

Local Government Reform Program 2019

List of ideas generated from public consultation

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The ideas contained in submissions have been summarised below for succinctness and clarity.

REFORM AREA 1 — COUNCIL MEMBER CAPACITY AND CONDUCT

- Add to 'Ordinary Business Matters' where a council is voting to send an elected member to an event, conference or seminar in their capacity as a Councillor to officially represent the Council.
- Amend the Regulations to ensure that elected members only deal with the CEO, not with staff
- Consider mechanisms to support councils to develop shared 'visions and values' to improve culture and conduct
- Ensure that council members are covered by OHS regulations
- Establish a scheme for the performance management of elected members
- Establish an independent organisation to provide mentoring, advice and assistance to councillors
- Mandate annual training for elected members
- Prevent elected members with a conflict of interest in a matter from receiving any material on this matter, as far as practicable
- Provide council members with staff that are independent of the council administration
- Require all council members to acknowledge and answer all correspondence
- Require council employee performance reporting
- Require council employees to implement council decisions
- Require greater transparency on council member and employee performance
- Require mediation between elected members before a formal complaint and investigation under the Code of Conduct
- Review of the management of conflicts for elected members and senior staff, particularly in regard to development decisions
- Simplify conflict of interest provisions, and delete or refine 'material conflicts'
- Require council members to respond to questions
- Review the Code of Conduct to provide councils with greater scope for enforcement (more appropriate measures for penalties), but to remove the possibility of charges being laid that are trivial and/or vexatious
- Provide greater clarity on what a material conflict of interest consists of
- Cap CEO and Director salaries
- Enable greater oversight of councils by State Government
- Enable elected members to speak freely to the media and the community
- Consider better resourcing for the Ombudsman
- Clarify the obligation to report a breach of Part 3 of the current Code
- Clarify the confidentiality provisions that apply to Code of Conduct investigations conducted by the Ombudsman and the ICAC
- Simplify conflict of interest provisions
- Review the Code of Conduct for Council Members to provide greater clarity

- Review the Code of Conduct for Council Employees to include additional matters
- Introduce a simple code of conduct for Independent Members
- Introduce a simple code of conduct for Volunteers
- Introduce a simple code of conduct for contractors or those engaged in official partnerships with council
- Review the Procedures at Meetings Regulations
- Simplify the Conflict of Interest provisions
- Improve information provided to council members
- Require a basic literacy standard for council members
- Reform meeting regulations to allow for a greater spirit of debate
- Strengthen the Code of Conduct for Council Members, but allow councils to develop preventative strategies individually
- Include the 'general duties of a council member' in the Code of Conduct
- Strengthen mandatory induction of elected members
- Use legislation to support councils assess performance and decision making
- Review mandatory training requirements
- Review conflict of interest provisions
- Increase penalties and sanctions for misconduct, including financial penalties
- Review mandatory training requirements
- Increase sanctions for misconduct, including financial penalties
- Consider establishing a Register of Lobbyists
- Create a publicly available register of interests for staff
- Pay councillors and mayors as employees
- Simplify the definitions of Material v Actual and Perceived in the conflict of interest provisions
- Review council member training, particularly that provided to members in their first six months in office
- Require councils to have a Statement of Duties and a Selection Criteria to assist in the appointment and management of their CEO
- Define 'operational matters'
- Create one Code of Conduct that applies to elected members and staff that includes unacceptable behaviour (bullying and harassment), and mandates reporting of suspected breaches
- Require councils' executive staff to complete a register of interests that must be published
- Increase and strengthen penalties for breaches of the Code of Conduct, which could include:
 - A three strikes approach – where any individual member could be dismissed as an elected member for three proven breaches of the Behavioural Code within any 12 month period, and be prevented from standing for re-election for a specified period.
 - Suspension of Member from attendance at formal Meetings of Council, and suspension of Allowance for a determined period
 - Public Register naming those members that have breached the Code
- Clarify the application of ordinary business exemptions to conflicts of interest that apply to subsidiaries and committees
- Increase delegations to CEO under Act
- Review and simplify conflict of interest provisions
- Review Code of Conduct to better support council members
- Introduce a Mandatory Grievance Procedure as the first step in resolving Code of Conduct complaints
- Clarify definitions within the Code of Conduct
- Ensure council members undertake mandatory training early in their terms
- Ensure that frivolous and vexatious complaints can not be investigated
- Formalise work health safety protection for elected members
- Give Mayors better formalised supports when dealing with complaints
- Impose specific limits on CEO remuneration
- Increase penalties for breaches of the Code of Conduct
- Make Mayors a full time position
- Mandatory police checks of all councillors to be made public knowledge

