored below before Section Three of this paper explores policy options for increasing Elected Member participation in training.

2.1.1 Introductory Training

Introductory training is designed to provide a basic level of understanding about the role, function and constitution of Local Government.

As per Section 1.3.5, the New South Wales Independent Local Government Review Panel recommended that candidates be required to attend an information session about the role of Councillors and Mayors. This is a policy option worthy of exploration and is discussed in Section 3.4 of this paper. WALGA's introductory training course – *Understanding Local Government* – is discussed below.

Understanding Local Government

WALGA offers an online introductory course – *Understanding Local Government* – that can be undertaken in approximately two hours. The course provides an overview of the roles and responsibilities of Elected Members, the Local Government environment and protocols and procedures.

It may be appropriate for the Department of Local Government and Communities to provide this type of training should it become mandatory or incentivised for candidates or newly elected Elected Members.

2.1.2 Foundation Training

To assist with the exploration of policy options in Section Three of this paper, the second tier of training has been categorised as “Foundation Training” and is best represented by the nationally accredited Elected Member Skill Set. The Elected Member Skill Set is similar to the training required to be undertaken by newly elected Councillors in South Australia as detailed in Section 1.3.4.

Elected Member Skill Set

The Elected Member Skill Set contains three units of competency that form the nationally recognised Elected Member training program contained within the LGA04 Local Government Training Package.

The three units of competency are:

- LGAGEN501A – Undertake councillor roles and responsibilities
- LGAGENE503 – Perform the role of an elected member
- LGAGENE302A – Contribute to effective decision making

These three units of competency are targeted at newly elected Elected Members, but are also relevant for serving Elected Members seeking to refresh their knowledge and understanding of their role within Local Government.

As these units of competency are nationally recognised, they are able to be offered by a range of Registered Training Organisations.

WALGA offers two courses that meet the requirements of the nationally recognised Elected Member Skill Set.

Table 2: WALGA’s Elected Member Skill Set

Course Title	Duration	Relationship to Competency Standards
Serving on Council	1 day or 3 hours online	LGAGENE501A LGAGENE503
Decision Making at a Governing Board Level	1 day or 3 hours online	LGAGENE302A

The Department of Local Government and Communities has developed a position description for an Elected Member, which outlines the responsibilities and skills required for the role. To highlight the usefulness and applicability of the Elected Member Skill Set, the three units of competency are mapped against the Elected Member position description in Appendix 1. The charts map the skills, knowledge, accountabilities, standards and values from the position description against the performance, skills and knowledge delivered and assessed in the three units of the Elected Member Skill Set.

The successful completion of this skill set provides a pathway for Elected Members into the Elected Member stream of the Diploma of Local Government. It is important for the Local Government sector to support the Elected Member Skill Set as nationally accredited Local Government specific training.

2.1.3 Advanced Training

To assist with the exploration of policy options in Section Three of this paper, the third tier of training has been categorised as “Advanced Training”, which aims to further build the skills of Elected Members to successfully undertake their role. Examples of advanced training could include the nationally recognised Diploma of Local Government (Elected Member) or the Company Directors Course offered by the Australian Institute of Company Directors (AICD).

Diploma of Local Government (Elected Member)

The Diploma of Local Government (Elected Members) is nationally accredited training and can therefore be offered by other Registered Training Organisations (RTO). WALGA offers its Diploma of Local Government (Elected Member) course in a 10-day format and the first two units comprise the Elected Member Skill Set, discussed in Section 2.1.2 above.

The content of WALGA’s Diploma of Local Government (Elected Member) course and the relationship of each unit to the competency standards are detailed in the table below.

Table 3: WALGA’s Diploma of Local Government (Elected Member)

Course Title	Duration	Relationship to Competency Standards
Serving on Council	1 day	LGAGENE501A LGAGENE503
Decision Making at a Governing Board Level	1 day	LGAGENE302A
Meeting Procedures and Debating	1 day	LGAGENE304A
Effective Community Leadership	1 day	LGAGENE502A
Strategy and Risk Management	1 day	BSBMGT616A
Policy Development	1 day	LGADMIN527A
Land Use Planning	1 day	DLGLUP501A
Sustainable Asset Management	1 day	DLGSAM501A
CEO Performance Appraisals	1 day	BSBMGT502B
Manage Conflict	1 day	BSBATSIL503C

Participants in the Diploma are assessed and receive a nationally recognised qualification upon completion of the course requirements. To date, 18 Elected Members have completed the Diploma and nine are currently enrolled.

