Victoria State Government | Government Services

Guidance on the mandatory training for Mayors, Deputy Mayors and Councillors

October 2024

Acknowledgement of Country

The Victorian Government acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of Country.

We respectfully acknowledge all First Peoples of Victoria and celebrate their enduring connection to land, skies and waters. We thank First People for their care of Country and contributions to Victorian communities. We honour and pay our respects to First Peoples' Elders past and present.

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Contents

Key terms

The Act	*Local Government Act 2020*
The Regulations	Local Government (Governance and Integrity) Regulations 2020
Mayoral training	Training required to be completed by all Mayors, Deputy Mayors, and Acting Mayors (appointed for more than 1 month) within 1 month after their election under section 27A of the Act
Councillor induction training	Training required to be completed by all Councillors within 4 months of taking the oath of office under section 32 of the Act
Professional development training	Training required to be completed by all Councillors at least once each year beginning in the first full calendar year after being elected under section 33A of the Act

Introduction

Overview

Mayors and Councillors come from various backgrounds and bring different skills and perspectives to their roles, which is a strength of local democracy. However, many new Mayors and Councillors may not fully understand how local government works or what their roles involve when they start. They may also not realise the importance of working together as a team - even with political differences - to make decisions that benefit the community.

The role of Mayors and Councillors is demanding, and the community has high expectations for their performance. As the Council's governing body, they need to work together effectively to address community needs. Their roles require a wide range of skills, experience, and a strong commitment to achieve results. From their first meeting, they must collaborate to make important decisions affecting the community, Council services, infrastructure, and the use of public funds. Proper induction and building a unified team are crucial for them to be effective from the start.

New Mayors and Councillors *may* need to learn about unfamiliar areas, such as Council meeting procedures, land use planning, or financial statements, to do their jobs well. Even experienced Mayors and Councillors can struggle with keeping up with changes in laws and policies. Ongoing training and building strong relationships among Councillors are essential for serving the community effectively.

The **Local Government Amendment (Governance and Integrity) Act 2024** made various amendments to the Act that aim to enhance standards of governance and behaviour across the local government sector.

From 26 October 2024 all Mayors, Deputy Mayors, and Councillors must complete mandatory training within certain timeframes. The Regulations prescribe the matters that must be covered in the delivery of the mandatory training and the timelines for the completion of the training. The mandatory training includes:

- Mayoral training – This must be completed by all Mayors, Acting Mayors (appointed for one month or more), and Deputy Mayors within one month of being elected to the role.

- Councillor induction training – This must be completed by all Councillors within four months of taking the oath or affirmation of office.

- Professional development training – This must be completed by all Councillors annually, beginning in the first full calendar year after being elected.

Purpose of these guidelines

This guidance has been developed to support Chief Executive Officers to understand the legislative requirements for mandatory training and assist them to develop, deliver, and report on the training they are required to provide Mayors, Acting Mayors, Deputy Mayors, and Councillors under the Act and the Regulations. The guidance has also been developed to ensure Mayors and Councillors are aware of the knowledge and skills expected of them in their roles under the Act, and of the support their Council should be providing to ensure they are able to effectively fulfil their roles. This guidance is also intended to assist Councils to develop the necessary policies and plans to ensure that mandatory training requirements can be met.

The Act and Regulations should be read in conjunction with this guidance.

The needs and circumstances of Councils vary, as do the capabilities and development needs of individual Mayors and Councillors. The aim of the Regulations and this guidance is to ensure that all Mayors and Councillors across the state have access to training activities, and that the activities delivered by Councils meet a consistent set of requirements. This guidance has also been designed to be used flexibly by Councils and to accommodate and, in some cases, build upon existing induction and training programs.

It is intended that the approach to mandatory training for Mayors and Councillors (and this guidance) will be refined and continue to improve over time. This will include opportunities to standardise training across Councils and develop shared training resources.

Design principles

The following principles have been used to inform the design of the mandatory training and should also be used to inform its delivery:

1. Alignment to key legislative requirements for Councillors

The training is aligned to the role of a Council (sections 8 and 9 of the Act), the role of a Councillor (section 28 of the Act) and the various statutory decisions Councils are required to make under the Act, the **Local Government Act 1989** and other legislation. It is not intended to capture legislative requirements that rest with the CEO or Council staff.

2. Balancing consistency with local needs

The training is flexible enough to ensure consistency of the requirements across the sector while enabling Councils to tailor training to their local needs. This includes the ability for Councils to determine suitable learning activities.

3. Progressive learning and development

The training is designed to progressively equip Councillors with the information, knowledge and skills they need over their term and to further develop and strengthen this capacity, whilst ensuring Councillors are up to date with current information relevant to their Councillor role.

4. Cost effectiveness

The training can be designed and delivered within and using existing resources as much as is reasonably practicable and supports access for Councils with limited resources.

5. Effective relationships

The training should be designed to support building and maintaining effective interpersonal relationships, connection, and trust between Councillors and between Councillors and Council staff.

Council policies and processes

Policy considerations

Councils are required to adopt and maintain an expenses policy in relation to the reimbursement of out-of-pocket expenses for Councillors and members of delegated committees. Additionally, a Council must make available to the Mayor and the Councillors the resources and facilities reasonably necessary to enable them to effectively perform their role. Most Councils adopt a policy to address these matters.

Councils should update their policy in relation to Councillor expenses, resources and facilities to address the new mandatory training requirements. This will ensure that mandatory training is embedded in the Council's planning and operations across the term. The policy should address the following matters as a minimum:

- The budget allocated for each year and each Councillor for the mandatory training (subject to approval by the Council as part of its budget and financial planning processes).

- A plan which outlines the learning activities to meet the statutory requirements for mandatory training.

  - **Appendix A** includes a sample record of completed training activities to support the written and dated declaration for training. This may be used to develop a training plan for Mayors, Deputy Mayors, and Councillors.

  - **Appendix B** includes a list of the mandatory training matters and a content checklist of the knowledge and skills required for mayoral training.

- o **Appendix C** includes a list of the mandatory training matters and a content checklist of the knowledge and skills required for induction and professional development training.

- o **Appendix D** includes an example outline of a Councillor induction program from South Gippsland Shire Council.

- o **Appendix E** includes a list of existing resources and training aligned to each mandatory training matter for mayoral, councillor induction and professional development training.

- o Consideration should be given to what professional development activities are recommended for all Councillors and where professional development training can be tailored to individual needs (see the section on Content and activities for further guidance).

- Reasonable assistance that is available for Mayors, Acting Mayors, Deputy Mayors, and Councillors to enable them to access the training.

- Processes for ensuring completion of the mandatory training, including:

  - o The written, dated, and signed declaration before the Council's Chief Executive Officer for recording the completion of training, as required by the Act and Regulations (see **Appendix A** for a sample training declaration and register).

  - o Ensuring allowances are withheld if the training is not completed and the declaration made as required (and the processes to ensure Councillors receive any withheld allowances once they have completed the training and made the declaration as required).

  - o Ensuring the completion of training by Councillors elected to fill an extraordinary vacancy.

  - o Ensuring that Councillors who are unable to complete the professional development training due to a leave of absence complete the training within one month after returning from leave.

- Reporting on training expenditure, including in quarterly budget and annual reports.

- Processes for the approval of non-mandatory (discretionary) training.

Councils may wish to consider using this guidance to support them to update their relevant policy.

Approvals and ensuring compliance with requirements

Councils should approve the budget allocated to mandatory training as part of their regular budget and financial planning processes. They may wish to also approve collective training activities for all Councillors and any discretionary (non-mandatory) training for individual Councillors as appropriate. However, it is one of the key functions of the Chief Executive Officer to support the Mayor and the Councillors in the performance of their roles.

The Chief Executive Officer is also responsible for ensuring the mandatory training is available to be taken within the relevant period by Mayors and Councillors, and to provide reasonable assistance for them to access the training. The approval of processes and activities to meet the mandatory training requirements within the allocated budget is therefore a matter for the Chief Executive Officer. See the section on Content and activities for further guidance.