- Introduce a system for managing elected member behaviour that is the same as staff management (written warnings, and potential terminations)
- Remove impediments to council candidates and members from meeting with stakeholders
- Review Register of Interests requirements
- Reconsider council member allowances to encourage as many people as possible to participate
- Provide greater legal protection for council members
- Insert general duties of members into Code of Conduct [LGA idea]
- Better enable councils and council members to deal with lower level Code of Conduct breaches [LGA idea]
- Better enable councils and council members to deal with lower level conduct issues [LGA idea]
- Place General Duties of Council Members within Code of Conduct [LGA idea]
- Review mandatory training [LGA idea] and base it on competency rather than attendance
- Include specific mandatory training requirements in the Regulations [LGA idea]
- Review General Duties of Council members (s 62) of the Act [LGA idea]
- Remove 'Perceived Conflict of Interest' provisions as this is confusing and open to too many different opinions
- Remove the 'Actual Conflict of Interest' provisions and just keep the 'Material Conflict of Interest' provisions as there really is no difference between the two
- Review Conflicts of Interest process
- Create a stronger and clearer and well defined Code of Conduct to improve the management of councillor conduct
- There needs to be a mechanism to resolve behavioural issues without having to resort to outside external complaints resolution
- Councillor training should be mandated through regulation
- There should be skills-based training for councillors (eg financial; legislative requirement; relationship building and team development; conflict management and mediation)
- Require council members to report on 'activity outcomes', setting specific questions about their activities for them to answer (in regard to meetings, questions asked and answered, information provided etc.)
- Enable the Minister to intervene directly in councils (without a report from the ICAC or the Ombudsman)
- Establish a mechanism to check conflicts of interest, completion of returns etc., rather than rely on complaints lodged with the Ombudsman
- Make any breach of the Council Member Code of Conduct a breach of the LG Act (s 62 or s 63)
- Require all elected members to undertake a police check during their term on council
- If a complaint under the Code of Conduct is found to be frivolous, the complainant should bear the costs of the investigation
- Enable councils to dismiss council employees more easily
- Review Code of Conduct for Council Members [LGA idea]. Tighten council powers to better deal with minor matters, but do not empower council member to punish their peers
- Review conflicts of Interest provisions, to provide greater clarification on actual and perceived conflicts
- Require two elected members from each council to attend LGA meetings and report back to council
- Amend section 102(b) to have an Acting CEO be appointed by the Council
- Strengthen the recommendations that the Ombudsman can make following an investigation into an alleged breach of the Code of Conduct by a council member
- Consider penalties for non-compliance with mandatory training requirements, or remove the mandatory training requirements and replace it with a requirement for councils to conduct an elected member induction session after a general council election
- Give the Minister greater powers to undertake investigations and take actions on councils that have given cause for significant concerns
- Change the method by which divisions are called at council meetings-councils should choose whether to have divisions for all decisions or not to have them at all
- Review Code of Conduct for Council Members [LGA idea]

- Review and simplify conflict of interest provisions [LGA idea] and enable members with an interest to participate in debates but not vote
- Review and simplify conflict of interest provisions, and clarify penalties for breaches
- Review conflict of interest provisions to better recognise connections between council members and their communities, particularly in regional areas
- Enable elected members to engage with the operation of council, not only setting strategic directions
- Review mandatory training [LGA idea], and consider removing requirement for returning members to undertake training
- Improve the framework for managing behaviour and conduct, including development of a Code of Conduct consistent with LGA's work with the sector
- Review section 73(2)(a) and its application, e.g. being a shareholder of a publicly listed organisation and the application of "substantial proportion of ratepayers of the council area" exemption
- Review section 73(c) material conflicts and membership of community boards (body corporate governing body membership)
- Review section 73(h) - material conflict - fees received for professional services from a person as it is not always possible for the Member to know in the event of high volume or online transactions e.g. through online business
- Strengthen the Elected Member Register of Interest to ensure company details as well as entities operated by companies, including trading names, are also listed
- Reform the complaint framework and oversight arrangements in Local Government it is too complex, utilised to stifle progress, has too many avenues and no accountability for those laying complaints when they are found to be unfounded
- Develop corporate governance principles for Local Government in line with accepted best practice standards aligned with the Australian Institute of Company Directors
- Develop support systems for Mayors and Elected Members through the enactment of skills and abilities akin to a Position Description and require assessment of training needs tailored to each member
- Amend the Code of Conduct to provide penalties that are commensurate with the circumstances of each complaint, and that are simple for a council to implement (and are cost effective)
- Provide for an alternative mechanism to address behavioural matters between councillors
- Consideration of alternate approaches to CEO Remuneration such as 'banding' of salaries set by an independent tribunal
- Support greater recognition of the extent and importance of the role of councils members through a review of remuneration. Consider removing 'council tier' system and providing consistent sitting fees for additional committees and boards
- Simplify conflict of interest provisions - reduce to two 'classes' (material and perceived), and allow for members that are part of outside bodies to be able to vote and make informed decisions in a matter
- Incorporate mandatory training requirements into the Code of Conduct
- Review role of council CEO's in resolution of conduct (behavioural) matters, and make resources available to elected members in investigation of these matters
- Create an independent body (funded by State Government) to manage Code of Conduct complaints about elected members, with the power to suspend or remove a member when the misconduct is considered to be a serious WHS matter
- Enable but not require complaints of Code of Conduct breaches to be independently investigated
- Expand the role of the Local Government Grants Commission to investigate complaints about elected member behaviour
- Give the principal member more discretionary power to management complaints, and the ability to determine breaches of the Code of Conduct and apply penalties
- Provide further guidance regarding Part 2 in the Code of Conduct to support councils to expedite handling of complaints
- Principal member needs more powers to manage and support Members as the leader of the EM group
- Require councillors to attend a required number of council meetings of other councils within their region
- Revise the process by which CEO contracts are advertised, appointed, renewed and released