Company Directors Course

When discussing further professional development for Elected Members, a number of stakeholders including the Minister for Local Government, have proposed the Company Directors Course, offered by the Australian Institute of Company Directors, as a potential option that could be incentivised or mandated. The Company Directors Course, while not Local Government specific, focuses on the duties and responsibilities of a director. The Company Directors Course contains 10 modules, each of which is half a day in duration.

Table 4: Company Directors Course Content

Module 1	The role of the Board and the Practice of Directorship
Module 2	Decision Making
Module 3	The Director's Duties and Responsibilities
Module 4	The Board's Legal Environment
Module 5	Risk: Issues for Boards
Module 6	Strategy: The Board's Role
Module 7	Financial Literacy for Directors
Module 8	Driving Financial Performance
Module 9	Achieving Board Effectiveness
Module 10	Learning into Practice

Participants are assessed upon completion of the modules, and must pass a test and submit an essay to a required standard to successfully complete the course. As it is not designed for Elected Members, the Company Directors Course is seen as complementary to Local Government specific training.

2.2 Accessibility of Training

To ensure that training is as accessible as possible, and to ensure that the policy options explored in Section Three are broadly applicable, the following key accessibility issues are discussed:

1. Recognition of Prior Learning;
2. Reasonable Adjustments; and,
3. Modes of Delivery.

It is particularly important that training is widely accessible given the widespread diversity of Western Australian Local Governments in terms of geography, remoteness, culture, language and capacity.

2.2.1 Recognition of Prior Learning

Registered Training Organisations, including WALGA, offer Recognition of Prior Learning (RPL) as a legitimate assessment pathway for Elected Members that have extensive experience in their role. Recognition of Prior Learning enables Elected Members to demonstrate competence from prior experience and learning. The process involves a self-assessment and consideration of additional supporting evidence specified for each individual Elected Member and their particular needs.

2.2.2 Reasonable Adjustments

For assessment purposes, 'reasonable adjustments' should be made, where possible, to support an individual student's learning needs. This may be applicable to Elected Members who live in a remote location, have difficulty with reading, writing or numeracy or with particular cultural or religious needs.

The reasonable adjustment process enables assessments to be adjusted to meet the needs and characteristics of the Elected Members being assessed, taking into account any equity requirements.

Providing a framework for adjusting assessments ensures that training is widely accessible and that policy options in Section Three are able to be broadly applied.

2.2.3 Modes of Delivery

To further ensure training is widely accessible, WALGA and other training organisations deliver training in a range of formats. Training can be offered in person in a central or regional location, or it can be provided at a particular Local Government.

Many courses are also offered online through Electronic Learning (eLearning) platforms, which can enable access to participants anywhere in the world using contemporary technologies. This is particularly important in Western Australia given the remoteness of some Local Governments.

2.3 Local Government Induction Programs

Local Governments typically deliver an induction program for newly elected Elected Members to introduce them to their new role. As Council induction programs are the responsibility of each Local Government, they often vary in the depth and breadth of their content. While important in assisting new Elected Members to understand their role and responsibilities, Council induction programs are considered to be complementary to the formal training programs described in Section 2.1.

The Department of Local Government and Communities has published an Elected Member Induction Guideline, which lists a range of topics that an induction program should aim to address including practical, legislative, operational, and other matters.¹⁴

Some Local Governments deliver a structured and thorough induction program staged over a number of days, which can include mock Council meetings and presentations from guest speakers representing key stakeholders such as WALGA and the Department of Local Government and Communities. Other Local Governments take a less formal approach, providing only basic information and allowing Elected Members to learn from experience during the early part of their first term.

¹⁴ Available from: http://publications.dlg.wa.gov.au/DLGC_LG_Operational-Guideline_4.pdf



To enhance the knowledge and professionalism of Councils, structured and thorough induction programs delivered universally across the Local Government sector would be beneficial and there may be a role for WALGA in promoting a best practice induction program outline. The delivery of best practice Council induction programs, while not a replacement for formal Elected Member training and professional development, is a policy option that is explored in Section 3.2.

