

COUNCIL MEMBER TRAINING AND DEVELOPMENT POLICY

9 December 2025

Legislative

STATEMENT

The City of Adelaide is committed to providing training and development activities for its Council Members, including the mandatory training requirements under the Local Government Association (LGA) Training Standards (the Standards), and recognises its responsibility to develop and adopt a policy for this purpose under section 80A of the *Local Government Act 1999 (SA)* (*Local Government Act*).

Following the amendments to the *Local Government Act* and the *Local Government (General) Regulations 2013* in November 2022, this policy incorporates the new requirements for Council Members to undertake mandatory training within the first year of election to office and at mid-term, which complies with the LGA Training Standards as defined in regulation 8AA of the *Local Government (General) Regulations 2013*.

POLICY OBJECTIVE

To ensure Council Members are offered opportunities to undertake the required training in accordance with the LGA Training Standards and any other appropriate training and development activities relevant to their roles and functions.

TRAINING AND DEVELOPMENT PLAN

Council Members and Administration will develop and adopt a Training & Development Plan to ensure that activities available to all Council Members comply with the Regulations and contribute to the personal development of the individual and the achievement of the strategic and good governance objectives of Council.

Particular emphasis will be given in the Training & Development Plan to the participation of all Council Members in the development of a new team following a general election as well as the orientation of first-time Council Members.

In preparing its Training & Development Plan the Council Members and Administration will utilise a range of strategies to identify the needs of Council, and match these needs against its strategic and good governance objectives. In particular, the Administration, in consultation with Council Members who have been re-elected for another term on Council, will undertake a 'gap analysis' to identify the appropriate modules within the LGA Training Standards that should form the basis of the required training for returning Council Members.

PART ONE

All Council Members are required to undertake mandatory training as detailed in the LGA Training Standards for Council Members.

The training provides a community leadership competency framework, with the aim of building and developing the capabilities and performance of Council Members. There are multiple modules within the four leadership competencies that are required to be completed and are set out below:

1. Behaviour

To identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.

In addition, the Lord Mayor shall undertake further training in relation to Effective Leadership as defined in the mandatory training requirements, in alignment with the Principle Member Leadership Competency Framework.

2. Civic

To develop knowledge of the Australian system of government and how Councils fulfil the objectives of the *Local Government Act* to deliver reputable community outcomes.

In addition, the Lord Mayor shall undertake further training in relation to public speaking and media skills. Presiding Members of Council and Committees must also undertake training on Meeting Procedures for technical knowledge and Effective Meeting (Chairing) Skills, in alignment with the Principle Member Leadership Competency Framework.

3. Legal

To develop the knowledge and skills required to meet the legal responsibilities of a Council Member.

4. Strategy and Finance

To develop the knowledge of integrated strategic and annual business planning and the skills to manage public funds appropriately.

In addition to the above, the Standards put further focus on the development and inclusion of a formal orientation and induction program. The Chief Executive Officer (CEO) will arrange a program that complements the completion of the mandatory training and will aim to provide support and resources to effectively perform in the role.

Council Leadership Workshop

The CEO will arrange for the inclusion of a workshop/s focusing on ensuring leadership effectiveness in working to deliver Council's strategic purpose.

Mandatory Mid-term Refresher Training

This includes, but will not be limited to, effective working relationships, legal and financial responsibilities and effective council meetings and procedures.

Lord Mayor Leadership

This training is specific to all Mayors and includes key responsibilities as leader of the Council, and skills to guide the promotion of positive and constructive working relationships of the Council as a whole.

Further Information

Training outlined within the Standards must be completed by all Members within the first 12 months of their four-year term.

Council Members will have access to Council Member specific training that is offered by the Local Government Association (LGA). This training is a suite of professional and personal development training opportunities for Council Members which is contextualised to the local government sector of South Australia. All courses aim to provide Council Members with the skills and knowledge to better understand their role and the responsibilities, to effectively perform their duties confidently and to do this to the best of their ability.

The Council Governance Team will circulate the LGA's Council Member course offerings on an annual basis or as new training is offered. This training does not require Council approval.

PART TWO

Requests for Council Member Training

This training aims to provide Council Members with the skills and knowledge of technology and general Council information they will require to navigate their interaction with the Council, the Administration and the general community.

Examples of such activities include but are not limited to:

- Training in the Microsoft suite of applications and training in how to use this technology, at either a basic, intermediate or advanced level;
- Seminars and informal (briefing) sessions conducted by Administration with appropriate guest speakers and trainers;
- Purchase of training booklets and discussion papers that could be distributed to Council Members for information;
- On-line training delivery; and
- Circulation of information.