- Require all complaints of bullying and harassment allegedly carried out by elected members, CEO and Deputy CEO to be investigated externally
- Appoint a number of training development officers/mentors be appointed to provide ongoing mentoring services to elected members within South Australia
- Require council members to complete training equivalent to the Australian Institute of Company Directors course
- Review conflict of interest provisions to clarify that elected members do not have an interest in a matter has publicly expressed a policy position on that matter
- Review the Code of Conduct for Council Members [LGA idea], but add a requirement that mediation/conciliation is considered/appropriate before a formal Code of Conduct complaint is considered
- Review mandatory training [LGA idea] and establish a contemporary and compulsory training system that incorporates competency testing for each module
- Expand training for council members to have a broader and less legalistic focus
- Give councils tools at the local level to deal with conduct matters, such as council panels, and greater powers to exclude or suspend members
- Reconsider council member allowances to remove the different amount between large/small councils as this does not reflect any difference in workload
- Review conflict of interest provisions to allow council members in regional areas to participate in more decisions
- Strengthen the Code of Conduct for Council Members [LGA idea] and include a requirement that costs attributed to the actions of the Council Member subject to a determination against them, may be recovered by Council
- Strengthen council and council members capacity to deal with conduct matters [LGA idea], include appropriate team building and difficult conversations as Mandatory Training for all council members
- Review regulations regarding mandatory training of elected members [LGA idea], but remove the requirement for members who have served previously to be trained again.

REFORM AREA 2 — LOWER COSTS AND ENHANCED FINANCIAL ACCOUNTABILITY

- Consider zero-based budgeting processes, and revenue policies
- Control council expenditure
- Council rates need to be capped to a CPI increase
- Develop an online platform to support council benchmarking
- Do not allow the use of capital values as the basis of rating
- Enable business improvement districts
- Ensure a more independent appraisal of council finances
- Ensure that council audit committees undertake financial audits
- Establish rate capping
- Give the Auditor-General more involvement with council financial management and auditing
- Introduce rate capping
- Introduce revenue policies for councils
- Prohibit council (administrative) departments from managing all financial and auditing requirements
- Review mandatory rate rebates
- There needs to be rate capping and concession rates for pensioners and low income residents
- There should be an Ombudsman for Local Government complaints
- Improvements to the system of rating
- Review non-rateable land and mandatory rate rebates
- Expand service rates and charges (s155), and review to remove reference to ESCOSA
- Fund councils more from State Government and stop cost shifting
- Centralise and streamline council administrative functions
- Create consistent wages across councils
- Overhaul councils' financial accountability requirements
- Create more structure and legislation around how councils can borrow and spend money
- Consider councils' differing rate bases

- Exclude Mayors from audit committees
- Review the long term financial plan arrangements for local government to reflect State Government estimates periods
- Revise audit committee responsibilities
- Remove property valuations as the basis of rating
- Introduce state-wide guidance in consistent approach to performance and identify cost-shifting trends
- Do not allow the audit committee Chair to make public statements
- Develop standards for external auditors (as opposed to requiring the Auditor General to undertake audits)
- Consider a benchmarking system that is not a 'one size fits all' for all councils
- Develop a prescribed format for asset and infrastructure management plans
- Allow councils to levy appropriate and equitable rates on electricity generators
- Reform council industrial relations
- Encourage shared services
- Encourage councils to work across boundaries
- Consider sector-wide benchmarking
- Consider standardising long term financial and asset management plans, but not as a 'one size fits all' approach
- Enable councils to apply a differential rate to additional land uses, and to apply rates to the full capital value of electricity generators
- Require the Auditor-General to oversight council audits
- Improved shared services by councils
- Require councils to report on financial indicators
- Place limits on council borrowings
- Require councils to consider alternative revenue raising mechanisms
- Link rate increases to CPI, existing rates and the financial circumstances of the local community
- Standardise councils' Financial Budget Reports to include clearer detail and more accountability
- Consider cost implications of an online benchmarking system
- Do not introduce standardised audit standards
- Maintain current approach to audit committees
- Require the Auditor-General to establish a list of persons who may be selected as Audit Committee members
- Review the legislation to remove barriers to commercial operations within local government
- The State Government should work with Local Government to explore the extension of the Australasian LG Performance Excellence Program across all councils
- Link other statutory plans into the 4 year management plan
- Keep employment contracts and personal information of staff confidential
- Maintain elected members on audit committees
- Require audit committee members to be appointed from a list approved by the Auditor General
- Invest in faster analysis of Grants Commission data as the basis of benchmarking
- No further accountability is necessary
- Review differential rating to allow for a differential rate to be applied to intensive primary production
- Allow or require the Auditor-General to issue binding interpretations of auditing standards [LGA idea]
- Consider introducing sector-wide benchmarking
- Create minimum standards for long term financial plans and asset management plans
- Clarify that councils are not required to accept assets from developers [LGA idea]
- Review audit committees [LGA idea] to require majority independent members
- Introduce a requirement for councils to have a revenue policy [LGA idea]
- Review role and membership of audit committees [LGA idea]
- Improve role and membership of audit committees [LGA idea] but do not allow chairs to make public comments
- Expand differential rating provisions to allow a differential rate for intensive primary production and electricity generation [LGA idea]
- Consider benchmarking that recognises significant differences across councils