3. Policy Options

This section explores policy options to increase Elected Member participation in training with reference to the existing Elected Member training framework outlined in Section Two of this paper.

The discussion regarding increasing Elected Member participation in training occurs in the context of policy discussions in Western Australia and other Australian states, as outlined in Section 1.3.

A range of possible options are discussed below:

1. Enhance desirability of training offerings;
2. Delivery of best practice Council induction programs;
3. Require Councils to adopt a training policy;
4. Require candidates to attend training prior to nominating for election;
5. Incentivise training through the remuneration framework; and,
6. Mandate training for newly elected Elected Members.

The six options listed above seek to increase the participation of Elected Members in training, which is presumed, for the purposes of this discussion, to be a desirable policy goal. Increased participation in training is believed to increase the capacity and capability of Elected Members and therefore Councils in Western Australia.

The options explored below are not exhaustive, nor mutually exclusive, and feedback from Local Governments relating to a combined or amended policy framework is welcome.

3.1 Enhance Desirability of Training Offerings

The first policy option to be explored in attempting to increase Elected Member training participation is for stakeholders to ensure training is offered in desirable locations and formats. This option would not require significant policy or legislative change.

There is evidence that policy interventions of this nature are having an impact, as demonstrated by Elected Member participation in Royalties for Regions subsidised training held in a range of non-metropolitan locations since 2013. In 2014-15, 308 Elected Members participated in training provided by the program in eight different WALGA Zones. As discussed in Section 1.2, participants in this training found it to be extremely valuable in terms of their personal learning objectives.

A key benefit of pursuing this option is that it would require minimal change to legislation or the Elected Member remuneration framework.

The main disadvantage of this approach is that some Elected Members may not seek further training or skill development under a strictly voluntary framework no matter the training offered. Secondly, the training program discussed above relies on funding from the Royalties for Regions program, and such funding may not be consistently forthcoming. Further, given

recent calls from the Minister for Local Government to incentivise or mandate training in Western Australia, coupled with the trend in this direction evident in other states, pursuing this option may not be satisfactory to the Minister and therefore there would be a risk of further Government intervention.

3.2 Best Practice Induction Programs

Another policy option that may not require significant legislative or policy change is for Local Governments to adopt and deliver a best practice Council induction program for newly elected Elected Members.

While Council induction programs should be seen as complementary to formal training programs, they often provide the first point of learning about the role for newly elected Elected Members.

The adoption and delivery of a best practice induction program could either be voluntary or through legislative change requiring Local Governments to provide an induction program to a particular standard. There may be a role for WALGA in the development and publication of a best practice induction guide.

The main advantage of this policy option is that it would be relatively straightforward to implement, particularly if it was not a legislative requirement.

There are a number of disadvantages of this approach. Firstly, an induction program is not a replacement for the formal Elected Member training outlined in Section 2.1. Secondly, if induction programs are delivered by individual Local Governments there is likely to be a significant variance in the content and depth of induction programs across the state. Finally, adoption of this policy option in isolation risks future Government intervention as it may not be considered a sufficient policy response by the State Government.

3.3 Require Councils to Adopt a Training Policy

Another policy option that has been considered previously in Western Australia and other states of Australia is for Councils to be required to adopt a training policy.

As discussed in Section 1.3.6, the Final Report of the Systemic Sustainability Study recommended that Councils be required to allocate funds to Elected Member training or professional development.

Councils in South Australia have been required to adopt a training and development policy for Elected Members for many years (see Section 1.3.4) and a similar policy approach was considered by the New South Wales Independent Local Government Review Panel.

An option for Western Australia could be for the *Local Government Act 1995* to be amended to require Councils to adopt a training policy similar to the policy framework in South Australia. The training policy would outline the training that Elected Members should aim to

complete upon their election and during their first and subsequent terms. It could be a requirement that the training and development policy is reviewed and updated following every biennial election.

This approach would ensure that Elected Members have access to suitable training and skill development, and would ensure that each Council continuously reviews and documents their training and development needs.

Implemented in isolation, this policy approach may not achieve the desired outcomes and would risk further Government legislative or policy intervention. Further, requiring Councils to adopt a training and development policy would add a compliance requirement to the Local Government sector.