Mandatory training requirements

Mayoral training

Mayoral training must be completed by all Mayors, Deputy Mayors, and Acting Mayors (if appointed for one month or more). This training is designed to ensure Mayors understand what is required of them and to have the knowledge and skills to effectively perform the role of leader of the elected group of Councillors. This includes key responsibilities such as chairing Council meetings, acting as the Council's principal spokesperson and supporting Councillors to understand and perform their role.

Councillor induction training

Induction training helps new people get started in their roles by giving them the information they need. For Councillors, this training provides everything they need to know during their first four months. It helps them become effective members of the Council right away rather than being left to figure things out on their own.

A well-designed Councillor induction program helps build strong relationships and teamwork among Councillors from the start. It boosts productivity and provides crucial information as soon as Councillors are elected, allowing them to become productive more quickly.

The Councillor induction program helps the Mayor and Councillors quickly learn how the Council works, the rules they need to follow and the details of their roles. It is crucial for making sure they get the information they need to be effective leaders right from the start. Instead of just presenting facts, the program should also include discussions about the Council's values and expected behaviours.

An induction program is a great chance to start building a strong, collaborative team. It allows the Mayor and Councillors to understand what motivated their new colleagues to join the Council and to bond over their shared goal of improving the community. It's also a time to discuss how they want to work together, set goals, and define their roles and responsibilities, which helps build trust and positive working relationships.

All Councillors, irrespective of experience as a Councillor, must complete Councillor induction training. Even though returning Councillors might already know a lot of

the information in the Councillor induction program, their participation shows new Councillors that their roles are important. Returning Councillors can also share useful experiences and lessons from their previous terms, helping to create a positive and cooperative atmosphere for the new team.

Professional development training

A professional development program is any program which involves a deliberate and ongoing process of improving and increasing the professional knowledge, competence, skill, and effectiveness of people in the workplace through professional development activities specific to their needs. In local government, an effective professional development program can ensure Councillors fill any skills or knowledge gaps they have that may otherwise prevent them from making the best possible contributions to their communities.

Councillors have a responsibility to perform their role in the best interests of the local community. To do this, Councillors need to understand the responsibilities of their role and to understand certain technical matters, such as strategic planning, budgeting, and good governance. Professional development training is intended to upskill Councillors by ensuring they understand what is required of them and have the knowledge and skills they need to succeed in the role.

All Councillors must complete professional development training each year of their term, beginning in the year following their election.

Matters that must be addressed

Mayoral training

The Regulations prescribe the matters that must be covered as part of mayoral training. These are:

- roles and responsibilities
- chairing meetings
- engagement and advocacy
- leadership.

The training may also include any other matters the Chief Executive Officer considers will support the Mayor and Deputy Mayor in the performance of their roles.

Councillor induction and professional development training

The Regulations prescribe the matters that must be covered as part of Councillor induction and professional development training. These are:

- working together in a Council
- decision making, integrity and accountability
- community representation
- strategic planning and financial management

- conduct
- land use planning.

The training may also include any other matters the Chief Executive Officer considers will support councillors in the performance of their role.

The purpose of the overlap in matters to be covered for Councillor induction and professional development training is that they are aligned to the role of a Councillor so reflect a progressive approach to gradually building the knowledge and skills to perform the role of a Councillor. This approach also ensures that Councillor induction training is designed to provide a genuine introduction to the role of a Councillor, rather than overloading Councillors with information in their first four months.

Councils have the discretion to determine additional training topics based on local needs. The themes above reflect the minimum matters that must be covered by the mandatory training.

Content and activities

Content

Checklists of the content (knowledge and skills) to be covered in mandatory training have been prepared to assist Councils to develop their training plans:

- **Appendix B** includes the content checklist for mayoral training

- **Appendix C** includes the content checklist for Councillor induction and professional development training.

The checklist of content for Councillor induction and professional development training is intended to be covered across the four-year term, with Councils determining which content to cover during Councillor induction and which content to cover in each year of professional development training.

Councils should identify which content for each prescribed training matter should be covered during induction versus delivered as part of the regular professional development training for Councillors. A sample of how the content may be structured over induction and each year of professional development training is included at **Appendix C**. Councillor induction training should cover the core or base-level knowledge and skills for all Councillors, help set the standards for the term and mitigate the risk of dysfunctional relationships between Councillors early in the term. It is recommended that content addressing conflict management, internal minor dispute mediation, and team building is addressed in the first month post-election.

Councillors must complete professional development training for each matter listed in the Regulations each calendar year. Councils can determine which content to cover each year and when that content is delivered across the year. This is designed to ensure a level of flexibility and tailoring at the local level, while ensuring that all Councillors are engaged in annual professional development.

Councils can also elect to complete any additional training on topics or content considered necessary at a local level, subject to the processes outlined in the Council's policy in relation to Councillor expenses, resources and facilities.

They can also determine if content covered during the Councillor induction should be repeated for the purposes of professional development training. It should be noted that it is not intended that the content covered during Councillor induction be delivered each year for the purposes of professional development training. Any repetition of Councillor induction content for professional development should be for the genuine purpose of refresher training where this is considered necessary to improve the knowledge and skills of Councillors. Ideally, professional development training content should cover different topics and/or become increasingly complex to build the knowledge and skills of Councillors.

External bodies (including integrity bodies such as the Local Government Inspectorate) may wish to consider developing and making available webinars, videos or other content that could be incorporated into training for Councillors.

Activities

Determining activities

The Regulations do not provide a specific manner for conducting the mandatory training.

Councils are responsible for determining what activities will ensure Mayors, Acting Mayors, Deputy Mayors, and Councillors meet their training requirements. Councils may want to consider working with representative groupings for their Council (for example, Rural Councils Victoria and Regional Cities Victoria) to agree on activities and content to ensure consistency between Councils where this is considered appropriate.

Where a municipal monitor has been appointed to a Council, the municipal monitor should be consulted about the proposed training activities and should attend the training to the extent possible.

When determining training activities, Councils should consider the 70/20/10 learning principle, which suggests that:

- 70 per cent of learning activities are provided via learning and developing from experience (experiential learning) – for example, on-the-job training, self-directed learning, developmental roles, problem solving, exposure and practice.

- 20 per cent of learning activities are provided via learning and developing through others (social learning) – for example, personal or professional networks, coaching, mentoring, feedback, memberships, and professional associations.

- 10 per cent of learning activities are provided via learning and developing through structured programs (formal learning) – for example, training courses, external or in-house workshops, seminars, webinars, and other e-learning and briefing sessions conducted by the Council, external training providers or industry bodies.

The 70/20/10 learning principle enables Councils to account for the varied learning styles Councillors have, as well as the time they have available for training, when selecting training activities. It can also minimise the financial costs of delivering training programs by prioritising learning through on-the-job experiences and networking.

Consideration should be given to which learning style, or combination of learning styles, would best suit the information being conveyed and should recognise that Councillors are likely to have a variety of learning styles.

When determining activities to support Councillors to develop the knowledge and skills for each matter, Councils should also consider the most appropriate delivery methodology to support the overall objectives for each topic. This includes the type of learning (experiential, social or formal learning), the way training is conducted (such as face to face or online) and who is best placed to deliver the activity (such as an external expert).

Face to face training is generally recommended where the outcome sought is building trust and establishing positive group dynamics, or when discussion, collaboration, practice, 'role play' and being part of a group and being held accountable are beneficial for learning.

Online learning is beneficial when the pace of learning is best tailored to the individual, the content is standardised or consistent and learning does not rely on face-to-face delivery.

Training is best delivered by the person who is most able to engage Mayors, Deputy Mayors and Councillors and deliver the content in a way that will achieve the outcomes sought. This person could be the Chief Executive Officer, another staff member, or an external provider. If training is not presented by the Chief Executive Officer it is recommended that they still be present to answer any questions. Mayors and Councillors from previous Council terms may also be invited to provide an overview of their experience in Council, and any significant issues they think Councillors should consider. This could take the form of an informal talk, a panel discussion, or a question-and-answer session.