This training may be provided by Council staff or a Council training provider. The Chief Executive Officer may approve requests for this training if it is under \$5,000. Any requests over \$5,000 will require Council approval. All requests are subject to budgetary considerations.

PART THREE

Requests for Council Member Professional Development

The Standards promote ongoing personal and professional development to ensure that Council Members remain effective and reputable in the discharge of their duties.

Council Members are able to request approval to undertake professional development opportunities to enhance the skills and knowledge required to perform their official functions and duties and interactions with the Community. The Chief Executive Officer may approve requests for this training if it is under \$5,000. Any request within this category over \$5,000 will require specific approval by Council. All requests are subject to budgetary considerations.

When submitting the request the Council Member will be required to provide:

- How the request aligns to the performance and discharge of their official functions and duties; and
- How the request contributes to the good governance and the strategic objectives of Council.

Requests will not be considered if the requests are received after the last full financial year of the Council Member's term on Council.

Professional development opportunities will be discussed between the Lord Mayor and Council Members before a formal request is submitted. The Lord Mayor will take an active role in the continued professional development of Council Members to assist Council Members with the skills and knowledge required to serve the Community.

If support under this section is approved, the Council Member is required to provide a report to Council at the completion of the course detailing how they have applied the skills gained. If a Member does not provide a report or fails to complete the course, costs are to be refunded to Council.

PART FOUR

Requests for Attendance at Interstate Conferences

Council approval is required prior to any travel being undertaken by a Council Member. Relevant and comparable training and development opportunities within metropolitan Adelaide should be explored prior to considering intra- or interstate options.

If there are no comparable opportunities within metropolitan Adelaide and a Council Member requests the attendance at an intra- or interstate conference or seminar, the Council Member will be required to provide the benefits to Council, including alignment to the discharge of their duties.

The Associate Director Governance & Strategy will ensure that this information will be provided to Council for consideration.

Travel for the Lord Mayor (Specific)

As per the Council Members Allowances and Benefits Policy and in recognition of the strategic importance of the Lord Mayor position as the primary representative of the City of Adelaide, the Lord Mayor may attend interstate conferences, seminars, meetings or other engagements without the need for separate Council approval, with Council meeting reasonable costs of travel, accommodation and subsistence. All travel arrangements for the Lord Mayor will be managed by the Office of the Lord Mayor.

Any international travel proposed by the Lord Mayor must be approved by Council prior to any such travel being booked, including an appropriate budget for travel, accommodation and subsistence.

Travel for Council Members

Where travel is required, accommodation, flights and rental cars (where applicable) are to be arranged through the Council Liaison Officer and will be booked appropriately to ensure the best value to Council.

Where accommodation is required as part of the attendance of the activity, accommodation will only be booked for the nights of the training and development activity. For example, if a conference commences on a Thursday evening and concludes on a Sunday afternoon, accommodation will include the nights of Thursday, Friday and Saturday only. The only exception where Sunday night accommodation is considered will be in the case of return flights being unavailable. It would also be deemed appropriate to extend an accommodation booking to include the night before the commencement of a conference, in the circumstance where the earliest flight would not guarantee the Council Member arriving at the conference on time.

Any additional nights outside this timeframe are to be arranged by the Council Member and will be at their own expense.

If the Council Member requests a return flight on a date after the conclusion of the activity and that flight is more expensive, the additional costs will be at the expense of the Council Member.

Council Members may not accrue airline reward and or/loyalty points while travelling on Official Business of the City of Adelaide.

A Council Member is able to personally arrange and pay for access to lounge facilities and or/flight upgrades.

The reimbursement of reasonable expenses for training and development purposes will be made in accordance with the requirements of the Council Member Allowances & Benefits Policy. Itemised tax receipts for all expenses incurred by the Council Member must be provided, and no reimbursement will be made without the appropriate tax receipts.

Costs for mini bar use or in-house movies will not be paid for by Council.

Council Members may take a travelling companion and they will be able to share the accommodation with the Council Member if there is no additional cost to Council. If there is an additional cost this will be at the expense of the Council Member and will be invoiced by Council to the Council Member. All other travel arrangements and expenses for the travelling companion will not be made or funded by Council.

If a Council Member wishes to attend an interstate conference and their attendance is restricted due to their child/dependent care commitments e.g., breastfeeding an infant, a report will be provided to Council outlining the specific circumstances, the support required, and any additional costs attributed to the extra support.

Following attendance at any conference, individual Council Members are to prepare a report to be presented to Council detailing the nature of the conference, the benefits to Council and the learnings gained by the individual member through such attendance.

When making a decision on a training program, a professional development opportunity or the attendance at an interstate conference, Council will take into consideration the number of attendances an individual member has had in that year.