3.4 Requirements for Candidacy

Another policy option is for candidates to be required to attend an introductory training session or an information session prior to their nomination for Council being accepted. This was put forward recently by the New South Wales Independent Local Government Review Panel, as detailed in Section 1.3.5.

Proponents of this approach want to ensure that candidates have an awareness of the role and responsibilities of an Elected Member prior to their nomination for election to Council. This approach may even dissuade some 'single issue' candidates from nominating once they have an understanding of the Local Government legislative framework, particularly in relation to conflicts of interest.

In advance of the upcoming 2015 Local Government elections, WALGA is developing a webinar that will be able to be accessed by candidates seeking to gain an understanding of Local Government. Further, WALGA and the Department of Local Government and Communities often speak at candidate information sessions hosted by Local Governments seeking to inform prospective candidates about the role of an Elected Member.

The typical argument against compelling candidates to attend an information session is that such an approach may create a barrier to nominating for some candidates, thereby reducing the potential pool of candidates and undermining the democratic process. Further, ensuring access for all candidates to the training or information session could be a significant practical challenge in Western Australia, notwithstanding the increasing ubiquity of online resources and internet access.

WALGA's introductory training offering, as outlined in Section 2.1.1, is *Understanding Local Government*, which can be completed in two hours online, and could be applied to a regime requiring candidates to undertake specified training prior to acceptance of their nomination for election.

If legislation were to be changed to require potential candidates to attend a training or information session, or complete an online module, it may be considered more appropriate for the material to be provided by the Department of Local Government and Communities.

3.5 Incentivisation of Training

A more nuanced policy approach, being explored in a number of jurisdictions and suggested by the Minister for Local Government (see Section 1.3.1), would be for Elected Members to be incentivised to undertake training through the remuneration framework.

3.5.1 Elected Member Remuneration Framework

Elected Members are remunerated in one of two ways in Western Australia: a meeting attendance fee for each Council, Committee or prescribed meeting attended, or an annual allowance in lieu of meeting fees.

Further, the Mayor or President is entitled to an additional annual allowance that takes into account the additional responsibilities of their role. The Deputy Mayor or Deputy President is entitled to receive 25 percent of the Mayor or President's annual allowance. Logically, it would make sense that a framework seeking to incentivise greater Elected Member participation in training would focus on payments made to all Elected Members, not on payments made to the Mayor, President, Deputy Mayor or Deputy President. Therefore, only the payments for meeting attendance, made on a per-meeting basis or an annual basis, will be discussed in this paper.

The Salaries and Allowances Tribunal categorises Local Governments into four bands based on their relative size in terms of population, operating revenue and other factors, and publishes a range that Local Governments can pay within their attributed band.

The following table applies to Local Governments that choose to pay an annual attendance fee in lieu of Council meeting, Committee meeting and prescribed meeting attendance fees.

Table 5: Elected Member Annual Attendance Fees

Band	For a Council member other than the Mayor or President		For a Council member who holds the office of Mayor or President	
	Minimum	Maximum	Minimum	Maximum
1	\$24,000	\$30,900	\$24,000	\$46,350
2	\$14,500	\$22,660	\$14,500	\$30,385
3	\$7,500	\$15,965	\$7,500	\$24,720
4	\$3,500	\$9,270	\$3,500	\$19,055

The following tables outline the meeting fees payable to Elected Members where the Local Government elects to pay on a per-meeting basis.

Table 6: Council Meeting Fees per Meeting

Band	For a Council member other than the Mayor or President		For a Council member who holds the office of Mayor or President	
	Minimum	Maximum	Minimum	Maximum
1	\$600	\$773	\$600	\$1,159
2	\$363	\$567	\$363	\$760
3	\$188	\$400	\$188	\$618
4	\$88	\$232	\$88	\$477

Where a Local Government pays on a per-meeting basis, Elected Members are also entitled to meeting fees for attendance at Committee meetings and Prescribed meetings.

Table 7: Committee Meeting and Prescribed Meeting Fees per Meeting

Band	For a Council Member (including the Mayor or President)	
	Minimum	Maximum
1	\$300	\$386
2	\$181	\$283
3	\$94	\$200
4	\$44	\$116

3.5.2 Incentivisation Policy Options

There are a range of options that could be applied to the Elected Member remuneration framework to incentivise greater participation in training, some of which may require legislative change.

