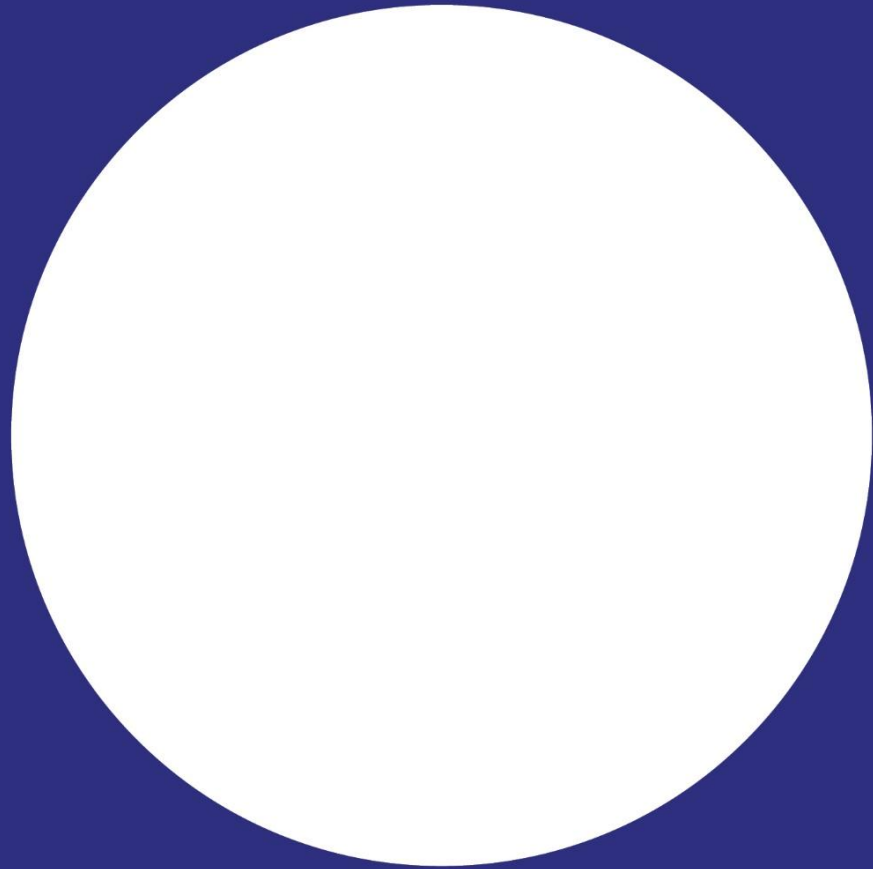


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LGA Leadership and Behavioural Management Review Insights Summary

June 2026

Introduction

LGA South Australia is pleased to release the Local Government Leadership and Behavioural Management Review Report and Insights Summary.

Following an increasing focus on strengthening leadership capability and behavioural standards across the sector, LGA commenced a *Strengthening Council Capability Program* in March 2025. This included the first state-wide Review into leadership and behavioural management practices in local government in South Australia.

LGA, with support of LGA Mutual and the Local Government Research and Development Scheme, commissioned Flinders University to conduct the independent Review through a statewide consultation and engagement process, focusing on council culture, leadership and behavioural practices of council members. The Review applied ethical standards (approved by a committee independent of the research team) to confidentially engage Mayors, Councillors, CEOs and key staff on their experience, maintaining anonymity.

The Review set out to gain deeper insights into the sector's leadership strengths, the challenges in managing behavioural issues and the opportunities for improvement.

The findings reaffirm what is anecdotally known; that overall, councils are committed to serving local communities, yet poor behaviour impedes effective and efficient performance and at worse, can be harmful.

LGA would like to thank all Mayors, Councillors (and some former council members), CEOs and key staff who participated by providing input and their voice to this substantive Review. This paper presents a summary of the findings, alongside the independent report recommendations and LGA's initial response.

The Insights Summary is not the end game. It provides a road map on how we will continue to work with our members and key stakeholders to build on the sector's strengths and better manage behaviour to ensure a strong, effective local government system.

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Participation

The Review drew broad representation from across the sector and resulted in a statistically meaningful and reliable sample.

Surveys

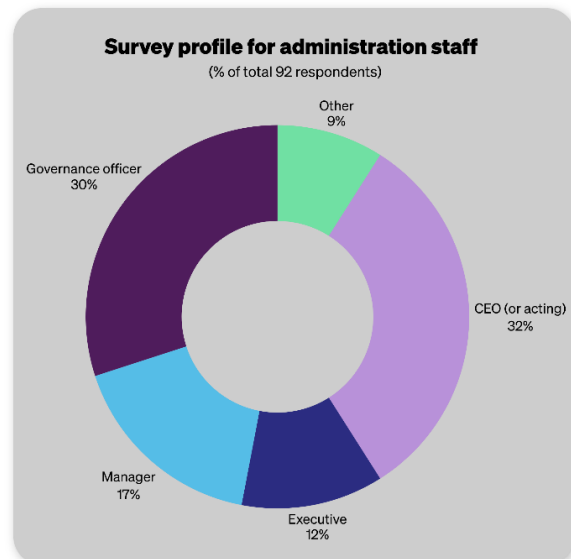
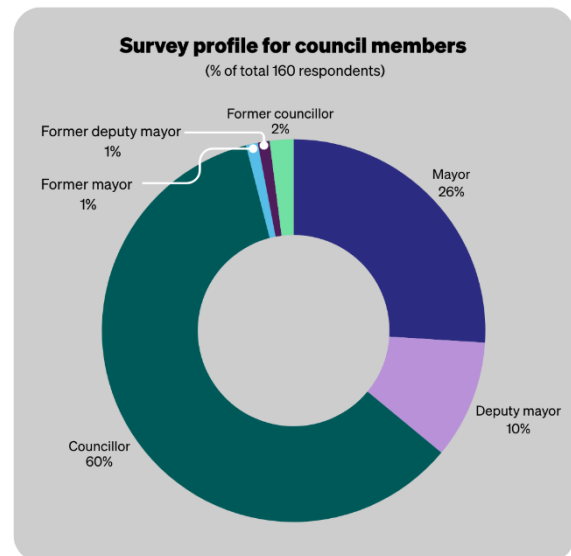
Two surveys explored experience of leadership and behaviour in councils from:

- elected members of council (including Mayors and Councillors), and
- administration staff (including CEOs, senior staff and governance officers).

Each survey addressed the same topics and included questions involving quantitative rating scales and qualitative free text responses. Surveys were open from September to October 2025 and completed by 252 respondents.