For example, the topics:

- "Councillor group commitment to work as a team" is best delivered as a workshop with Councillors facilitated by an independent, impartial third party.

- "Effectively participating in Council meetings" may be delivered through a combination of briefings on the Council's governance rules (formal learning) and preparation for and participation in "mock" and/or actual Council meetings (experiential learning), whereas the topic "The Council and its elected roles" may be delivered during a workshop (formal learning).

- "Effectively chairing meetings" may be delivered by a combination of formal learning techniques such as workshops and briefing sessions delivered by an experienced, independent third party, and experiential learning activities such as chairing actual Council meetings and then receiving structured feedback from Councillors on their performance as chair.

- "Roles, responsibilities and support for the Mayor and Deputy Mayor" may be delivered through formal learning activities such as a workshop or briefing conducted by either the Chief Executive Officer or an independent third party.

For professional development training, it is expected that councillors undertake *at least one* training activity for each of the mandatory training matters each year.

Assessing training needs

For Councillor induction training, the Chief Executive Officer will develop a program which reflects the minimum introductory knowledge and skills required for the role of Councillor, which must be completed by all Councillors. No assessment of training needs is necessary for the Councillor induction program.

For professional development training, Councils may wish to consider the existing skills and experience of their Councillors to determine what activities to deliver to support them to build knowledge and skills for each training matter.

Local Government Victoria has developed a basic confidence self-assessment tool aligned to the content checklist for Councillor induction and professional development training. The purpose of this tool is to provide a simple way for:

- Councillors to understand their initial and ongoing professional development needs.

- Councillors to evaluate the effectiveness of their training each year (for example, if it is supporting an increase in their confidence for each training matter each year).

- Councils to understand collective areas for professional development and opportunities to support social learning amongst Councillors (for example, mentoring).

The self-assessment tool asks Councillors to rate their confidence on a 5-point scale for each training matter. Based on the total score, it then categorises whether the matter represents for the Councillor:

- A **strong focus** for professional development. The Councillor may need more formal training activities to support their knowledge and skills, more time spent on learning activities, a greater mix of learning activities, additional training opportunities beyond those offered for all Councillors and/or to repeat Councillor induction training for certain matters.

- A **moderate focus** for professional development. The Councillor may need fewer formal training activities to support their knowledge and skills, may benefit more from more social and experiential learning activities, and/or may need to engage in fewer training activities.

- A **light focus** for professional development, the Councillor may not need formal training, may benefit most from experiential learning activities and may be a useful source to support social learning for their colleagues.

It is not intended that this tool is used to assess the skills or competence of Councillors, nor is it a requirement to use the self-assessment tool. Councils may wish to develop their own assessment tools to suit their needs. Local Government New South Wales has developed a Local Government Capability Framework (External link) which includes specific attributes and capabilities for Councillors (External link).

Existing content, training and resources

Appendix E provides an overview of some of the existing content, training and activities aligned to the matters to be addressed by the training. This is designed to assist Councils to identify potential training activities to assist Mayors, Acting Mayors, Deputy Mayors, and Councillors to gain the required knowledge and skills.

Absent Councillors or Councillors elected to fill an extraordinary vacancy

Councils will need to ensure that absent Councillors or Councillors elected to fill a vacancy can complete the mandatory training. For example, if a Councillor is elected and sworn in by 30 June 2025, they will need to complete the Councillor induction training by 30 October 2025 and their first year of professional development training by 31 December 2026.

For group activities, Councils will need to consider how absent Councillors or Councillors who are elected to fill extraordinary vacancies throughout the term are supported to complete these activities.

For example, the topic "Councillor group commitment to work as a team" is recommended to cover both individual and group activities. The topic could be delivered by having Councillors first complete individual activities (such as their own values, reasons for standing, communication style) and then participate in a recorded, in-person group workshop to discuss individual results and agree on

shared values. Absent or newly elected Councillors could then complete the individual activities, watch the recording of the group session and then present back to a meeting of the Councillor group on their individual results and commitment to the group values.

Approval of activities and ensuring compliance

It is one of the key functions of the Chief Executive Officer to support the Mayor and the Councillors in the performance of their roles. The Chief Executive Officer is also responsible for ensuring the mandatory training is available to be taken within the relevant period by Mayors and councillors and to provide reasonable assistance for them to access the training. The approval of processes and activities to meet the mandatory training requirements within the allocated budget is therefore a matter for the Chief Executive Officer.

For Councillor induction training, this will involve the Chief Executive Officer developing a program which reflects the minimum introductory knowledge and skills required for the role of Councillor which must be completed by all Councillors. A sample overview of a Councillor induction program used for South Gippsland Shire Council is included at **Appendix D**.

For professional development training, the Chief Executive Officer may want to consider developing a list (or "menu") of potential learning activities (including a mix of formal, social, and experiential learning activities) for each mandatory matter.

They may wish to indicate which activities are recommended for all Councillors, and then consider allowing individual Councillors to identify their preferred individual activities from the list, as well as any additional non-mandatory training they consider necessary, within the budget allocated for individual Councillor training.

This could then be used to develop a professional development training plan for each Councillor which could be discussed and agreed to between the Councillor and the CEO. Alternatively, the CEO may wish to recommend the training activities for each Councillor. Whatever approach is adopted to meet the mandatory professional development training requirements, it's important that Councillors have access to equitable training opportunities.

Mayors, Acting Mayors, Deputy Mayors, and Councillors must complete a written and dated declaration, which must be signed before the CEO confirming that they have completed the mandatory training. A sample written declaration and register of completed training activities is included at **Appendix A**. The register may also be used to develop a training plan for Councillors.

Structure and timing

Structure

There are many examples of excellent Councillor induction programs across the sector. **Appendix D** provides an overview of the South Gippsland Shire Council's induction program which may assist Councils with planning their own Councillor induction training and activities. Councils should consider whether to conduct Councillor induction as a short, "intensive" exercise or whether there is value in staggering Councillor induction over the full four months permitted.

For mayoral and professional development training, Councils may wish to consider the skills and experience of their Councillors to determine which content represents the biggest development opportunity for them. For example, it may be that first term Mayors require training on the topic of "Effectively chairing meetings" across all four weeks, whereas more experienced Mayors may be able to complete this training across a shorter period.

Councils may want to consider staggering training activities to ensure that Councillors are not overwhelmed with information and training during any one period.

Equally, Councils may want to consider ensuring that Councillors have enough time to perform their role while undertaking mandatory training. This is especially important for first term Councillors and those who may have been elected Mayor. For example, this may involve delivering mayoral training in the first two weeks rather than across four weeks.

Councils may wish to consider assessing the professional development needs of their Councillors to support the identification of priority knowledge and skills for each year. This could be via the confidence self-assessment tool, or another survey developed by the Council.

Councils should consider staggering the suggested knowledge and skills in **Appendix C** across each year of professional development training. It may be appropriate for some Councillors to repeat training on some knowledge and skills for the purposes of "refresher" training, however effort should be made to address different knowledge and skills (or increasingly complex content) each year. The approach adopted will depend on the local circumstances for each Council and potentially the professional development needs of each individual Councillor.

The final year of the Council term is shorter than the previous years due to the election period. Further, some Councillors may already be suitably equipped with an understanding of their roles and responsibilities and have developed their skills in their governance and financial management obligations by the final year.

Councils may therefore wish to consider ensuring that the mandatory matters in the final year of professional development training are largely focused on election period considerations, including the election period policy, the use of Council resources and Councillor integrity. Care should be taken to ensure that the mandatory training does not include matters designed to assist or support Councillors as candidates, with such matters best left to optional training provided by Councils, peak bodies and others – which is equally available to all candidates.