One option would be for Elected Members to be paid an annual 'training allowance' if they have met specified training standards. For example, an Elected Member could receive a specified amount on top of their other allowances for completing the Elected Member Skill Set or equivalent. Then, an additional allowance could be paid for Elected Members who have completed advanced training, such as the Local Government (Elected Member) Diploma or the Company Directors Course.

A second option would be for Elected Members to get a percentage bonus of their meeting fee or annual allowance for completing specified training. Again, this could be tiered with Elected Members who have completed the Elected Member Skill Set or equivalent eligible for a percentage bonus and Elected Members who have completed advanced training, such as the Diploma of Local Government (Elected Member) or the Company Directors Course, eligible for a greater percentage bonus.

A key benefit of the incentivisation approach is that providing a monetary incentive is more likely to successfully increase participation in training than some of the other options discussed above without the need to mandate participation in training. Further, linking training participation with the Elected Member remuneration framework would explicitly

recognise the additional capacity and capability that Elected Members who have undertaken training will bring to their role as an Elected Member.

A major disadvantage of this approach would be the complexity that would potentially be added to the remuneration framework. This would also add to the compliance requirements for Local Governments to ensure that each Elected Member is remunerated appropriately. Further, consideration regarding smaller Local Governments' ability to pay increased remuneration should be considered.

3.6 Mandatory Training

The final policy approach to be explored is the mandating of training for Elected Members. There are options regarding the type of training that could be mandated and the consequences for non-completion. It is suggested that only foundation training (see Section 2.1.2) would be suitable for a mandatory training regime, as is the case in South Australia (see Section 1.2.4), because advanced training, discussed in Section 2.1.3, would be too onerous for a mandatory regime at this stage.

3.6.1 Mandatory Foundation Training

One policy option would be for completion of foundation training, typified by the Elected Member Skill Set, to be a requirement for newly elected Elected Members within a given timeframe. This is similar to the South Australian regime (see Section 1.3.4) and was recommended in the Systemic Sustainability Study report (see Section 1.3.6) and in the NSW Independent Local Government Review Panel Report (see Section 1.3.5).

In pursuing this policy option, consideration is necessary regarding the timeframe within which newly elected Elected Members would be required to complete their training.

Further, consequences for non-completion would also need to be determined. One option would be for an Elected Member's position to be declared vacant at the next available election if they did not complete the training within the required timeframe. Another option would be for allowances and sitting fees to be withheld until the required training has been completed.

Another policy option would be to apply the mandatory training to all Elected Members, not only newly elected Elected Members. Such a policy framework may require completion of a proficiency test or demonstration of prior learning by existing Elected Members to be exempted from completion of the training.

The benefit of mandatory foundation training would be that participation rates would be expected to be very high, and would, if implemented appropriately, provide most newly elected Elected Members with a reasonable level of knowledge soon after commencing their role.

There are advantages and disadvantages associated with a mandatory training regime. In particular, Local Governments would have to resource the provision of training and ensure



compliance with the mandatory training regime and this could present a fiscal challenge for some Local Governments. Further, mandatory training could be a barrier that prevents some people from nominating for election to Council, which could represent an impediment to democracy. It is also argued that, since elected officials in other spheres of government are not subject to a mandatory training regime, training for Local Government Elected Members should not be mandatory. While it is true that training is not mandatory for politicians in State or Federal Parliament, it could be countered that parliamentarians are not often 'executive' – i.e. 'Cabinet' – decision-makers on day one as is the case for Local Government Elected Members.

4. Conclusion

This paper has sought to explore policy options for increasing Elected Member participation in training in the context of increasing calls in Western Australia, and other jurisdictions, for Elected Member training to be mandated or incentivised through the remuneration framework.

Utilising the existing training framework, and in the context of calls for Elected Member participation in training to be increased, six policy options have been explored:

1. Enhance desirability of training offerings;
2. Delivery of best practice Council induction programs;
3. Require Councils to adopt a training policy;
4. Require candidates to attend training prior to nominating for election;
5. Incentivise training through the remuneration framework; and,
6. Mandate training for newly elected Elected Members.