Survey respondents included:

- 160 council members (42 Mayors and 118 Councillors)
- 92 council staff (29 CEOs and 63 other council staff).



Interviews

Council members and administration staff who participated in the survey were invited to participate in interviews (through focus groups or one-on-one). Interviews aimed to provide deeper insights into good governance practices in the sector and the impacts of poor behaviour.

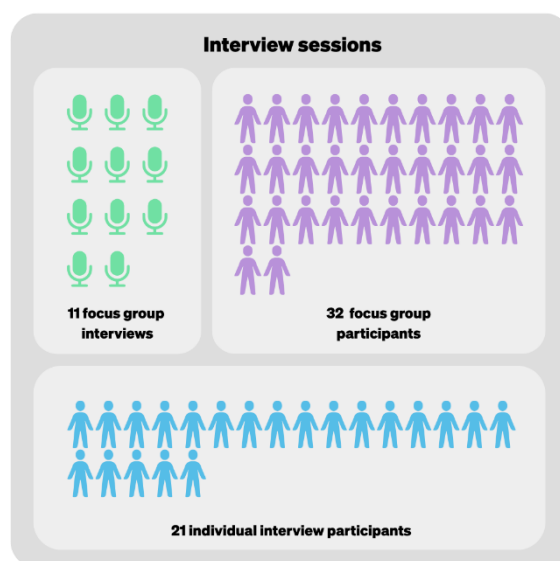
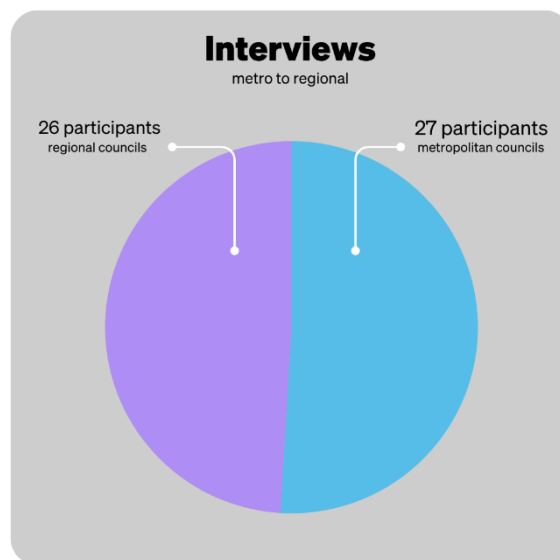
Interview sessions were conducted over four weeks from November 2025 to January 2026, involving 53 respondents. This included 11 focus group interviews with 32 participants and 21 individual interview participants.

Metropolitan and regional councils were represented equally, with 27 participants from metropolitan councils and 26 from regional councils.

Key Demographics

- All seven local government regions were represented in survey responses (Eyre Peninsula, Northern and Yorke, Limestone Coast, Murraylands and Riverland, Southern and Hills, Spencer Gulf Cities, Greater Adelaide).
- Strong and proportionate participation from both regional and metropolitan councils.
- All council sizes were captured. Approximately half of respondents were associated with medium-sized councils.
- Council member survey respondents were equally represented by women and men. Administration respondents were twice as likely to be female than male.
- More women (60%) engaged in the interviews than men (40%).
- More than half of council member survey respondents (54%) were over 60 years.
- Majority of council member survey respondents were employed full-time.

(32%), part-time (11%) and self-employed (26%) and one quarter (27%) were retired. Remaining survey respondents stated 'Other' or 'Prefer not to say'.



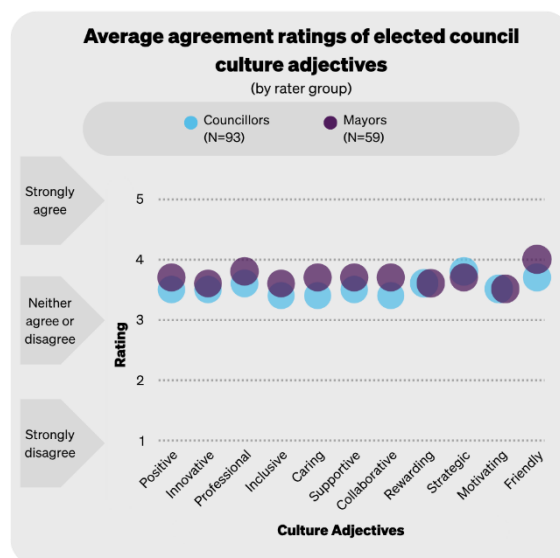
Key Findings

1. Council culture

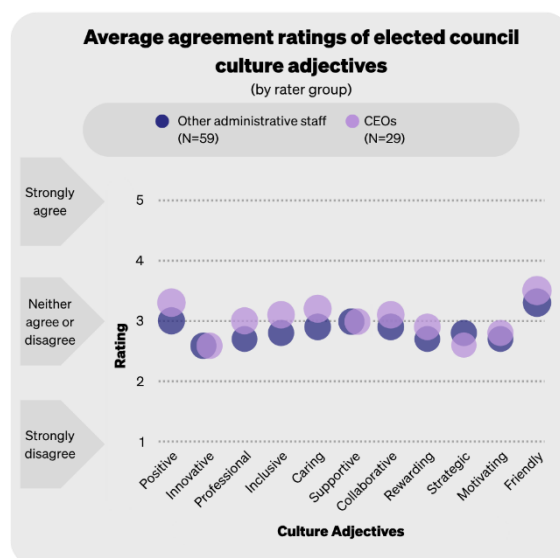
Council culture is mostly perceived as positive. Culture reflects how closely group and individual attitudes, values and motivations align within an organisation's structures. Culture is often described simply as 'the way we do things here'¹ and is expressed through behaviour.

Survey respondents showed strong civic commitment to delivering beneficial outcomes for their communities. Most rated council culture as *friendly*, *positive* and *supportive*, despite concerns arising from unconstructive behaviours. CEOs and administration staff were more inclined to be neutral in their responses.

Respondents endorsed that behaviours that are condoned or accepted become the norm. There was strong agreement across roles that unconstructive behaviours are most effectively managed by early and informal intervention to reset standards. Established standards allow members to be held accountable, and when aligned with the mission of serving their local communities, provide the foundation for healthy culture.



Calculation of average ratings excludes those responding 'Unsure'; this is typically less than 5% of respondents. Consequently, the number of respondents included may vary per item.



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¹ Kennedy, A. A. (1982). *Corporate cultures: The rites and rituals of corporate life*. Reading, Mass.; Don Mills, Ontario: Addison-Wesley Publishing Company.