Timing

The below diagram outlines indicative timelines for mandatory training.
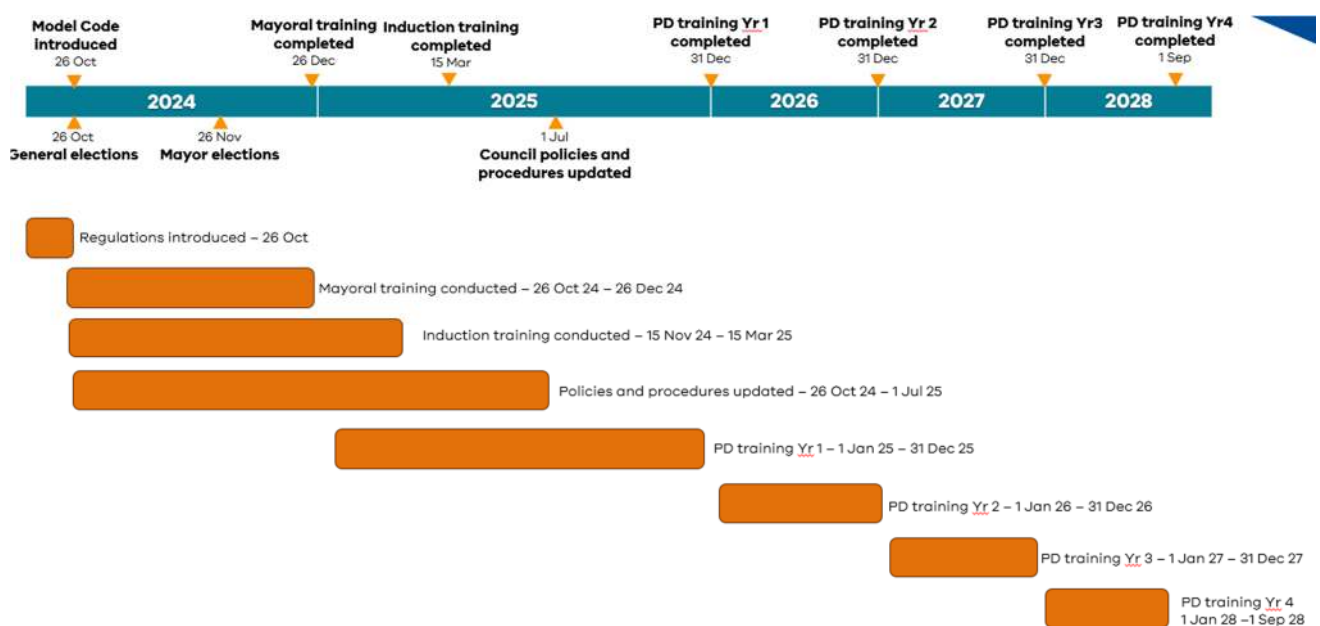
Mayoral training

The Act requires mayoral training must be completed by all Mayors, Deputy Mayors, and Acting Mayors (if appointed for one month or more) within one month of election or appointment to the role.

Despite the availability under the Act of two-year terms for Mayors and Deputy Mayors, most Councils choose to elect their Mayor and Deputy Mayor annually (except for the Melbourne City Council and Greater Geelong City Council). This means that even if a Councillor is elected Mayor or Deputy Mayor on multiple occasions throughout the Council term, they will have to complete the mayoral training within one month each time they are elected to the role. An Acting Mayor does not need to complete the mayoral training again if they have completed it within the last 12 months.

Councillor induction training

The Act requires Councillors to complete Councillor induction training within four months of taking the oath or affirmation of office. The timing of induction activities for Councillors should be designed in such a way to not overload Councillors with

learning activities. This may include staggering the delivery of training activities across four months. The timing should reflect what knowledge and skills Councillors need within the first four months of the term to undertake their roles. For example, Councils should ensure that Councillors have acquired the knowledge and skills necessary to elect a Mayor or effectively contribute to the review of the Council Plan and other strategic planning documents before these activities are undertaken.

Professional development training

The Act requires Councillors to undertake professional development training at least once annually, beginning in the first full calendar year after being elected. Professional development training must be completed by 31 December each year, except for an election year when it must be completed by 1 September.

The timing of professional development activities for Councillors should be designed in such a way as to not overload Councillors with learning activities in the early part of the Council term. This may include staggering the delivery of training activities throughout each year. The timing should reflect what knowledge and skills Councillors, and the Mayor need at various points in the term to undertake their roles.

For example, Councils should ensure that Councillors have acquired the knowledge and skills necessary to effectively contribute to the review of the Council Plan and other strategic planning documents before these activities are undertaken.

Accessibility and resource sharing

The Council's Chief Executive Officer must ensure that the mandatory training is available to be taken by Councillors within the required timeframes. The Chief Executive Officer must also provide reasonable assistance to Councillors to enable them to access the training.

The communities served by Councils are diverse, and this should be reflected in the people elected to Councils. Training sessions need to be accessible to ensure Councillors can attend.

This may include giving consideration to the venue selected (particularly for Councillors with mobility issues or who are geographically isolated), transportation options available nearby, the time the sessions are held and the way information is presented and delivered, particularly for Councillors who may be visually or hearing impaired. Councils may also wish to consider making training materials and information available for Councillors to access after the sessions where possible.

There may be training activities or resources that are common to some or all councils. Councils are encouraged to share training resources with other Councils and/or jointly hold training activities with other Councils. Peak bodies and

organisations representing groups of Councils are also encouraged to develop and/or deliver training activities on behalf of their member Councils.

These common sessions could be supplemented by member Councils with individual sessions at each council or online content that provides local information specific to that Council. Printed and face-to-face training resources, such as visual aids used in sessions, could also be shared between Councils, or developed by organisations representing council groupings on behalf of their member Councils.

Integrity bodies such as the Local Government Inspectorate may wish to consider developing and making available webinars, videos or other content that could be incorporated into training content. This may include the delivery of training for Councils if appropriate.

Reporting and transparency

Annual report

Under the **Local Government (Planning and Reporting) Regulations 2020**, professional development expenses must be reported on for each Councillor in the Annual Report. Local Government Victoria (LGV) has developed detailed guidance (external link) on the requirements of the Model Report of Operations, specifying the mandatory requirements as well as other matters, details which may be considered good practice.

Beyond the minimum requirement to report annually on the cost of professional development expenses for each Councillor, Councils may wish to consider reporting the specific training activities undertaken by each Councillor for a greater level of transparency.

Quarterly budget report

As soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public. The report must compare actual and budgeted results and an explanation of any material variations. Councils may wish to consider including reporting on mandatory training activities in this report.

Audit and Risk Committee

Councils are required to provide details of all reimbursement of out-of-pocket expenses which the Council is satisfied are bona fide expenses, have been reasonably incurred in the performance of the role of Councillor and are reasonably necessary for the Councillor to perform that role to their Audit and Risk Committee. The Council's Audit and Risk Committee monitors the compliance of Council policies

and procedures with the overarching governance principles and statutory requirements.

It also monitors the Council's financial and performance reporting, monitors, and provides advice on risk management and fraud prevention systems and controls and oversees internal and external audit functions. The Council may wish to consider regular reporting on mandatory training activities and requirements to its Audit and Risk Committee.

Appendix A: Sample training written declaration

Written declaration on completion of [mayoral / Councillor induction / professional development] training

I, Cr [First name Last name], hereby declare that I have completed the mandatory [mayoral / Councillor induction / professional development] training within [one month of being elected as mayor / deputy mayor / four months of having taken the oath / affirmation of office / the prescribed timelines for professional development training] on [date].

Attached is a record of completed training activities which demonstrates that I have completed the mandatory [mayoral / Councillor induction / professional development] training as required.

Signature of councillor	
Date	

I, [Chief Executive Officer First name Last name], Chief Executive Officer of [Council name], confirm that I have witnessed the making of this declaration.