The advantages and disadvantages of each of the six policy options explored in Section Three are summarised in the table below.

Table 8: Advantages and Disadvantages of Policy Options

	Advantages	Disadvantages
Enhance desirability of training offerings	No legislative change.	May not achieve desired results – some Elected Members may not pursue training. Funding for subsidised training may not be forthcoming. Risk of further Government intervention.
Local Governments to adopt and deliver best practice induction program	Potentially no legislative change. Straightforward implementation.	Not a replacement for formal training. Potential variance in standard if Local Government delivered. Risk of further Government intervention without other policy changes.
Require Councils to adopt a training policy	Ensures Councils review, document and resource training.	May not achieve desired results. Compliance requirement for Local Government. Risk of further Government intervention.
Require candidates to attend information session	Ensures candidates have knowledge of the role and responsibilities of being an Elected Member.	Could be a barrier to nomination. Practical challenges for some candidates to access material.
Incentivised training	Monetary incentive expected to raise participation rates. Link between capability and reward.	Added complexity to remuneration framework. Potential compliance requirement.

Mandatory training	Expected to raise participation rates. Would be expected to increase overall Elected Member knowledge.	Compliance requirement for Local Governments. Could be a barrier to nomination. Not consistent with other spheres of government.
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The six policy options explored in this paper are not exhaustive, nor mutually exclusive. In practice, a combination of some of the policy options explored above may be the most suitable framework. Further, there may be other policy options that have not been countenanced by this paper.

The aim of this paper has been to seek feedback and stimulate discussion in the Local Government sector about potential policy options to increase Elected Member participation in training. Accordingly, the policy options have been explored openly and feedback is sought on the how they could be applied in practice. Furthermore, no figures were used regarding annual training bonus payments, or timeframes in which training must be completed. Feedback from the sector is also sought in relation to these types of practical issues.

4.1 Process for Feedback

This paper represents an opportunity for the Local Government sector to proactively shape the debate in relation to increased Elected Member participation in training prior to Government policy or legislative change.

Local Governments are invited to provide feedback on any and all of the policy options explored in this paper, and any other relevant matter, including their preferred policy framework by **Friday, 13 November 2015**.

While the submission of general comments is welcome, the following questions have been prepared to assist in eliciting comparable information from Local Governments.

1. **Best Practice Induction Programs** – does Council support Local Governments adopting and delivering a structured and thorough Council induction program?
 - a. If so, should legislation be changed for this to be a requirement, or should it remain voluntary?
2. **Training and Development Policy** – does Council support legislative amendments to require all Councils to review and adopt an Elected Member Training and Development Policy following every biennial election?
3. **Candidate Requirements** – does Council support legislative amendment to require candidates to attend an information session or complete an equivalent online information session prior to nominating for election?

4. **Incentivised Training** – does Council support legislative amendments to enable Elected Members to be paid additional allowances commensurate with the level of training undertaken?
 - a. If so, how should the fees and allowances framework be structured? I.e. should Elected Members be paid a specified annual amount, a percentage bonus or using some other method?

5. **Mandatory Training** – does Council support legislative amendment to require Elected Members to be required to undertake foundation training (such as the Elected Member Skill Set or equivalent)?
 - a. Should mandatory training be applied to all Elected Members or only to newly elected Elected Members?
 - b. For newly elected Elected Members, what is the appropriate timeframe within which training should be completed?
 - c. What is the appropriate penalty for non-completion of the required training?

Please provide feedback, including general comments as well as answers to the questions above, by **Friday, 13 November 2015** to:

Tim Lane
Manager, Strategy and Reform
tlane@walga.asn.au
+61 8 9213 2029

Following feedback from the sector, an item will be prepared for future Zone and State Council consideration. Outcomes from the State Council meeting will then be put forward as a formal Local Government sector policy position to the Minister for Local Government, the Department of Local Government and Communities or the Salaries and Allowances Tribunal as appropriate.