2. Councils are continuing to deliver for their communities

Serving and making a positive contribution to the community were the most frequent motivators for why council members decided to stand for council.

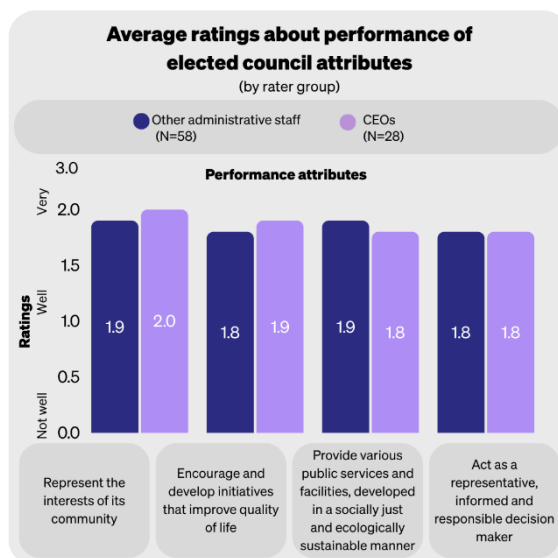
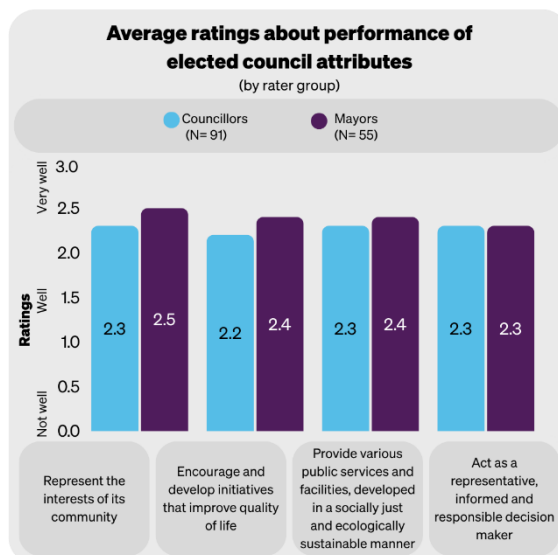
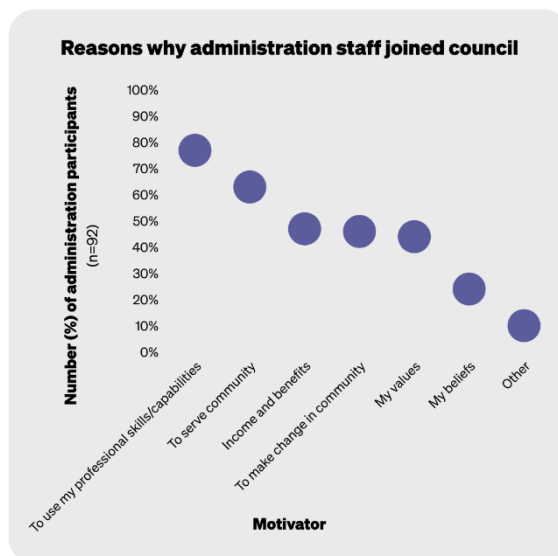
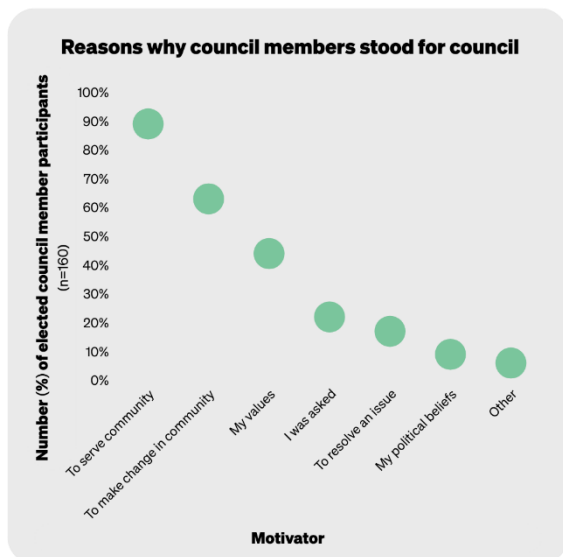
Council members indicated they valued the following aspects most about their role:

- community connection
- representation in decision-making
- accountability for financial sustainability.

Serving community was also a frequent motivator for administration staff to work for council, although this was only surpassed by use of professional skills and capabilities.

Administration staff indicated they valued the following aspects most about their role:

- collaboration and teamwork
- having meaningful purpose to make a difference within the community
- task variety/problem solving.



3. Developing a collaborative culture is critical to success

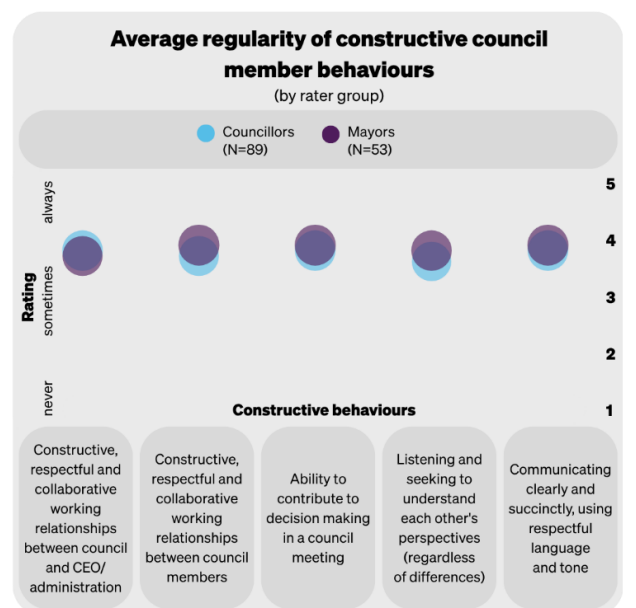
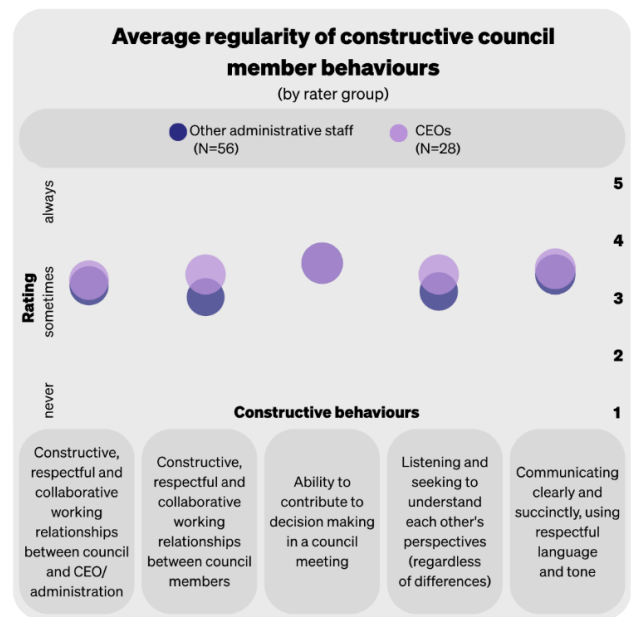
Effective councils have developed strong working relationships between council members, CEOs and administration staff. Survey findings indicated that constructive and collaborative working relationships were experienced 'sometimes' to 'often' across all roles.