Signature of CEO	
Date	

Record of completed training activities for mayoral training

Councillor name:					
Training matter	**Date** (Activities must be completed within one month of being elected to the role)	**Activity description / title** (Course title)	**Activity format** (Such as Workshop, seminar, conference, course, etc.)	**Activity provider** (If relevant)	**Supporting evidence to support completion** (Enrolment record, receipts, attendance records, presentation notes, etc.)
1. Roles and responsibilities					
2. Chairing meetings					
3. Engagement and advocacy					
4. Leadership					
5. Other non-mandatory training					

Record of completed training activities for professional development training

Councillor name:	PD year:

Training matter	Date (Activities must be completed by 31 Dec each year or 1 Sept in an election year)	Activity description / title (Course title)	Activity format (Such as Workshop, seminar, conference, course, etc.)	Activity provider (If relevant)	Evidence to support completion (Enrol

				ment record, receipts, attendance record

				s, presentation notes, etc.)
1. Working together in a Council				
2. Decision making, integrity and accountability				
3. Community representation				

4. Strategic planning and financial management				
5. Conduct				
6. Land use Planning				
7. Other non-mandatory training				

Appendix B: Checklist of the content for mayoral training

Matter	Content checklist	Learning outcomes
1. Roles and responsibilities Knowledge about the roles and responsibilities of the mayor and deputy mayor and support for the roles	**1.1 Roles, responsibilities and support** This may include: • Roles and powers of the mayor and deputy mayor (or Lord Mayor and Deputy Lord Mayor for the City of Melbourne) • Working as a leadership team of the elected councillors • Support for performing the roles, including allowances	• Explain the role and powers of mayor or deputy mayor (or Lord Mayor and Deputy Lord Mayor for City of Melbourne) • Identify ways for the mayor and deputy mayor to work effectively as a team • Explain the support available to mayors and deputy mayors to carry out their role and where to find more information or assistance
2. Chairing meetings Knowledge and skills related to the mayor's role as the Chair of council meetings	**2.1 Effectively chairing meetings** This may include: • Assisting the CEO to develop the agenda • Preparing for the meeting • The role of the Chairperson • Supporting robust public debate • Managing time • Managing conflicts of interest • Using the casting vote • Applying the Council's Governance Rules	• Identify how the agenda is prepared and any preparatory activities to support an effective meeting • Explain the procedures that govern the conduct of a meeting (including moving, amending and speaking to motions, declaring and managing conflicts of interest, voting, points of order, community question time, removal of councillor or member of the public, etc.) • Identify skills that will enable a meeting to be chaired effectively and efficiently and that will promote respectful and constructive debate for strategic decision making • Explain strategies to evaluate the effectiveness of a meeting and identify improvement opportunities
3. Engagement and advocacy Knowledge and skills related to	**3.1 Acting as the Council's principal spokesperson** This may include: • Role in relation to the Council Plan • Communication and public speaking	• Explain the mayor's role in relation to the Council Plan • Define the role of mayor as the Council's principal spokesperson

Matter	Content checklist	Learning outcomes
the role as the principal spokesperson for the council and the leader of civic and ceremonial duties	- Speaking to the media - Effective advocacy (including in relation to meetings between the State and the Council for the City of Melbourne only) - Performing civic and ceremonial duties	- Identify effective and appropriate ways to use Council and personal media channels (including social media) - Identify the attributes, qualities, and skills of an effective public speaker and media spokesperson - Explain how to establish and maintain effective networks and advocate for the municipality - Explain the mayor's civic and ceremonial role - Explain the mayor's role at regional and other representative bodies

4. **Leadership**
Knowledge and skills related to the mayor's role as the leader of the elected body of councillors
	4.1 Helping councillors understand and perform their role
	This may include:
	- Building and maintaining relationships between councillors, including:
	  o Leading the councillors
	  o Helping the councillor group work together
	  o Helping resolve conflict and disputes
	  o The role of the mayor in the Model Councillor Code of Conduct and the internal resolution procedure
	- Helping individual councillors, including:
	  o Understanding the skills and challenges for a councillor
	  o Demonstrating conduct that meets expected standards
	  o Supporting a new councillor (including a first-term councillor or a councillor new to the Council).
	  o Leadership skills needed to assist a councillor (e.g., coaching, mentoring and feedback techniques)
	
	4.2 The relationship between the mayor and CEO
	This may include:
	- The importance of the relationship
	- Establishing good communication and role clarity
	- Key mayoral responsibilities relating to the CEO (such as leading the performance review process)
		- Identify leadership attributes to perform the role of mayor and assist councillors to perform their roles
		- Identify methods for establishing trust and for developing ongoing and effective relationships
		- Explain the mayor's role in the Model Councillor Code of Conduct and the internal resolution procedure
		- Define conflict and explain appropriate methods for managing and resolving conflict
		- Explain how to demonstrate conduct that meets the expected standards of conduct
		- Explain the relationship between the mayor and the CEO and its importance for the proper functioning of the Council

Appendix C: Checklist of the content for induction and professional development training

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4
1. **Working together in a Council** Activities collectively determined by the councillor group to build relationships, connection and trust between councillors to support working as a cohesive group and holding each other to account. Knowledge and skills to support councillors to understand and differentiate between the roles of the Council, councillor and council staff	**1.1 Councillor group commitment to work as a team** The activities collectively determined by a councillor group to build a positive dynamic between councillors. This should include individual activities and group activities. Individual activities may address the following matters: • Reasons for standing for election to the council • Personal values • Communication / interpersonal / thinking style Group activities may address the following matters: • Councillor group vision and values • Establishing effective working relationships (including with the CEO and senior staff) • Managing alternative viewpoints and resolving disputes between councillors	• Define, distinguish and refine individual and councillor group values and a councillor group vision • Identify and refine constructive behaviours to work effectively with others and establish a culture based on trust, mutual respect and teamwork • Agree on how to address conflict and hold each other to account to support effective relationships between councillors • Identify strategies to support individual and collective improvement in performance • Explain how to appropriately	X				

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4
	• Reviewing and measuring councillor group performance • Communicating decisions to the community • Setting the tone at the top – creating a positive culture for the whole organisation	communicate and uphold the decisions of the Council • Describe and explain the legislative responsibilities and differences between the role of the Council, a councillor, the mayor and the Chief Executive Officer • Describe any new and/or updated legislative or regulatory requirements related to the role of a council or councillor • Explain how councils are funded • Describe how the recruitment and performance of the CEO is managed					
	1.2 Renewing Councillor group commitment to work as a team The activities collectively determined by a councillor group to build a positive dynamic between councillors. Activities may address the following matters: • Renewing commitment to work together • Assessing where improved interactions are needed • Welcoming and supporting a new councillor (for example elected to fill an extraordinary vacancy during the Council term) • Reviewing and undertaking a self-assessment of past performance			X	X	X	X
	1.3 Overview of the council and its elected roles This may include: • The role and legislative context of the Council (including the electoral structure and for the City of Melbourne only, the additional objectives in the City of Melbourne Act 2001)		X		X		

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4

	• How councils are funded
	• The role of a councillor, including:
	  ○ Understanding the 3 components of the role: Representative, Governance and Statutory Decision-Maker (for example, reinforcing collective rather than individual decision-making)
	  ○ Understanding the strategic (for example, the role of a councillor under section 28 of the Act) rather than operational (for example, the role of the CEO under section 46 of the Act) focus of the role
	  ○ Key legislative obligations and responsibilities
	  ○ Managing the transition from a community activist to a councillor
	  ○ Need to consider the interests of the municipal community rather than ward issues
	  ○ Allowances and support for councillors (including appropriate use of council resources)
	• The roles of the mayor (or Lord Mayor for the City of Melbourne) and deputy mayor (or Deputy Lord Mayor for the City of Melbourne), including:						

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4

	o The role of the mayor as the Chair of Council meetings and the Council's principal spokesperson
	    o Helping councillors understand and perform their role
	    o The election process
	    o The relationship between the Mayor and the CEO
	• Building on the information, knowledge and skills relating to the role of the council addressed during induction
	• Building on the information, knowledge and skills relating to the role of a councillor addressed during induction
	• New information, knowledge and skills relating to the role of the council and councillor such as:
	    o Supporting the role of the Mayor
	    o Leadership and emotional intelligence
	    o Chairing Delegated or Community Asset Committee meetings
	    o Managing interests as a ratepayer while in the role of councillor
	    o Updating knowledge based on any legislative or regulatory amendments						