- Consider clarifying that councils are not required to accept assets from developers, or mandate council involvement in the development of assets where this transfer is expected
- Highlight minimum requirements for asset management plans and long term financial plans, but do not prescribe a standard format
- Review Chapter 10 (Rates and Charges) to simplify rating processes, minimise the choices that councils have in determining their basis of rating, and to provide a greater level of consistency across all local government
- Standardise Strategic Management Plans, Long Term Financial Plans, Asset Management Plans, an Annual Business Plan & Budget, and other strategic documents as required
- Review audit committees [LGA idea] but ensure role remains as oversight
- Do not support Auditor-General oversight of all council audits, but supports additional targeted reviews undertaken by the Auditor-General
- Consider clarifying that councils are not required to accept assets from developers [LGA idea]
- Introduce standard formats for Asset Management Plans and Long Term financial Plans [LGA idea]
- Improve financial accountability within the sector for council rate decisions
- Enable councils to impose higher rates on long-term vacant properties (as a disincentive to 'land banking')
- Enable councils to impose higher rates on heritage properties which are neglected over lengthy periods sometimes resulting in the loss of heritage values and missed opportunities for adaptive re-use
- Provide councils with flexibility to provide rate rebates for certain models of social and affordable housing providers during construction/development, rather than on occupancy
- Create a partnership agreement with State and possibly the Federal Governments to clearly articulate responsibilities and stop cost shifting
- Replace Asset Management Plans with a 10 year annually reviewed program supported by an Asset Management Policy
- Review regional representation models to reflect areas of interest and efficient delivery of services, long term strategic planning and strategy delivery within the Local Government framework
- Reform planning requirements - councils should only be required to have a strategic plan of at least 4 years duration and all other plans are required to integrate
- Require service level statements for all services, including assets, as a replacement for current reporting framework
- Audit committees should only provide advice to councils, and audit committee chairs should not be able to make public statements
- Consider costs of benchmarking, challenges in allowing a 'like for like' comparison, ensuring that benchmarking is used to improve services, and consider whether a benchmarking system needs to be legislated
- Simplify Annual Business Plan and budgeting processes, including a review of consultation requirements
- Introduce Across Local Government Performance Excellence Programs to allow for comparison, innovation and improvements in practice that are driven by councils based on the unique circumstances of each council and the feedback of each councils community feedback
- Remove requirement for council to produce and consult on a business plan and budget annually - make it every 3-4 years
- Review audit committees as the LGA has suggested, but ensure that 'best practice' does not set unrealistic standards for country areas
- Consider reforms of audit committee, including requirements for independent members/chair
- Introduce council benchmarking, including the development of a set of performance metrics to measure success
- Consider requiring the Auditor-General to oversee council audits to create greater consistency if this is more efficient
- Benchmarking across the sector is needed
- Require councils to release details of proposed significant projects in their annual business plans
- Require clearly identified benchmarks for the provision of council services within required timeframes to be publicised and annually reported on

- Review and expand the role of audit committees
- Ensure consistency across councils in the application of differential rates
- Do not enable audit committees chairs to make public statements
- Ensure that Audit Committees can give good guidance to all councils, including regional and remote councils, but ensure that Committees are limited to oversight
- Consider reforms to improve the consistent interpretation of auditing standards, but without creating a compliance burden
- Re-introduce low-cost sector-wide community satisfaction surveys, however, not through legislative reform means
- Allowing Local Government powers to grant rate rebates to property owners who have a significant/regulated tree on their private property
- Remove the requirement to hold a mandatory 1-hour public meeting to discuss the annual business plan and budget in place of improved consultation.

REFORM AREA 3 — LOCAL GOVERNMENT REPRESENTATION

- Change the election cycle to elect half of each council every three years
- Directly elect all Mayors
- Enable candidates to nominate for mayor and councillor elections simultaneously.
- Establish a "pre-selection process" for Local Government candidates to be eligible to nominate.
- Establish online elections
- Establish online voting
- Establish penalties for the provision of misleading information by candidates
- Make more information about candidates available online
- Make voting compulsory
- Mandate training and/or information to potential candidates prior to nomination
- Prevent council members from being a member of a political party
- Prevent non-Australian citizens from voting in council elections
- Publish nominations for council on a web page
- Re-introduce automatic enrolment of property franchise holders
- Replace wards with portfolios held by individual members (e.g. environment, Finance, Heritage).
- Require all candidates to undertake a police check
- Require all candidates to undertake training
- Require all councils to have wards and council members to live in the ward that they represent
- Increase requirements for candidate disclosure
- Consider making ballot paper envelopes a bright colour to stand out
- Provide more information on candidates with ballot papers
- Provide all candidate information on the internet
- Introduce online voting
- Reduce council terms to three years
- Enable the filling of vacancies by countback
- Provide all candidates with electronic copies of the roll
- Enable optional preferential voting
- Change to proportional representation
- Change the voting age to 16
- Undertake more publicity for council elections
- Change the representation review process so that it is undertaken (and the final decision made) by a body or person separate to councils - possibly the Local Government Boundaries Commission
- Increase candidacy from young people
- Remove requirement to have printers name and address on electoral material
- Remove obligation for candidates to disclose physical addresses on electoral material
- Remove expiration of the voters roll on 1 January in each year of a periodic election
- Consider introducing compulsory voting
- Reduce the overall timeframe of local government elections
- Allow for candidates to withdraw their nominations