In free-text survey responses, most respondents noted a council culture grounded in respect, collaboration and community focus. Respondents said this is strengthened by proactive leadership and structured engagement, although there are some pockets of dysfunction and poor behaviour.

In interviews, 52% participants reported positive perspectives in relation to collaboration, teamwork and community outcomes. Mixed perspectives were reported by 32% of participants, who experienced both strong teamwork and disruptive behaviour by a minority. Interview participants (18%) reported unconstructive behaviours adversely affecting performance.

Interview findings revealed that participants across roles consistently viewed constructive behaviours as fundamental for collaborative relationships.

The experience of collaboration, however, is not universal and requires greater focus to build effective working relationships between council members and the interface between elected council and administration.



4. Strong leadership sets the foundation for effective council performance

Leadership in councils is substantially determined by skills, abilities and relationships.

All respondents acknowledged that leadership style directly affects council effectiveness and reputation. Specific examples included:

- Consistent leadership builds credibility and stability internally and externally.
- Erratic or reactive leadership undermines confidence.
- Unconstructive behaviour can spiral and affect staff and community relationships.
- Functional leadership enables a focus on strategy and delivery, while inconsistent leadership drains the chamber of energy and cooperation, often leading to poor decision making.

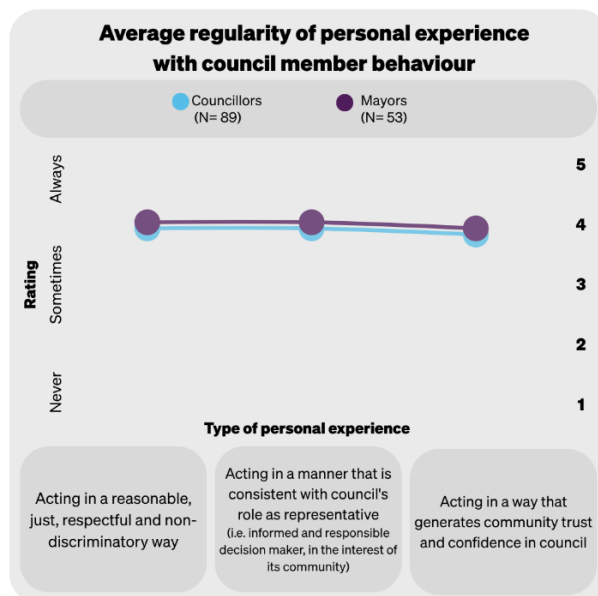
There was wide support of the view that constructive behaviour underpins performance and is necessary for cooperation and effective decision making.

Interview participants across roles highlighted the importance of the Mayor's leadership in setting the tone and maintaining effectiveness of council meetings.

The Mayor and CEO relationship was seen as most critical to council performance in setting expectations for respect, collaboration and creating stability, although experiences varied across councils.

Interview participants highlighted constructive and proactive approaches have an instrumental role. For example, establishing group behavioural norms to build positive interactions and manage unconstructive behaviours (before they escalate).

Strong leadership requires strong support systems and relationship management skills as well as sufficient time and opportunities to build trust. Respondents noted and accessible, effective professional development provisions (including coaching, mentoring, and training) become key determinants of the success of the Mayor and CEO relationship.



5. Roles, responsibilities, relationships and interactions

The design of roles significantly contributes to determining the working environment, culture and relationships.

Mayor and Councillor survey respondents were united in their view that they have a clear understanding of their role, duties, responsibilities and expectations within council, and how they contribute to council's effectiveness, as well as having the equipment available to perform their role.

The greatest difference in views between Mayors and Councillors related to engaging in peer networking (to build connections in the sector and improve effectiveness).

Survey and interview respondents across roles proposed opportunities to:

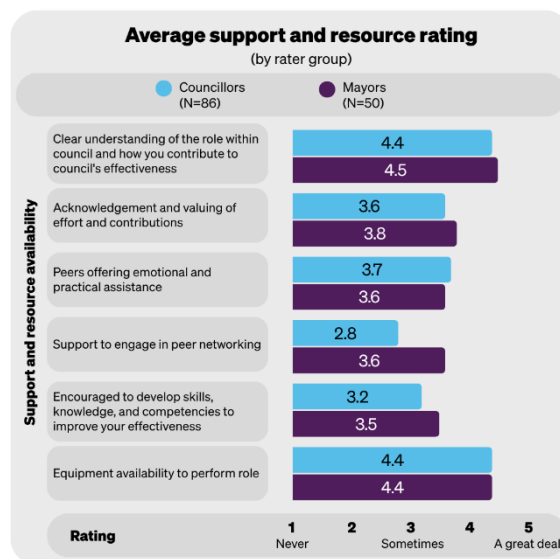
- strengthen clarity on the distinct yet interconnected roles of council members to CEO and administration
- create transparent rules for how information is accessed and shared (i.e. communication protocols)
- undertake timely induction and mandatory training (improving understanding of roles through practical, scenario-based learning rather than legalistic focus).

Many interview participants noted the need to address the challenge of recruitment and retention of council members. Opportunities exist for legislative or policy changes that reflect the role's complexity, for example, improved allowances and benefits, stronger behaviour management processes, and

measures to attract capable candidates and reduce turnover.