	1.4 Overview of non-elected roles This may include: • The role of the CEO and council staff		X				

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4
	• The difference between the role of CEO and councillor • Legislative prohibition on directing council staff • Managing councillor and staff interactions						
	1.5 CEO recruitment and performance management This may include: • CEO Employment and Remuneration Policy • Effective performance management • Organisational performance and accountability			X	X	X	X
2. **Decision-making, integrity and accountability** Knowledge and skills to support councillors to understand good governance, how councils make decisions, how council meetings work and to support ethical and lawful decision-making by councillors	**2.1 Council decision-making and good governance** This may include: • How councils make decisions (including collective decision-making, council meetings and delegations) and may include conducting "mock" council meeting/s • Council policies and processes to support decision-making (such as councillor briefings, advisory committees, portfolios) • Good governance, including the overarching governance principles, supporting principles • Conflicts of interest and the need to keep an open mind	• Explain how decisions are made and identify the council policies and processes to support decision making • Explain what good governance entails and why it is important for the proper functioning of a council • Identify risks to good governance and how to identify and prevent fraud and corruption • Describe how council meetings work and how to prepare for and	X		X		X

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4
	• How council meetings work • Reading and analysing council meeting papers • Appointing Chairs of Council delegated committees • Building on the information, knowledge and skills relating to council decision-making and good governance • New information, knowledge and skills relating to council decision-making and good governance such as ensuring unbiased democratic council decision-making • Delegating decision-making • The election period policy and related election period considerations, including ensuring the appropriate use of Council resources during the election period and Councillor integrity in relation to the election	participate in meetings in accordance with the Governance Rules • Describe the key integrity and accountability requirements for councillors to support good governance and how to comply with those requirements • Describe and comply with the requirements in relation to the transparency of council decisions • Explain the roles of key integrity and accountability bodies for local government and the powers of the Minister for Local Government					
	2.2 Effectively participating in council meetings This may include: • Preparing for Council meetings • Reading and understanding council meeting papers • Understanding and applying council meeting procedures in the Governance Rules • Effective and respectful debate			X	X	X	X

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4
	• Influencing and negotiating • Chairing meetings						

	2.3 Key integrity and accountability requirements*
	This may include:
	• Personal interests
	• Conflicts of interest
	• Managing confidential information
	• Managing council information (other than confidential information)
	• Expenses, gifts and donations
	• Any council policies that support good governance
	• Reporting breaches of integrity and accountability requirements
	• Information, knowledge and skills relating to integrity and accountability requirements such as:
	  o The roles of key integrity and accountability bodies for local government (For example, the Local Government Inspectorate, the Victorian Ombudsman, VAGO and IBAC)
	  o The role and powers of the Minister for Local Government
	  o Transparency and reporting requirements
			X	X	X	X	X

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4

	This may also include building on the information, knowledge and skills relating to integrity and accountability requirements addressed during induction, including conflicts of interest to:
	• Explain why a councillor cannot or should not participate in the decision-making process for a matter in which they have a conflict, during or outside council meetings
	• Ensure that councillors understand their obligation to:
	  ○ Familiarise themselves with donations and gifts from relevant persons
	  ○ Assess whether those donations or gifts give rise to a conflict of interest for particular council matters
	  ○ Provide details of the nature of the conflict when declaring a conflict of interest in accordance with the Governance Rules						

	2.4 Preventing fraud and corruption This may include: • Victoria's fraud and corruption framework • How to identify and report fraud and corruption (including high risk activities such as lobbying) • Council policies and processes to prevent fraud and corruption			X		X	

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4

3. **Community representation**
 Knowledge and skills to support councillors to understand and represent their municipality
	3.1 Understanding and responding to the needs of the municipality
	 This may include:
	 • Understanding the municipal community, including:
	   o Demographic profile
	   o Key social, environmental and economic concerns facing the community
	   o Key community organisations, sectors and communities of interest
	 • Responding to the municipal community, including:
	   o The Community Engagement Policy and legislative obligation to consult the community
	   o Council systems and protocols for managing community interactions, requests and complaints
		• Describe the key demographics, sectors, organisations and communities of interest of the municipal community
		 • Describe the key social, environmental and economic issues facing the municipal community
		 • Identify the key legislative requirements and council policies and processes for community engagement
		 • Explain the importance of and methods for engaging with key communities, including the Traditional Owners of the land in the municipal district
		 • Identify methods to become informed about and make decisions on issues relevant for the municipal community, including in relation to key Council plans and policies
		 • Identify methods to become an effective
			X		X		

	3.2 Representing the diversity, interests and needs of the community This may include: • Building on the information, knowledge and skills relating to community representation addressed during induction • New information, knowledge and skills relating to community representation such as:			X	X	X	X

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4
	o Community and deliberative engagement, giving effect to gender equality responsibilities (including foundational intersectional gender equity, Gender Impact Assessments and Managing Resistance, Workplace Gender Equality GEAPS, Gender equitable and inclusive behaviour: Council Chamber, Sexual Harassment and the role of Bystanders and Allies) o diversity (including cultural and linguistic diversity) and inclusiveness (including unconscious bias) o Engagement and reconciliation with the traditional owners of land in the municipal district of the Council o Effective leadership and advocacy o Respectful interactions and dealing with difficult behaviours o Engaging appropriately and effectively with diverse, marginalised and / or disadvantaged communities (including Aboriginal and Torres Strait Islander communities, women, people with a disability, culturally and linguistically diverse communities, the LGBTIQA+ community and other disadvantaged groups)	community leader and advocate					