- Enable online nomination directly to ECSA
- Consider online voting (noting security concerns)
- Allow for a mechanism for early voting
- Allow for vacancies to be filled with reference to periodic election results within a certain time from a periodic election rather than requiring a supplementary election
- Suspend council members' allowance if they are running in a State or Federal election
- Simplification of Representation Review processes including the potential for standardised “banding” of Elected Member numbers per resident (representation quotas)
- Introduce electronic and on-line voting
- Require candidates to attend a mandatory number of council meetings and a relevant information session
- Require nominations to meet pre-determined content standards
- Review voting quotas
- Agree with LGA Discussion Paper on elections
- Require councils to write to eligible land owners, groups and corporations to ensure that all ratepayers are informed of the opportunity and requirement to get onto the voters roll
- Review the legislation for supplementary elections and consider an alternative system
- Review the caretaker policy, in particular breaches
- Require members standing for State and Federal elections to take leave
- Require candidates to undertake a police clearance and provide a CV when nominating
- Keep voluntary voting
- Review candidate disclosure requirements
- Consider the introduction of online voting
- Extend the period between nomination for local government and the election
- Require all nominating candidates and councillors to attend all council meetings and briefings during the period of nomination and through to the election
- Introduce compulsory voting
- Elections also should not be held in November also as there isn't enough time before the Christmas holidays to induct the members and commence business of the council
- If an elected candidate resigns, dies or is disqualified from office within 12 months of the election date, the candidate with the next highest amount of votes from the election count should be elected if they still meet the eligibility criteria and are willing to accept the position
- Make ECSA solely responsible for the conduct of the elections with no council staff support – freeing up council resources to continue with normal operations
- Remove the supplementary voters roll - change the entitlement to vote in council elections to House of Assembly roll only
- Review the criteria for candidates standing for election
- Investigate making voting compulsory
- Return to having polling booths and an election day where everyone votes (and enable pre-polling)
- Make ECSA responsible for the collation and receipt of all campaign donations returns
- Make the completion of a ballot paper the same as for state and federal election – number all boxes on the ballot paper
- Create a provision on how to deal with candidates who are not council members using council resources (contact number) in their campaign materials
- Introduce 'first past the post' voting
- Consider introduction of online voting
- Require councils to hold an information evening for candidates that also enables members of the public to ask questions
- Provide electronic roll to all candidates
- Require candidates to disclose political party membership
- Require disclosure of political affiliations and any financial contributions at the time of nomination for a Local Government Election
- Require council members to live in the ward they represent
- Remove requirement to purge voters roll
- Consider online voting

- Give responsibility for all postal ballots and campaign donation return to ECSA
- Introduce optional preferential voting
- Compulsory disclosure of political party membership
- Compulsory disclosure of political party memberships and donations by candidates prior to elections rather than afterwards
- Remove the restriction on Lord Mayors serving more than two consecutive terms
- Restrict council member terms
- Make voting compulsory and online
- Require members standing for State and Federal elections to take leave, but continue to provide their allowance
- Introduce limited terms for elected members
- Require ECSA to receive and publish all campaign donations information, more visibly
- Review penalties and enforcement processes for breaches by candidates during election
- Review penalties for non-compliance with requirements to disclose campaign donations
- Review voting to enable voters to cast their vote such that each of their votes has equal value in relation to the number of positions available
- Require council Members to take leave of absence and have allowances suspended if standing in a State or Federal election, from nomination with the AEC or ECSA until conclusion of the election
- Do not support council members being suspended if standing in State or Federal elections
- Progress 2017 Elections Bill [LGA idea]
- Require greater disclosure of information by candidates (location of residence) [LGA idea] but not political interests
- Remove reference to Code of Conduct in Caretaker provisions [LGA idea]
- Introduce amendments proposed in Local Government (Elections) Amendment Bill 2017 [LGA idea]
- Suspend members standing for State or Federal Parliament while campaigning [LGA idea]
- Review Representation Reviews [LGA idea]
- Review the application of Code of Conduct in Caretaker Policies [LGA idea]
- Implement amendments proposed in 2017 Elections Bill [LGA idea]
- Require council members standing for State and Federal elections to be suspended while campaigning [LGA idea]
- Remove requirement for all vacant positions to be filled through a supplementary election process [LGA idea]
- Remove requirement for supplementary election for all casual vacancies [LGA idea]
- Review reference to Code of Conduct in caretaker policies [LGA idea]
- Allow for different method of filling casual vacancies [LGA idea]
- Review the application of Code of Conduct in Caretaker Policies [LGA idea], and make this provision apply to all candidates
- Investigate alternative method of filling a casual vacancy rather than holding a supplementary election [LGA idea]
- Review elections legislation [LGA idea]
- Review supplementary elections [LGA idea]
- Review automatic enrolment of property franchise holders
- Candidate should be required to disclose political affiliations and financial contributions
- Require the publishing of candidate campaign donation returns
- Require candidates to disclose political affiliations, experience, qualifications and skills
- Remove the requirement for councils to purge rolls prior to an election
- Police and Department of Human Service check should be required before candidates can stand
- Run an independently convened candidate platform information night for the public
- Allow for optional preferential voting in local government elections
- Restrict elected members' and mayors' terms to no longer than 3 terms of 4 years
- Reform the representation review process, and require a postal ballot as part of the consultation on the final proposed changes
- Require specific targets for nominations to ensure better representation from women, youth, indigenous people and other minorities