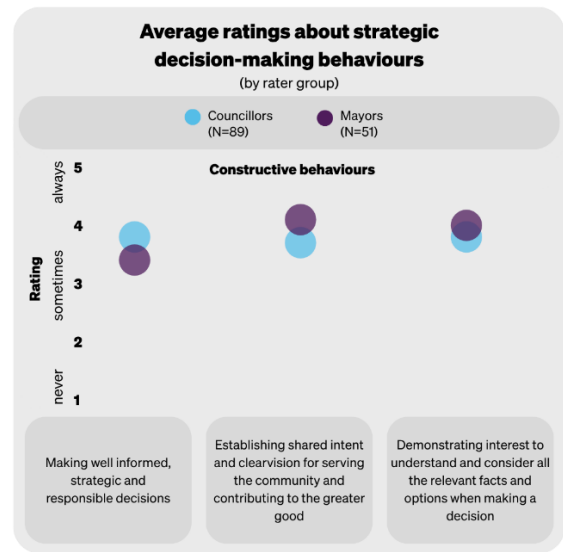
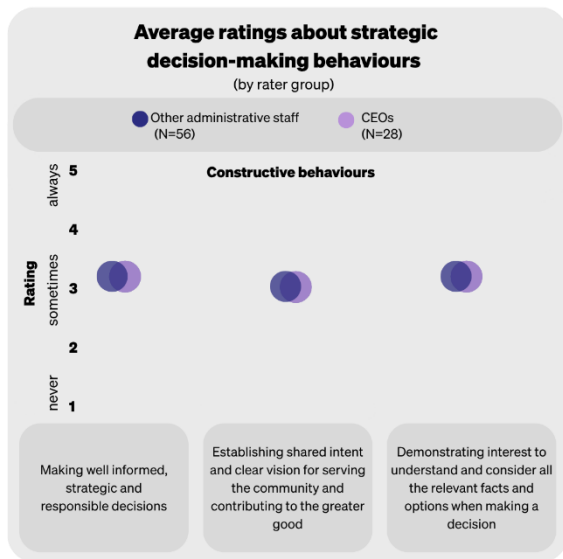
Mayors and Councillors consider strategic decision making occurs 'often', whereas CEOs and administration staff were more likely to view this as occurring 'sometimes'.

Interview participants largely saw strategic decision-making behaviours through the lens of leadership. Quality leadership creates an environment and culture for strategic thinking and long-term vision. Both Mayors and CEOs concurred that the strength of the Mayor and CEO relationship, the chairing skills of the Mayor, as well as skills and temperament of Councillors are all critical to the success of strategic decision making. This also ensures operational matters don't dominate debate.



Calculation of average ratings excludes those responding 'Unsure'; this is typically less than 5% of respondents. Consequently, the number of respondents included may vary per item. These items were not asked of those from administration.

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6. Unconstructive and harmful behaviours do exist

The Review defined unconstructive behaviours as a range of unacceptable interpersonal behaviours directed at, and/or adversely affecting others, arising from, or during activities in the service of council. The behaviours aim to gain advantage for personal reasons and/or disadvantage the target(s) by regularly disrupting proceedings, undermining, excluding, humiliating, or harassing others, and/or by withholding necessary resources.

Conversely, constructive behaviour is defined as respectful, professional engagement undertaken in the spirit of collaboration and co-operation to achieve positive benefit for the community. Such behaviours involve listening, taking turns in speaking, being timely, responsive and prepared for council activities.

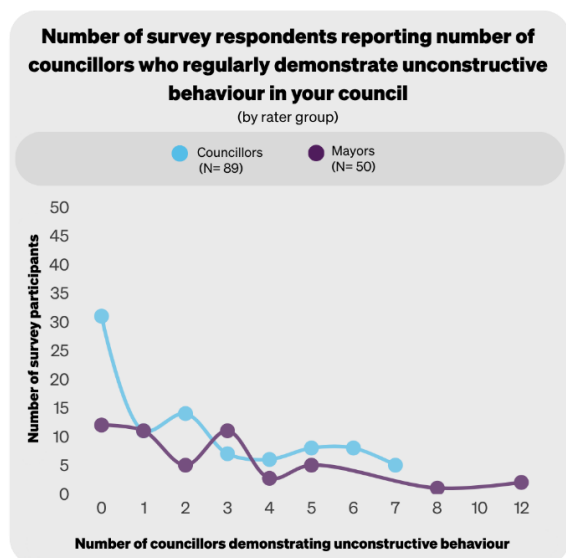
On average, survey respondents identified 2.8 Councillors in their council who exhibited unconstructive behaviours regularly.

Interactions with community

Survey respondents and interview participants across all roles emphasised the strong value they place on community interaction, and the satisfaction they derive from it. Many noted this as the key motivation for serving in or on council. Yet engaging with community can also present challenges.

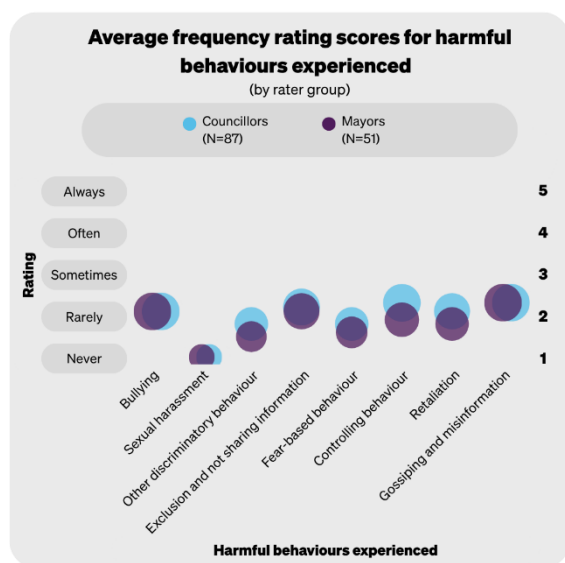
Survey respondents were asked to describe any concerns with interacting with the community. Qualitative survey responses identified multiple issues from both council members and administration staff related to interacting with community members. The most common issues were:

- misinformation and vitriolic comments on social media
- unreasonable expectations of council role and authority
- aggression, safety and wellbeing.



7. Harm has occurred due to exposure to harmful behaviours

On average, survey findings showed harmful behaviours were most likely to be experienced 'never' or 'rarely'. This is particularly the case for sexual harassment. However, there are small pockets where harmful behaviours are experienced.