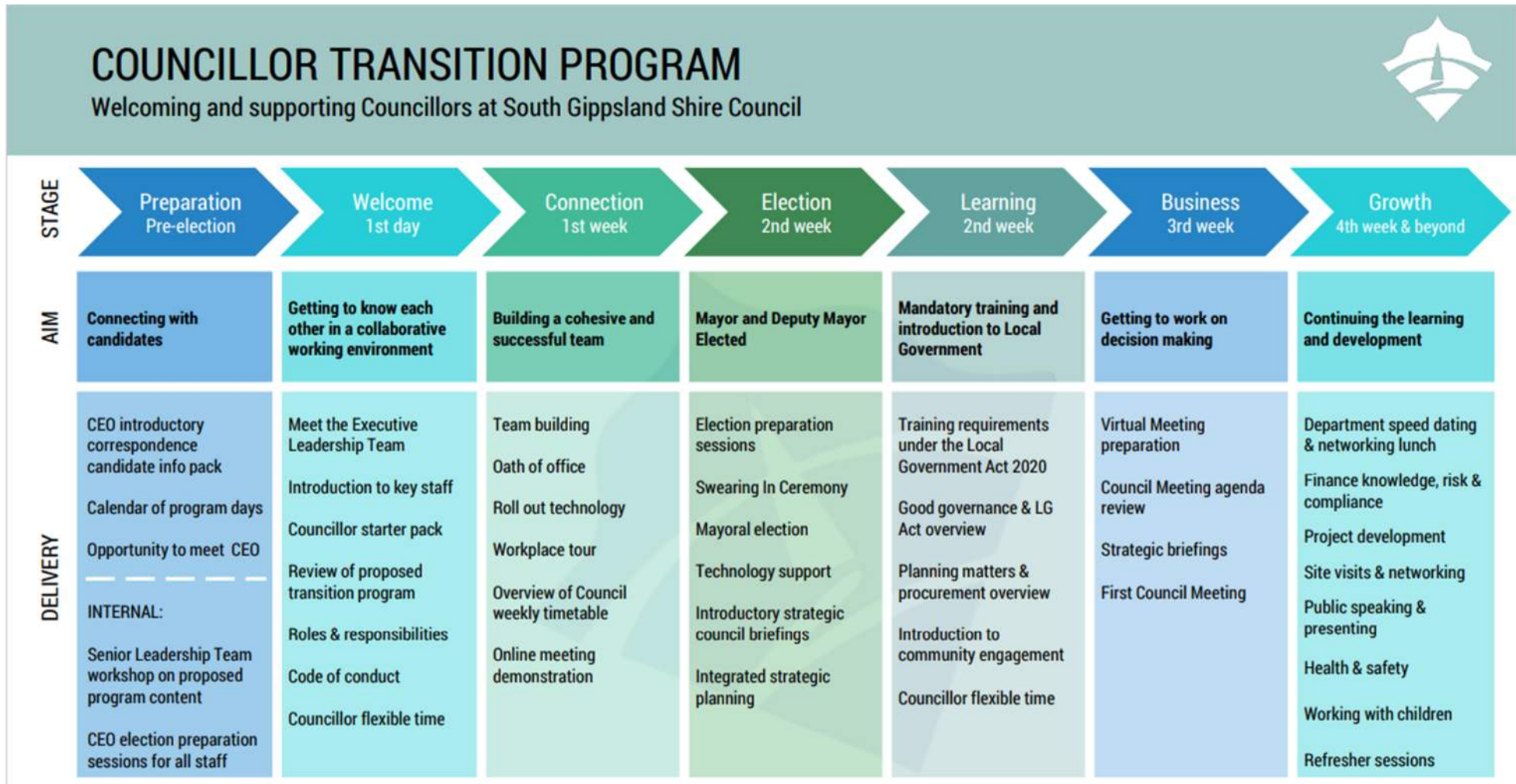| Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4
	• Key issues affecting the community and the Council's obligations (such as public health and wellbeing, domestic, family and gendered violence, climate change, child safety and wellbeing)						
4. Strategic planning and financial management Knowledge and skills to support councillors to understand their role in setting the strategic direction for the Council and ensuring its long-term financial sustainability	**4.1 Introduction to strategic planning and financial management*** This may include: • Overview of the integrated strategic planning framework • The development of the Community Vision and Council Plan • Understanding and analysing financial planning, budgets and reports (including capital expenditure) • Introduction to risk management, the function and operation of the Audit and Risk Committee and its relationship to the Council • Introduction to revenue and rating (including the Revenue and Rating Plan) • Adopting a Financial Plan, Asset Plan, Revenue and Rating Plan and Annual Budget	• Explain the integrated strategic planning framework under the Local Government Act 2020 and its relationship to the role of councillor and good governance • Explain the financial planning and budgeting processes of the council • Explain how councils raise revenue from rating and other sources • Identify how to assess council performance against strategic objectives • Identify how to assess risks, how to make decisions considering risk and the processes for managing the key risks to the council's	X				
	4.2 Effective strategic planning This may include: • Building on the information, knowledge and skills relating to strategic planning addressed during induction			X	X	X	X

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4

	• New information, knowledge and skills relating to strategic planning such as:
	  ○ Setting and measuring outcomes
	  ○ Service planning, innovation and continuous improvement
	  ○ Collaborating with other agencies (such as joint priorities with other councils, governments and statutory bodies and regional, state and national plans and policies)
	  ○ Municipal public health and wellbeing plans
		performance of its role and functions
		• Explain the role of a council's Audit and Risk Committee					

	4.3 Effective financial and risk management
	This may include:
	• Building on the information, knowledge and skills relating to financial and risk management addressed during induction
	• New information, knowledge and skills relating to financial and risk management such as:
	  ○ Asset management
	  ○ Setting rates
				X	X	X	X

5. **Conduct** Knowledge and skills to support councillors to understand the conduct expected of	**5.1 The councillor conduct framework** This may include: • Misconduct, serious misconduct and gross misconduct and related processes • The Model Councillor Code of Conduct, including standards of conduct • The Internal Resolution Procedure	• Explain the councillor conduct framework and the standards of conduct in the Model Councillor Code of Conduct • Identify how to behave in accordance the Model	X		X		X

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4

them when performing the role of councillor	• Improper conduct (misuse of position, directing staff and confidential information)
	• Council policies and processes relating to councillor behaviour, including:
	  o Conflict resolution processes
	  o Social media policy
	  o Occupational health and safety policy and processes
		Councillor Code of Conduct when performing the role of councillor, including when using social media
		• Explain improper conduct
		• Explain how to manage conflicts and disputes, including under the Internal Resolution Procedure and councillor conduct framework
		• Identify council policies relating to councillor behaviour and their application
		• Explain the importance of and strategies to support council obligations in relation to diversity, inclusion and equality
		• Explain councillor responsibilities and obligations under other legislations, including:
		  • *Occupational Health and Safety Act 2004*					

	5.2 Effective communication This may include: • The appropriate use of social media • Public speaking • Engaging with the media (including council policies and processes, such as the social media policy) • Influencing and negotiation			X	X	X	X
	5.3 Creating and maintaining a safe workplace This may include: • Occupational health and safety and psychosocial hazards • Preventing and addressing sexual harassment • Diversity and inclusion • Managing conflict and disputes (including processes under the councillor conduct framework)			X	X	X	X

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4
	5.4 Introduction to other legislative responsibilities relating to the behaviour of councillors* This may include: • *Occupational Health and Safety Act 2004* • *Equal Opportunity Act 2010* • *Racial and Religious Tolerance Act 2001* • *Gender Equality Act 2020* • *Victorian Charter of Human Rights and Responsibilities Act 2006* • *Child Wellbeing and Safety Act 2005*	• *Equal Opportunity Act 2010* • *Racial and Religious Tolerance Act 2001* • *Gender Equality Act 2020* • *Victorian Charter of Human Rights and Responsibilities Act 2006*		X	X	X	X
6. Land use planning Knowledge and skills to support a councillor to understand and perform the role of a councillor in Victoria's Planning System	**6.1 The role of Council in land use planning** This may include: • The role of the council in strategic land use planning matters (including urban planning, heritage policy, conservation of distinct areas, housing affordability and the municipality's Strategic Plan) • Councillor roles in planning matters • Understanding land and development use, planning controls and relevant processes • Understanding apprehension bias, integrity and scope of discretion in planning matters • Interactions with planning applicant and objectors	• Explain the role of a council as a responsibility authority • Explain the statutory planning system • Explain how to participate in a planning meeting and comply with relevant legislation	X				
	6.2 Victoria's planning system This may include: • Planning schemes • Amendments			X	X	X	X

Matter	Content checklist	Learning outcomes	Induction	PD Year 1	PD Year 2	PD Year 3	PD Year 4
	• Planning permits • Reviews and the role of VCAT • The Role of the Planning Minister and other bodies such as Planning Panels Victoria						
	6.3 Council policies and procedures in relation to statutory planning This may include: • The Council's Planning Scheme • Delegated committee/s • Delegations to Council officers • Processes to trigger the determination of applications by the Council • Policies and processes related to interactions with developers, planning applicants and their representatives and objectors			X	X	X	X

Appendix D: Councillor transition (Councillor induction) program overview for South Gippsland Shire Council

COUNCILLOR TRANSITION PROGRAM
Welcoming and supporting Councillors at South Gippsland Shire Council

	Preparation Pre-election	Welcome 1st day	Connection 1st week	Election 2nd week	Learning 2nd week	Business 3rd week	Growth 4th week & beyond
STAGE	Preparation Pre-election	Welcome 1st day	Connection 1st week	Election 2nd week	Learning 2nd week	Business 3rd week	Growth 4th week & beyond
AIM	Connecting with candidates	Getting to know each other in a collaborative working environment	Building a cohesive and successful team	Mayor and Deputy Mayor Elected	Mandatory training and introduction to Local Government	Getting to work on decision making	Continuing the learning and development
DELIVERY	CEO introductory correspondence candidate info pack Calendar of program days Opportunity to meet CEO – – – – INTERNAL: Senior Leadership Team workshop on proposed program content CEO election preparation sessions for all staff	Meet the Executive Leadership Team Introduction to key staff Councillor starter pack Review of proposed transition program Roles & responsibilities Code of conduct Councillor flexible time	Team building Oath of office Roll out technology Workplace tour Overview of Council weekly timetable Online meeting demonstration	Election preparation sessions Swearing In Ceremony Mayoral election Technology support Introductory strategic council briefings Integrated strategic planning	Training requirements under the Local Government Act 2020 Good governance & LG Act overview Planning matters & procurement overview Introduction to community engagement Councillor flexible time	Virtual Meeting preparation Council Meeting agenda review Strategic briefings First Council Meeting	Department speed dating & networking lunch Finance knowledge, risk & compliance Project development Site visits & networking Public speaking & presenting Health & safety Working with children Refresher sessions

Appendix E: Existing resources and training

Note that the links provided below are to external sites and may be subject to change. Please visit the home page of the organisation listed if you cannot access the page via the link below.