- Elected members who ceases to be a ratepayer and/or resident during a council term, should immediately stand down from office
- Require candidates to have business skills
- Require candidates to disclose how long they have resided in the community and previous service
- Do not introduce electronic voting but consider allowing for postal and attendance voting
- Require candidates to disclose membership of a political party
- Return all ballot papers to a location within the council area (such as the council administration centre) to prevent postal delays
- Undertake all counting in regional areas to improve timeliness of results
- Include information on the ballot paper of the need to "vote in the order of preference"
- Consider providing a 'random generated order of candidates' on ballot papers
- Review Representation Reviews to reconsider consultation requirements, or to require ECSA to undertake them
- Extend eligibility to vote in the City of Adelaide to businesses and people working in the city
- Review and simplify representation reviews
- Review representation reviews - councils keep the decision whether to have wards, but numbers of members are determined by a Tribunal (similar to remuneration) in bands, according to size
- Councils should hold candidate forums to enable voters to hear from and question candidates. These could be organised by ECSA or the LGA
- Require candidates to state which suburb they live in
- Require all members to be elected at large, or ensure that all wards have a minimum of three candidates
- Explore alternative voting methods to increase youth participation
- Review the Local Government (Elections) Act 1999 with a key focus on improving processes, reducing extensive administrative burden, reducing costs and increasing community participation in Elections
- Ensure that candidates who are not incumbent members cannot use council resources in their campaign
- Allow councils to apply to the Minister for permission to retain a matter in confidence either in perpetuity (with a 5-10 year review requirement)
- Provide for a mechanism of disqualification to stand for an election based on a similar determination by an external review body
- Simplify representation reviews to enable councils to undertake them at a local level internally
- Require council members to be suspended if standing in State/Federal elections [LGA idea]
- Require mandatory training/police clearance before nomination
- Keep requirement for a supplementary election to fill casual vacancies, this works well for councils with area councillors
- Allow candidates to withdraw their nomination up to 14 days before voting starts
- Council elections should be held in a year where the state election is not held
- Review Representation Reviews - councils prepare an options paper and consults with the community and this information is provided to an external party (such as the Boundaries Commission) to consider which option is the best fit for the community considering the representation quotas, area size etc.
- Change the method of voting to straight preferential voting which would simplify each count and make the election results quicker to receive
- That candidates marketing campaign must not include promises or give undertakings they may not be able to keep, thereby raising community expectations and votes to which they may not be entitled to
- Consider enrolment of property franchise holders
- Require elected members to have formal qualifications and/or demonstrated work/life experience in relevant sectors (business, finance, community etc.)
- Allow candidates to provide multiple contact details on their nomination profiles
- Remove requirement for councils to promote enrolment of property franchise holders
- Review Representation reviews, and consider a new approach that ensures representation is fair and reasonable while removing the requirement for all councils to conduct regular scheduled reviews
- Council agrees with the LGA's preliminary comments; the Reform should also be clear regarding a consistent start date for the suspension (pre-selection or writs)

- Review requirement for supplementary elections, allow councils to have their own policy on whether to hold them or not.