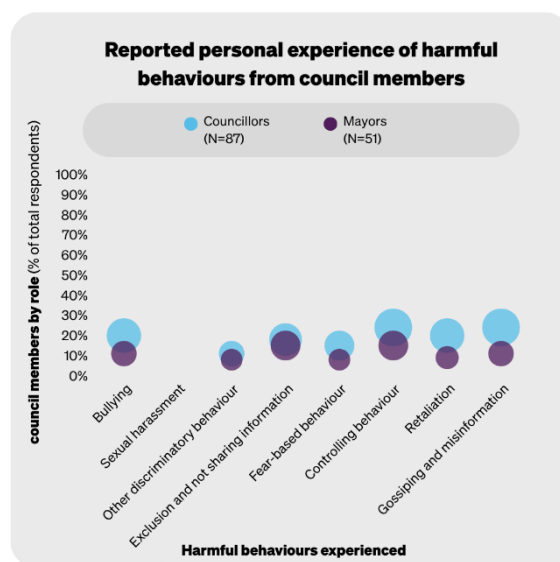
Bullying is a specific form of harmful behaviour defined in the Behavioural Standards for Council Members.

Approximately, 41% of all survey respondents reported having at least one experience of bullying in the current term. 17% of all survey respondents reported being bullied 'often' or 'always' in the current term.

Interviews showed around 20% (n=10 of 53 participants) reported significant personal harm from experiencing unconstructive behaviours in their council roles. Behaviours were described as abuse, trivialisation of contributions, discrimination, aggression, intimidation and gaslighting. The nature of harm included anxiety, depression, hypervigilance, withdrawal and physical health disorders. Around half of those harmed (n=5)

reported impacts on employment, finances (medical and legal costs) and reputation loss.

On average, witnessing harmful behaviours between council members was somewhat more commonly reported than directly experiencing these behaviours.



8. Psychological safety in councils requires ongoing effort

Survey findings showed a highly variable perception of psychological safety across councils. Mayors, on average, consistently rated their council as psychologically safer than other roles.

Interview participants were highly engaged on the topic of health, safety and wellbeing. Interviews across multiple roles noted many council leaders are creating safe and trusting environments that are highly protective of health, safety and wellbeing. Examples frequently noted as working well included; workshops and information briefings, building connections that support effective working relationships, peer support, robust WHS systems, induction and training.

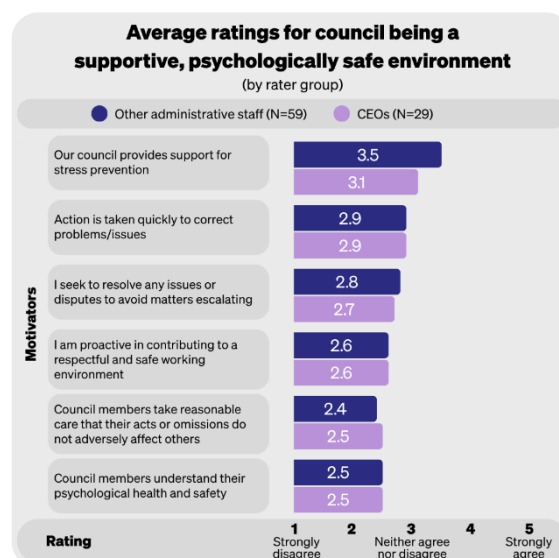
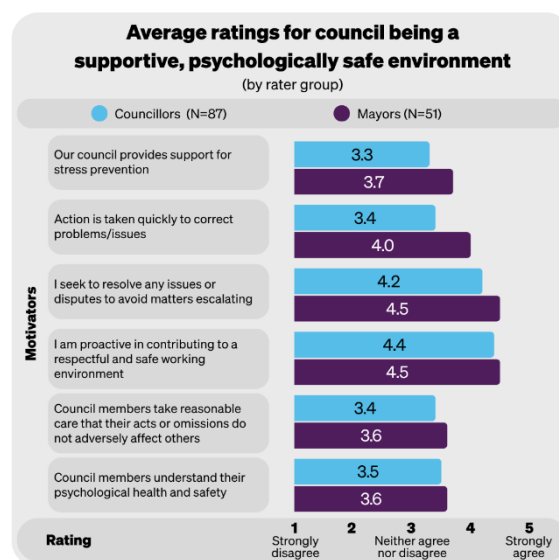
Councillors interviewed had lower satisfaction of support and psychological safety compared to council staff, likely due to staff having clear duties and protections under the *Work Health Safety Act, 2012* (WHS Act).

Elected council members are defined as 'other persons' under the WHS Act. Many Councillors in interviews expressed the view that protections for health and safety were inadequate, due to the 'other' status.

Council members health and safety duties in Section 75G of the *Local Government Act, 1999* were also not well understood. Strengthening health, safety and wellbeing management systems, applied specifically to elected members is a priority, including reviewing the classification of council members under the WHS Act to acknowledge the complexity of the work they do in service to local government.

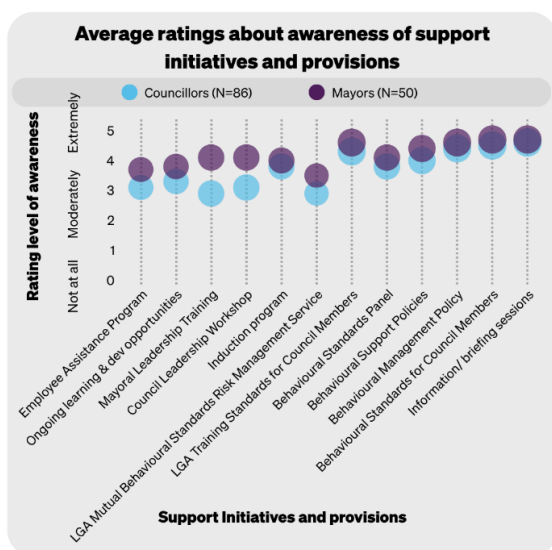
Although staff are covered by formalised health, safety and wellbeing systems, in interviews, staff reported ongoing strain and

fatigue from supporting council meetings where disruptive behaviour occurs and managing high volume of behavioural complaints.



9. Prevention and management of unconstructive behaviour

Policy and principles need to be put into practice to prevent and manage unconstructive behaviour more effectively. Survey findings showed awareness of support systems and initiatives was moderate to high. However, responses to the effectiveness of the systems and support initiatives were lagging.