Mayoral training

Matter	Existing resources and training
Roles and responsibilities Knowledge about the roles and responsibilities of the mayor and deputy mayor and support for the roles	Local Government Victoria • The Local Government Candidate Training (External link) Municipal Association of Victoria (MAV) • Mayoral Welcome and Induction (External link) Victorian Local Governance Association (VLGA) • VLGA Mayoral Leadership Program (External Link) • VLGA Connect Live Forums (External link) Australian Local Government Women's Association (ALGWA) • Online forums and events (External link) Local Government Professionals (LGPro) • LGPro Effective Language for Challenging Conversations course (External link) Other useful resources • VLGA Good Governance Guide (External link) • The Australian Institute of Company Directors (AICD) courses and programs (External link) • The Institute of Community Directors Australia (ICDA) training and resources (External link)
Chairing meetings Knowledge and skills related to the mayor's role as the Chair of council meetings	
Engagement and advocacy Knowledge and skills related to the role as the principal spokesperson for the council and the leader of civic and ceremonial duties	
Leadership Knowledge and skills related to the mayor's role as the leader of the elected body of councillors	

Councillor induction and professional development training

Matter	Existing resources and training
Working together in a Council Activities collectively determined by the councillor group to build relationships, connection and trust between councillors to support working as a cohesive group and holding each other to account.	Local Government Victoria • The Local Government Candidate Training (External link) Municipal Association of Victoria (MAV) • The MAV's Councillor Development Program and Councillor development weekend (External link) Victorian Local Governance Association (VLGA) • VLGA Councillor Readiness Program (External Link) Local Government Professionals (LGPro) • LGPro's Introduction to Local Government course (External link)

Matter	Existing resources and training
Knowledge and skills to support councillors to understand and differentiate between the roles of the Council, councillor and council staff	Other useful resources • VLGA Good Governance Guide (External link) • The Victorian Independent Remuneration Tribunal's Determination on allowances payable to Mayors, Deputy Mayors and Councillors (External link) • The Australian Institute of Company Directors (AICD) courses and programs (External link) • The Institute of Community Directors Australia tools, including the Board effectiveness self-review (External link) Council-specific resources • Council organisational structure and workforce plan • The CEO's policy and protocols for managing councillor interactions with Council staff
Decision-making, integrity and accountability Knowledge and skills to support councillors to understand good governance, how councils make decisions, how council meetings work and to support ethical and lawful decision-making by councillors	Local Government Victoria • The Local Government Candidate Training (External link) • Ensuring Unbiased Democratic Council Decision-Making (PDF 110 KB) • In the Public Interest: A conflict of interest guide for councillors, delegated committee members and council staff (External link) • Various final reports from municipal monitors appointed to councils (External link) Municipal Association of Victoria (MAV) • The MAV's Councillor Development Program and Councillor development weekend (External link) Victorian Local Governance Association (VLGA) • VLGA Councillor Readiness Program (External Link) • VLGA Connect Live Forums (External link) Local Government Professionals (LGPro) • Governance in Action (External link) Independent Broad-based Anti-corruption Commission (IBAC) • IBAC webinars and events, including Why good governance matters: best practice for public entity boards (External link) • IBAC reports, including Unauthorised access and disclosure of information held by local government (External link) • IBAC guidance, resources and materials including Understanding conflicts of interest (External link), Conflicts of interest: Myths, misconceptions and management (External link), Behaviours that mask corruption in the public sector (External link), the Australian Standard on Fraud and Corruption Control (External link) and webinars and training on corruption risks, such as the Corruption risks for interface councils

Matter	Existing resources and training
	(External link) webinar and other webinars such as Building a speak-up culture (External link) Other useful resources • VLGA Good Governance Guide (External link) • Victorian Ombudsman training courses, such as Good decision-making (External link) • Local Government Inspectorate (LGI) resources for councils (External link), such as Case studies: Investigation (External link) • Office for the Information Commissioner (OVIC) guidance, such as Framework for releasing Council information proactively and informally (External link) and Privacy considerations for local government (External link) • The Institute of Community Directors Australia (ICDA) (External link) training and resources Council-specific resources • Council Governance Rules • Media and social media policies
Community representation Knowledge and skills to support councillors to understand and represent their municipality.	Local Government Victoria • Ministerial Good Practice Guideline and General Guidance for Councils Engaging with Aboriginal Victorians (External link) • The Local Government Candidate Training (External link) • Ensuring Unbiased Democratic Council Decision-Making (External link) • Various final reports from municipal monitors appointed to councils Municipal Association of Victoria (MAV) • The MAV's Councillor Development Program and Councillor development weekend (External link) Victorian Local Governance Association (VLGA) • VLGA Councillor Readiness Program (External Link) • VLGA Connect Live Forums (External link) Local Government Professionals (LGPro) • LGPro Effective Language for Challenging Conversations course (External link) Victorian Ombudsman • Victorian Ombudsman Good Practice Guides (External link) • Victorian Ombudsman training courses, such as Dealing with complex behaviour (External link) VicHealth • Councillors' role in leading healthy communities (External link) Other useful resources • VLGA Good Governance Guide (External link)

Matter	Existing resources and training
	• The Institute of Community Directors Australia (ICDA) training and resources (External link)
Strategic planning and financial management Knowledge and skills to support councillors to understand their role in setting the strategic direction for the Council and ensuring its long-term financial sustainability.	Local Government Victoria • Local Government Victoria's Planning and Reporting Guides and Templates (External link) Municipal Association of Victoria (MAV) • The MAV's Councillor Development Program and Councillor development weekend (External link) Local Government Professionals (LGPro) • LGPro's Strategic Planning and Decision-Making – Foundation course (External link) • Strategic Planning and Decision-Making – Applied course (External link) • Core Financial Skills (External link) workshop • Risk Management Fundamentals (External link) course VicHealth • Councillors' role in leading healthy communities (External link) Other useful resources • The Australian Institute of Company Directors (AICD) courses and programs (External link) • The Institute of Community Directors Australia (ICDA) training and resources (External link)
Conduct Knowledge and skills to support councillors to understand the conduct expected of them when performing the role of councillor.	Local Government Victoria • Resources on the Councillor Conduct Framework (External link) under the Local Government Act 2020 • The MAV's Councillor Development Workshops (External link) Municipal Association of Victoria (MAV) • The MAV's Councillor Development Program and Councillor development weekend (External link) Victorian Local Governance Association (VLGA) • VLGA Councillor Readiness Program (External Link) Other useful resources • Resources from the Victorian Equal Opportunity and Human Rights Commission (VEOHRC), including online training modules (External link) and course on workplace equality (External link) • WorkSafe resources, including the WorkWell Toolkit (External link), mental health resources (External link) and guidance on general duties relating to health and safety: Occupational Health and Safety Act 2004 (External link) • The Institute of Community Directors Australia (ICDA) training and resources (External link) Council-specific resources • Occupational health and safety policy • CEO's policy on managing councillor and staff interactions

Matter	Existing resources and training
Land use planning Knowledge and skills to support a councillor to understand and perform the role of a councillor in Victoria's Planning System.	• Resources produced by the Department of Transport and Planning (External link), including the guidance on Making planning decisions in local government (External link) • Planning and building resources prepared by the Municipal (External link) Association of Victoria (MAV) • VLGA Good Governance Guide (External link)