Appendix 1 – Councillor Position Description Mapped to Skill Set Unit Requirements

Skills and Knowledge Required to Perform Councillor Role (as per DLGC Position Description)	Elected Member Skill Set Units of Competency	LGAGENE501A Undertake councillor roles and responsibilities												
		Performance Criteria			Skills					Knowledge				
		Demonstrate awareness of roles and responsibilities in the performance of council activities	Conduct productive meetings in line with compliance requirements	Uphold council's legislative responsibilities	decision making	problem solving	conflict resolution	communication	networking	leadership and management	presentation and public speaking	state or territory legislation affecting councils and influencing bodies	councillor, executive, administrative and specialist roles within council structure	policies and protocols governing effective legal and ethical operation of council
1. Role (and responsibilities), as prescribed by the Local Government Act 1995	represent the interests of electors, ratepayers and residents of the district;		✓	✓	✓			✓					✓	✓
	provide leadership and guidance to the community district;		✓			✓		✓	✓	✓			✓	✓
	facilitate communication between the community and the council;		✓			✓		✓	✓	✓			✓	✓
	participate in the local government decision making process at council and committee meetings;		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	perform such other functions as are given to a councillor by the Local Government Act 1995 or any other written law							✓	✓					
2. Accountabilities, as prescribed by the Local Government Act 1995	an understanding of the role and structure of local government as prescribed by the Local Government Act 1995 and Regulations;	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓
	an understanding of the quasi-judicial town planning role of local government, as prescribed by the Planning and Development Act 2005;											✓		✓
	an understanding of Integrated Strategic Planning – the strategic plans for the future of the local government, the processes involved and the strategic role of a councillor;													
	an understanding of the process of managing the Chief Executive Officer's performance;											✓	✓	✓
	ability to read and understand financial statements and reports;													
	a basic understanding of legal processes		✓									✓	✓	✓
3. Governance and ethical standards	an understanding of the 'separation of powers' between councillors and the administration (the difference between governing and managing);	✓	✓	✓	✓			✓				✓	✓	✓
	an understanding of meeting process, including Standing Orders ;	✓	✓		✓	✓						✓	✓	✓
	an appreciation for policy development processes;	✓	✓	✓	✓							✓	✓	✓
	an awareness of risk management strategies;	✓												
	an understanding of the accountability framework prescribed by the Local Government Act 1995 and the Corruption and Crime Commission Act 2003, and other legislation							✓						✓
4. Values, characteristics and commitment to the role	the ability to communicate, debate and actively participate in meetings; ability to enhance discussion and assist discussions to reach closure; ability to disagree, without being disagreeable;	✓	✓					✓	✓	✓				
	the ability to develop and maintain effective working relationships and to manage interpersonal conflicts;	✓	✓	✓	✓			✓	✓	✓				
	ability to exercise independent judgements	✓	✓		✓	✓	✓	✓		✓				