REFORM AREA 4 — SIMPLER REGULATION

- Amend Section 106 so as to only require contributions for long service leave to be made upon an employee attaining 7 years continuous service in local government; and to delete any requirement to transfer contributions for sick leave from past employers
- Amend section 131 so as to enable provision of copy of annual reports via electronic means
- Enable the Minister to direct a council in relation to its role as a member of a regional subsidiary at the request of the majority of the subsidiary membership
- Establish fines for councils' non-compliance with legislation
- Establish mandatory council services in the legislation
- Remove regulations that apply to informal gatherings of councils
- Remove requirement to invite applications for employment in a newspaper (s98)
- Review Primary/Ordinary Return Forms to align with information that is required to be published
- Review s50 of the Local Government Act - public consultation policies, to enable greater flexibility and more modern approaches
- Review the ability of councils to make items confidential
- Support councils to develop community engagement frameworks
- The legislation should detail mandatory services and require councils to disclose details of non-mandatory services provided
- Remove restrictions on informal gatherings
- Streamline, centralise and standardise regulation that applies to local government
- Simplify informal gathering regulations and allow working groups
- Review public consultation requirements on the Act
- Review requirements for publication of notices
- Improve arrangements around informal gatherings of councils
- Overall review and improvement of transparency and reporting requirements, which may include additional disclosure of information in a uniform format to allow comparison
- Simplification of Bylaw introduction or review
- Review informal gathering rules to be more flexible
- Review requirements that apply to s41 Committees
- Review by-law processes to be more flexible
- Review informal gathering rules to allow for working groups or learning sessions to be held in confidence
- Enable flexibility for councils to deal with food trucks
- Review public consultation requirements in the Act
- Maintain the requirement for councils to publish notices in newspapers
- Review and increase the maximum penalty for a breach of a by-law
- Review informal gathering requirements
- Remove requirements for publication of notices in newspapers
- Increase maximum by-law expiation
- Improve disclosure requirements on councils
- Ensure that council meetings are held when members of the public are more likely to be able to attend them. There needs to be sufficient room for the media and public gallery where council meetings take place. Where possible council meetings should take place in different locations within councils' boundaries to better engage local communities
- Ensure that council workshops are open to the public, make documentation available to the public and ensure that minutes record member attendance
- Disclose all salaries and employment conditions of council staff
- Ensure that councils consult on the review of council policies and processes
- Ensure that public statements by councils are accurate
- Review councils' consultation requirements
- Create a register of bequests to councils, and report on the use of these bequests annually

- Remove requirement to have documents available at the Principal Office of the council if they are published on the council's website
- If a document is available on the councils webpage – remove the requirement to make a copy available by payment of a fee fixed by the council
- Amend the act to allow the Mayor or Deputy CEO to call a special meeting if it involves a matter in which the CEO has an interest
- Remove the requirement for a council to maintain a register of all notices of meetings
- Add in a Ministerial Review Mechanism to s90 (confidential items) which allows that these items be exempted from an annual review and grants them permanent confidential status or confidential status for 100 years
- Provide a mechanism that s 270 reviews may be refused as they are trivial, vexatious or frivolous
- Council need to include in each review the costs involved including external advice, consultants and staff time to demonstrate the costs involved in completing these reviews
- Reviews in full when determined should be published in full on council's website for community information
- Informal gatherings – requirements need to be simplified
- Needs to make it clear to the public that informal gatherings are not a forum for them to participate
- Require council members to only use council email for council business
- Require all council meetings to include Community Question Time
- Require ordinary council meeting agendas to be released 8-10 days prior to a meeting
- Require councils to consider confidential items in a 'block' to avoid inconvenience for meeting attendees
- Review informal gatherings provisions
- Require councils to use post as well as email for consultation
- Amend s90 to allow councils to keep award recipients confidential
- Remove requirement for councils to prepare code of practice for meetings
- Remove requirement for councils to publish notices in newspapers
- Remove requirement for presiding member to initial each page of the minutes and sign
- Review food truck regulations
- Amend the food truck regulations to allow councils to consider seasonal impacts
- Carefully consider any review of food truck regulations to avoid restricting competition
- Increase fees and expiations for by-laws
- Review informal gatherings provision to clarify number of council members present to trigger a designated informal gathering
- Maintain current confidentiality provisions
- Review informal gatherings provisions
- Review Informal Gatherings provisions to better allow council members to discuss matters outside of council meetings
- Improve councils' engagement with commercial and retail ratepayers
- Review regulation of election signs
- Review requirements for councils to maintain public registers
- Review controls over council workshops
- Review food truck legislation
- Make it simpler for councils to dispose of unused road reserves
- Continue to require councils to publish notices in newspapers
- Increase the maximum penalty for breach of a by-law
- Review informal gatherings
- Review requirements to publish notices
- Enable councils to deal with unreasonable customer complaints
- Impose a penalty if councils do not meet legislated timeframes for Freedom of information requests
- Review public consultation requirements in the Local Government Act [LGA idea] and ensure greater consistency across the Act
- Enable councils to close a road to all, or some classes of vehicles [LGA idea]
- Review informal gatherings provisions [LGA idea], clarify that member training is not a designated informal gathering