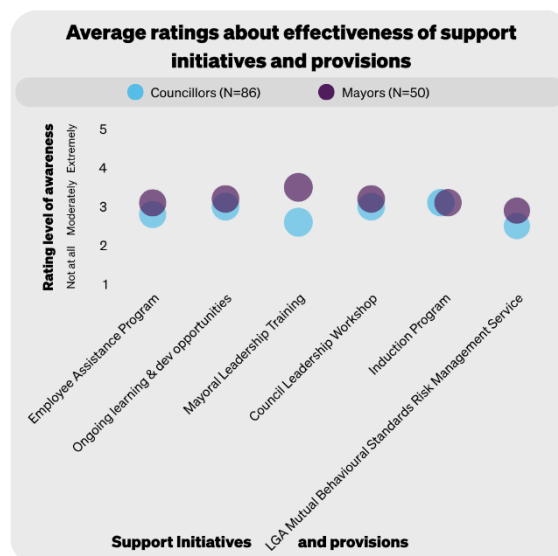
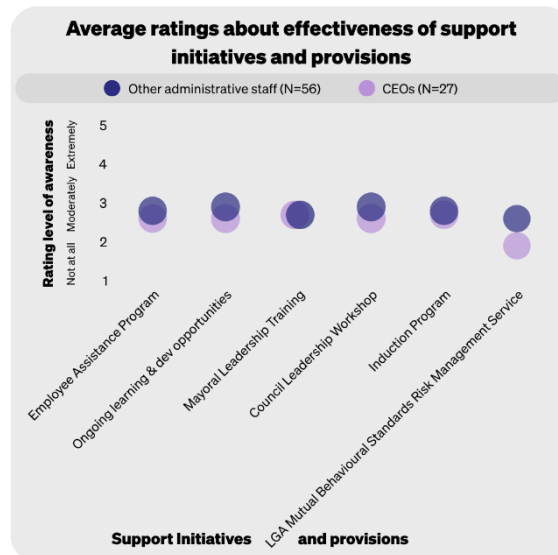


CEOs and other administration staff were approximately twice as likely to view the Behavioural Standards for Council Members, Behavioural Management Policy and Behavioural Support Policies negatively compared to mayors and councillors.

Survey findings showed the Behavioural Standards Panel and the LGA Mutual Risk Management Service are viewed as the least effective of all supporting initiatives. However, there was low awareness of these services by Councillors, and many respondents were unsure of their impact.

Interview participants described the behavioural complaints process as costly, time intensive, overly legally focused, inequitable and prone to misuse. Participants frequently

emphasised the perceived lack of consequences for council members who repeatedly breached standards.



10. Improvements to systems, structures and supports

Improvements to systems, structures and supports is a priority for sustainable change. Of the current systems that support council decision making, all survey respondents rated information and briefing sessions as 'moderately' to 'highly' effective in sharing information, exploring strategic options, sharing of information and open discussion.

On average, survey respondents were most satisfied with the quality of decision making by council. Mayors and Councillors expressed strong feelings of engagement, being immersed in the role, and were proud of their work in achieving good things for the community.

Three key areas for improvement were identified through interviews:

Behaviour

- Introduce faster, tiered consequences and simplified pathways for low-level behavioural issues (such as early intervention models, with informal and formal elements).
- Promote existing early intervention services and ensure adequate resourcing for behavioural management systems to respond in a timely manner.
- Provide stronger provisions to address repeat behavioural incidents.
- Modernise meeting structures and processes that support orderly, democratic debate and limit procedural deviation, including clarity of the mayor's authority and powers.

Health, safety and wellbeing

- Strengthen health, safety and wellbeing management systems applied specifically to elected members as a priority, including reviewing the classification of council members under the WHS Act in acknowledgement of the complexity of work in their service to local government.
- Ensure adequate resourcing for early intervention, and provide advice and support to establish health, safety and wellbeing structures and processes in councils, including operationalising Section 75G of the Local Government Act, 1999. Key to this work is the inclusion of the principles and processes specified in the SA Managing Psychosocial Hazards at Work Code of Practice.

Community Interface

- Strengthen how councils manage the interactions with the public to improve public understanding and build trust.
- Further invest in statewide public education to support constructive and respectful council-community relationships and build understanding of the role and function of councils.
- Improve civic literacy to counter misinformation and inaccurately apportioned blame.

Review Recommendations

The Flinders University Review reinforced the need for a holistic approach to build on sector strengths and mitigate the risks of poor behaviour impacting good governance. Key recommendations are therefore categorised into three levels:

- **Systems Focus**
- **Council Focus**
- **Individual Focus**

1. Systems Focus

1.1 Governance, role and boundaries

1.1.1 Develop an integrated management system at council level, built on core business processes, that integrates and operationalises the principles of the *Work Health and Safety Act 2012* and clearly relates these to the execution of the roles of elected council.

1.1.2 In developing an integrated management system based on core business processes that operationalises work health and safety for elected council, ensure a consultative and participative process is conducted with engagement of elected council across diverse council profiles. The intent is to ensure processes and practices are easily understood and applied, and elected councils are trained in their requirements.

1.1.3 Ensure adequate resourcing of and promote the LGA Mutual Behavioural Standards Risk Management Service to councils to provide advice and support to establish effective health, safety and wellbeing structures and processes in councils, specifically relevant to elected councils. WHS structures must operationalise requirements of the *Local Government Act 1999* S. 75G. Key to this work should be inclusion of the principles and processes specified in the South Australian Managing Psychosocial Hazards at Work Code of Practice which provides guidance under the *Work Health and Safety Act 2012* and took effect from 19 February 2026.

1.1.4 Clarify and distinguish mayor-CEO and councillor-administration boundaries and interfaces through a formal and consultative review of how role descriptions are enacted in practice and communicate outcomes clearly to all elected council and staff. The key is to ensure best-fit solutions that provide flexibility of practice across diverse council and community profiles, promote retention, and ensure highly effective council performance.

1.1.5 Identify and analyse high-functioning mayor-CEO partnerships (and councillor – administration relationships) to identify the practices, behaviours, and governance structures that support trust, role clarity, emotional intelligence, and regular communication.

1.1.6 Provide targeted training on good governance practices, focusing specifically on role clarity, accountability, system functioning and relationship building in addition to building the personal characteristics focused on in generic leadership development.

1.2 Strengthening role design through a process approach

1.2.1 Consult with elected council to clarify role outcomes, expectations, and working interfaces and relationships. Improving the role clarity between councillors and administration to emphasise the interdependence of strategy, operations and governance will identify role boundaries and interfaces, promote collaboration and role satisfaction, improve retention, and benefit individual and council performance.

1.2.2 The review identified examples of effective working relationships between councillors and administration staff, and these should be examined to identify processes, and training and development strategies that can be leveraged across councils.

1.2.3 Enhance participation supports for elected council following targeted consultation to promote engagement and reduce barriers to participation. Examples should include adequate allowances, flexible meeting formats, online access options and peer mentoring for elected council, by adapting and extending mayoral programs to councillors.

1.2.4 Review adequacy and equity of allowances and access to supports for elected council to reflect workload, demands and value of contribution.