Skills and Knowledge Required to Perform Councillor Role (as per DLGC Position Description)	Elected Member Skill Set Units of Competency	LGAGENE503 Perform the role of an elected member														
		Performance			Skills							Knowledge				
		Identify the role and working environment of elected members	Provide support to council as an elected member	Function effectively as an elected member	teamwork to work effectively with elected members	oral and written communication skills for interacting with the community during consultation	contributing to discussions on complex issues: negotiating and influencing others; debating and solving problems in collaboration with other elected members.	numeracy and financial literacy skills for budgeting, asset management, strategic planning, financial planning and reporting	relevant state/territory Local Government Acts and amendments	code of conduct and relevant policies and procedures	separation of powers of council and administration	rights and responsibilities of elected members	WH&S responsibilities pertaining to elected member operating environment	meeting standing orders	peer support network, including external organisations	Australian constitution
1. Role (and responsibilities), as prescribed by the Local Government Act 1995	represent the interests of electors, ratepayers and residents of the district;	✓	✓	✓		✓			✓	✓		✓	✓		✓	
	provide leadership and guidance to the community district;	✓		✓		✓			✓	✓		✓			✓	
	facilitate communication between the community and the council;		✓	✓		✓	✓		✓		✓					
	participate in the local government decision making process at council and committee meetings;		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	perform such other functions as are given to a councillor by the Local Government Act 1995 or any other written law	✓		✓		✓		✓	✓	✓	✓				✓	
2. Accountabilities, as prescribed by the Local Government Act 1995	an understanding of the role and structure of local government as prescribed by the Local Government Act 1995 and Regulations;	✓	✓	✓			✓		✓		✓		✓		✓	
	an understanding of the quasi-judicial town planning role of local government, as prescribed by the Planning and Development Act 2005;								✓		✓				✓	
	an understanding of Integrated Strategic Planning – the strategic plans for the future of the local government, the processes involved and the strategic role of a councillor;										✓				✓	
	an understanding of the process of managing the Chief Executive Officer's performance;								✓		✓					
	ability to read and understand financial statements and reports;		✓						✓							
	a basic understanding of legal processes								✓		✓	✓				✓
3. Governance and ethical standards	an understanding of the 'separation of powers' between councillors and the administration (the difference between governing and managing);	✓	✓						✓		✓	✓			✓	
	an understanding of meeting process, including Standing Orders ;	✓	✓	✓	✓		✓		✓	✓	✓	✓		✓		
	an appreciation for policy development processes;	✓	✓						✓	✓	✓	✓				
	an awareness of risk management strategies;		✓						✓	✓	✓	✓				
	an understanding of the accountability framework prescribed by the Local Government Act 1995 and the Corruption and Crime Commission Act 2003, and other legislation		✓						✓	✓	✓	✓				
4. Values, characteristics and commitment to the role	the ability to communicate, debate and actively participate in meetings; ability to enhance discussion and assist discussions to reach closure; ability to disagree, without being disagreeable;		✓	✓	✓	✓	✓			✓		✓		✓	✓	
	the ability to develop and maintain effective working relationships and to manage interpersonal conflicts;	✓	✓	✓	✓	✓	✓			✓	✓	✓			✓	
	ability to exercise independent judgements		✓	✓		✓	✓	✓		✓		✓				

Skills and Knowledge Required to Perform Councillor Role (as per DLGC Position Description)	Elected Member Skill Set Units of Competency	LGAGENE302A Contribute to effect decision making										
		Performance Criteria				Skills				Knowledge		
		Identify problems or issues needing response	Develop solutions to problems	Evaluate solutions	Implement decisions	questioning	listening	research	management	lateral thinking	decision making processes	legislation affecting councils
1. Role (and responsibilities), as prescribed by the Local Government Act 1995	represent the interests of electors, ratepayers and residents of the district;	✓	✓								✓	✓
	provide leadership and guidance to the community district;	✓	✓	✓				✓	✓		✓	✓
	facilitate communication between the community and the council;	✓	✓	✓		✓	✓		✓		✓	✓
	participate in the local government decision making process at council and committee meetings;		✓		✓	✓	✓		✓	✓	✓	✓
	perform such other functions as are given to a councillor by the Local Government Act 1995 or any other written law							✓			✓	✓
2. Accountabilities, as prescribed by the Local Government Act 1995	an understanding of the role and structure of local government as prescribed by the Local Government Act 1995 and Regulations;	✓	✓	✓	✓						✓	✓
	an understanding of the quasi-judicial town planning role of local government, as prescribed by the Planning and Development Act 2005;										✓	
	an understanding of Integrated Strategic Planning – the strategic plans for the future of the local government, the processes involved and the strategic role of a councillor;										✓	
	an understanding of the process of managing the Chief Executive Officer's performance;										✓	
	ability to read and understand financial statements and reports;											
	a basic understanding of legal processes											✓
3. Governance and ethical standards	an understanding of the 'separation of powers' between councillors and the administration (the difference between governing and managing);		✓	✓	✓						✓	
	an understanding of meeting process, including Standing Orders ;		✓	✓	✓	✓	✓				✓	✓
	an appreciation for policy development processes;			✓	✓				✓		✓	
	an awareness of risk management strategies;			✓								
	an understanding of the accountability framework prescribed by the Local Government Act 1995 and the Corruption and Crime Commission Act 2003, and other legislation			✓								✓
4. Values, characteristics and commitment to the role	the ability to communicate, debate and actively participate in meetings; ability to enhance discussion and assist discussions to reach closure; ability to disagree, without being disagreeable;	✓		✓		✓	✓		✓	✓	✓	✓
	the ability to develop and maintain effective working relationships and to manage interpersonal conflicts;			✓		✓	✓		✓		✓	✓
	ability to exercise independent judgements		✓		✓	✓	✓		✓	✓		✓