- Review requirement for councils to consult on permits for alteration of or use of road for business purposes [LGA idea]
- Increase maximum expiation for by-law [LGA idea]
- Enable councils to close a road to all, or some classes of vehicles on unmade roads [LGA idea]
- Remove requirement for councils to publish notices in newspapers [LGA idea]
- Review the requirement for councils to consult on permits for alteration of or use of roads for business purposes [LGA idea]
- Enable councils to eliminate section 270 review requests that are trivial, frivolous or vexatious
- Enable councils to charge fees for section 270 reviews
- Review section 270 requirements, and the relationships between the bodies to which councils are required to report regarding complaint management
- Allow councils to charge a fee for section 270 reviews
- Review public consultation provisions [LGA idea]
- Review food truck regulations [LGA idea]
- Review informal gathering provisions [LGA idea]
- Review informal gatherings provisions [LGA idea], open them to members of the public and have the CEO Chair them (not the Mayor)
- Enable a lodgement fee to be charged for s 270 reviews [LGA idea]
- Require councils to appoint independent reviewers for section 270 reviews
- Introduce fees similar to those in the Freedom of Information Fees Regulations for section 270 reviews
- Allow for greater review of council decisions
- Create regulations under s 245A to enable councils to apply bonds to developers to cover the cost of potential damage to council property [LGA idea]
- Introduce a fee for section 270 reviews
- Review public consultation necessary for s 221 and s 222 permits [LGA idea]
- Create regulations under s 245A of the LG Act to allow councils to apply development bonds [LGA idea]
- Review meeting procedures to allow a CEO to recommend the revocation or amendment of a council decision [LGA idea]
- Give councils better powers to deal with unmade roads [LGA idea]
- Review community land in Schedule 8
- Simplify regulation to improve the ability for councils to collaborate without impact from other legislation
- Remove the requirement to review the operation of a code of practice for meeting procedures annually
- Council need to be transparent Meeting minutes tell next to nothing
- Require councils to utilise email as well as postal mail for consultation
- Require councils to include information received in a public hearing on an annual business plan into the plan
- Review Schedule 8 of the Local Government Act to enable councils to make some changes to the use of these pieces of land, without changing its general use or status as community land
- Amend the Local Government (Procedures at Meetings) Regulations 2013, section 10, to allow for petitions to be received electronically
- Require councils to disclose funding provided to sports organisations in their budgets
- Amend Local Government (Procedures at Meetings) Regulations 2013 to clarify that a CEO may submit a report to the council recommending the revocation or amendment of a resolution passed since the last general election of the council [LGA idea]
- Consider clarifying that councils are not required to accept assets from developers, or mandate council involvement in the development of assets where this transfer is expected
- Support councils to improve the communication of their decisions, particularly decisions in regard to financial management and budgeting, including publication of expenditure decisions
- Amend the Act to include an exemption for permission to be sought from the Minister (or Crown) when issuing licences or leases on Community Land, subject to the Community Land Management Plan being approved by the Minister (or Crown)

- Review annual business plan consultation requirements
- Do not introduce a fee for section 270 reviews, but strengthen grounds on which one can be requested, and allow councils to refuse trivial, frivolous and vexatious requests
- Review public consultation requirements in the Local Government Act [LGA idea] to create a more flexible and contemporary system
- Undertake a cost benefit analysis on any new reporting requirements or associated timeframes
- Allow presiding members to have a deliberative vote (not just a casting vote)
- Consider councils' role in the provision of permits for alteration and use of roads for business purposes, particularly in relation to developments where the council may not be the development authority
- Remove Community Land Management Plan - simply have the register and declaring the primary purpose of the land and defining the uses in the Ac
- Create consistent policies and service costs across the State
- Remove the maximum expiation for a breach of by-laws
- Strengthen the grounds on which an internal review can be requested, requiring applicants to substantiate reasonable grounds for their request
- Simplify the local government legislation overall
- Improved and simplified Community Land Management arrangements
- Simplified mandatory consultation and publication requirements which reflect the expectations of the community and reduce the financial burden on Council with increased use of technology to promote consultation
- Support the ability of councils to manage/close certain roads where their use represents a public risk
- Ensure that Procedures at Meetings Regulations allow the CEO to recommend the revocation/amendment of a decision
- Create regulations under s 245A of the LG Act [LGA idea]
- Enable Principal Members to ensure proper meeting conduct, but also ensure that there are safeguards against misuse of these measures
- Review public consultation for permits under s 221 and s222 [LGA idea]
- Ensure that discussion and debates on council matters occurs at public meetings
- Include council committee minutes in council agenda papers in a timely fashion
- Include papers presented, tabled or referred to at council meetings in the minutes of council meetings
- Place council agendas on a screen, identify items by name, and read recommendations and amendments to them to assist people in the public gallery
- Record ordinary and special council meetings
- Review deputation processes
- Review requirements for calling special council meetings to require a reason to be stated, and who has called it
- Make regulation more consistent across councils wherever reasonable and possible
- Streamline the process by which councils move items in and out of confidence
- Allow each council to determine in accordance with its policy the appropriate ways to engage with the community over the Annual Business Plan and Budget
- Obligate councils to comply with State Information Privacy Principles (IPPs)
- Primary and Ordinary Returns for Council Members and Staff - Simplify the form published in the regulations and have it written in plain English so it is easier to understand
- Remove requirement to review the Annual Review of Codes of Practice - Meeting Regulations code of practice annually
- Amend s 83 (5) to clarify that ordinary council meetings cannot be held on a Saturday
- Require council meetings to be recorded
- Require ordinary council meetings to be held no less than 6 weeks apart
- Improve customer service in councils
- Review s 221 (alteration of public roads) to avoid delays of developments
- Simplify requirements for register of interests across LG Act, PDI Act and Model Financial Statements
- Review annual business plan consultation requirements to simplify the requirements

- Review informal gatherings provisions to maintain councils' ability to set parameters for this mechanism through policy, to apply only to informal gatherings called by the CEO/Mayor with all Elected Members invited and where there requirement to open all informal gatherings to the public
- Review public consultation requirements in Act [LGA idea], and reconsider requirement to hold public meetings on the draft annual business plan
- Support regional collaboration of councils
- Remove Community Land Management Plans
- Improve the community consultation framework
- Remove the process requirement before a council can revocation community land status
- Review the requirement for councils to consult on permits for alteration of or use of roads for business purposes [LGA idea].