PART FIVE

Training & Development Plan

This Training & Development Plan will operate throughout the Council term and will be reviewed annually to ensure that the training and development opportunities for Council Members remain relevant and optimal for Council Members to perform their duties.

As part of the annual review of the Training Plan, Council Members and Administration will work together to establish the training and development needs of Council Members and how the plan for delivery will be undertaken. Options of this annual review may include but will not be limited to:

- Annual assessment of council and/or committee performance
- Surveys/questionnaires
- Workshops
- Other information-seeking activities as required

Acknowledging the requirement to undertake Mandatory Mid-Term Refresher training as set out by the LGA Standards, Council Members are permitted to undertake a refresher of any of the mandatory training modules at any time which they feel will benefit their role as a Council Member, subject to budgetary considerations. The need to attend a refresher course could be identified by self-assessment, gap analysis or through another mechanism.

Other training opportunities may emerge that are directly related to specific service areas and other community issues and address environmental, social and economic challenges facing the community.

It is recognised that a range of delivery methods will be required to support the training needs of Council Members, including:

- In-house workshops, seminars and briefing sessions conducted by the Administration with appropriate staff, trainers and guest speakers;
- Attendance at workshops, seminars and conferences offered by training providers and industry bodies including the Local Government Association of SA, Local Government Managers Australia, other industry bodies and/or private providers offering courses for Members to gain new skills and knowledge and to network with other Council Members;
- Printed material, including training booklets and discussion papers, that may be distributed for information; and
- On-line self-paced learning.

Council's Training & Development Plan will include the agreed delivery method to respond to the needs of Council Members identified during the development of the training plan.

The Training and Development Plan does not specifically address invitations that Council Members may receive, accept and attend such as Business SA Lunches, and State Government events. Any invitations received of this nature will be managed in accordance with the Council Member Allowances and Benefits Policy.

ANNUAL BUDGET ALLOCATION

A budget allocation will be provided as determined by Council through the Business Plan and Budget process, to support the training and development activities undertaken by Council, and progress against expenditure of the budget allocation will be reported on a quarterly and annual basis.

All training undertaken by Council Members will be recorded in the Council Allowances and Benefits Register and Council Member Training Register which will be updated as required to reflect attendances.

TRAINING AND DEVELOPMENT ACTIVITIES

The Training & Development Plan will determine the nature of training to be made available, however access to training programs not directly conducted by the Administration, or where no budget allocation has been identified and approved under the plan for other specified local government related activities, will require Council approval upon application and must link to the training plan unless otherwise agreed by the Council.

Application forms are available from the CEO (or nominee).

Following attendance at a training program or activity, individual Council Members are required to prepare a report outlining the nature of the training program/activity and the benefits gained through attendance along with feedback on ideas to enhance the program/activity.

The CEO will keep a record of all training attended, with a particular focus on training that fulfills the mandatory training requirements. Failure to complete the mandatory training requirements in the relevant time frame amounts to a breach of the Council Members' Code of Conduct.

The mandatory training requirements have been divided into four community leadership competencies, as follows:

Behaviour: To identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.

Civic: To develop knowledge of the Australian system of government and how Councils fulfil the objectives of the *Local Government Act* to deliver reputable community outcomes.

Legal: To develop the knowledge and skills required to meet the legal responsibilities of a Council Member.

Strategy & Finance: To develop the knowledge of integrated strategic and annual business planning and the skill to manage public funds appropriately.

PAYMENT/ REIMBURSEMENTS

The reimbursement of expenses for training purposes must be approved by the Administration, consistent with the Training & Development Plan or through a separate resolution endorsing attendance at the training program/activity.

Where approval has been granted by Council for attendance at a training program/activity a Council Member may seek reimbursement of expenses in accordance with the relevant provisions of the Act and Regulations.

ANNUAL REPORTING

Council's annual report will include a segment regarding the operation of this Policy, the nature of matters raised in the Training & Development Plan, attendances by Members and expenditure allocated and used for training of Council Members.

OTHER USEFUL DOCUMENTS**Related documents**

Council Members Allowances and Benefits Policy

Relevant legislation

Local Government Act 1999 (SA)

Local Government (General) Regulations 2013

ADMINISTRATIVE

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy document will be reviewed every **12 months** unless legislative or operational change occurs beforehand. The next review is required in **November 2026**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of edits
<i>ACC2023/154918</i>	<i>Council</i>	<i>29/09/2023</i>	<i>Original Document</i>
<i>ACC2025/162167</i>	<i>Council</i>	<i>09/12/2025</i>	<i>Amendment in relation to Part three of this Policy to enable Council Members to access individual professional development until the conclusion of the last full financial year of Council Term.</i>

Contact:

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