1.2.5 Develop and implement targeted communication campaigns that promote the value, impact, and professional development opportunities associated with serving on council, with the aim of strengthening attraction, diversity, and retention of high-quality candidates.

1.2.6 Elected council relationships with administration staff require specific attention to improve the working relationships and performance of council. Combined survey and interview data show administration staff experience poorer psychological safety related to unconstructive interactions with elected council. A consultative review is required to improve administration.

1.3 Early and informal intervention strategies

1.3.1 Train and support mayors to facilitate reflective conversations and provide constructive feedback to councillors with the aim of addressing incivility early.

1.3.2 Promote and facilitate access to the LGA Mutual Behavioural Standards Risk Management Service as a structured support for preventing and managing emerging behavioural risks in elected council.

1.3.3 Implement an early intervention program to address unconstructive behaviours early and informally before escalating to formal complaints. The program should include early coaching and feedback with documented outcomes, supported by mediation and conciliation, that focuses on issue resolution. The program should be supported by engaging trained and independent professionals including accredited mediators and organisational psychologists.

1.4 Reforming behavioural standards and complaint systems

1.4.1 Review the design and implementation of the Behavioural Management Standards Framework, particularly the processes for complaint management prior to, and once referred to the Behavioural Standards Panel. The aim is to ensure clarity, timeliness and simplicity of process, ensure fairness for all parties to a complaint, and ensure consequences and penalties are defensible and proportionate to

the impacts of the unconstructive behaviour. Penalties and consequences must be reviewed and made stronger than current provisions to have deterrent value. The role of the mayor should be reviewed to minimise the burden of behaviour management and to ensure fairness and transparency. There is need for greater consistency and transparency in the management of unconstructive behaviour complaints across councils, and publishing of outcomes should be considered as part of such a review. Any review should be conducted in consultation with representative groups of members of council chambers (i.e. elected council and senior administration staff).

1.4.2 Implement an early intervention model for managing unconstructive behaviour disputes before escalation to a complaint. A model is currently under development by LGA and should be trialled as a priority. A model should include clearer authority for mayors to manage behaviour early (including referrals to assistance), as well as independent mechanisms that reduce the perception of political influence within complaint handling. It is also essential that a revised model bridges the gap between public expectations and the limited effectiveness of current practices.

1.4.3 Establish dedicated early-reporting channels, such as confidential online forms or a designated ombud/liaison officer, that allow individuals to raise concerns quickly and informally. Ensure these pathways provide guidance on next steps, protect against punitive consequences for the party reporting, and prioritise fair and equitable resources and resolution for all parties, including the individual who is the subject of the complaint.

1.4.4 Implement independent members on recruitment and contracting panels for key governance processes (e.g., CEO hiring and extension, performance review committees, and external consultancy procurement) to strengthen transparency, reduce perceived conflicts of interest, and reinforce procedural fairness.

1.5 Monitoring, benchmarking and accountability

1.5.1 Establish regular benchmarking surveys on health, safety, wellbeing and governance system health, which could include regularly delivering components of the survey delivered in this review, along with measuring psychosocial safety climate (PSC) to enable tracking of progress. Other key system data that should be measured at least annually include the items in the Benchmarking Survey conducted in parallel with this review.

1.5.2 Develop clear KPIs for governance performance and behavioural culture and formally embed these into the role descriptions and performance expectations of mayors and CEOs to strengthen accountability and alignment.

1.5.3 Monitor burnout and engagement annually through short surveys and objective performance data (at individual and system levels), to detect and act on behavioural risks early.

1.6 Embedding behavioural science expertise

1.6.1 Embed behavioural science (e.g. organisational psychologists, trained mediators, psychosocial work health and safety specialists) expertise into structural design initiatives, investigations, coaching, team building and advisory services to provide evidence-based insight and systems-based responses to behavioural dynamics.

2. Council focus

2.1 Improving meeting effectiveness and collaboration

2.1.1 Clarify and standardise decision-making protocols, including defined roles, speaking procedures, and criteria for decisions, to improve efficiency, maintain focus on strategic benefits and risks, and reduce ambiguity.

2.1.2 Embed structured deliberation frameworks that explicitly consider community benefit, risk management, and long-term sustainability in major decisions.

2.1.3 Encourage cross-council observation and learning, including attendance at other council meetings or structured exchange opportunities, to promote innovation and adoption of effective practices.

2.1.4 Leverage the effectiveness of information sharing and briefing sessions across councils to promote out-of-chamber discussion, exploration of ideas and creative problem solving. Information sessions can counter the time constraints and formalities necessary in the chamber that restrict broader team engagement.

2.2 Strengthening council culture, trust and psychological safety

2.2.1 Schedule dedicated informal and inclusive engagement opportunities at least twice annually (e.g., facilitated dinners, retreats, or pre-/post-meeting social sessions) separate from formal agenda time to build relationship capital.

2.2.2 Incorporate structured team-building activities into annual planning cycles, including facilitated workshops focused on communication norms, conflict resolution, and shared purpose.

3. Individual focus

3.1 Equitable and consistent access to psychological support

3.1.1 Provide universal, confidential, and timely access to Employee Assistance Program (EAP) services for all elected council members and staff across councils, including regional councils, without requiring CEO approval or other managerial gatekeeping.

3.2 Enhancing quality and relevance of learning, development and training

3.2.1 Review and redesign training programs to prioritise applied, behaviour-focused learning, using real council scenarios and interactive, scenario-based exercises.

3.2.2 Strengthen conflict of interest training to provide clear, practical guidance and decision-making tools relevant to council contexts, using case studies of good practice.

3.2.3 Provide tailored media training for mayors, aligned with their formal spokesperson responsibilities and role in responding to high-pressure communication environments like crises (notably floods, bushfires, algal bloom, and significant local events).

LGA Initial Response

LGA is pleased to have initiated a Leadership and Behavioural Management Review.

The Review has provided invaluable insights into the strengths within the sector, the significant behavioural challenges being experienced by some, and the wider risk that unconstructive behaviours can have on good governance and health and safety.

It points to how the sector and key stakeholders can strengthen the local government system, improve council culture and build capability.

We acknowledge Flinders University's 35 recommendations reflect the many ideas shared by Mayors, Councillors, CEOs, and council staff who participated in the Review process.

We will continue to lead and shape conversations that influence the policies, programs and frameworks that support a strong, effective and trusted system of local democracy.

LGA's initial response recognises the significant work underway and demonstrates a clear commitment to partnering with members and the State Government to strengthen governance, promote respectful and constructive conduct, and drive meaningful change in response to unconstructive and harmful behaviour.

We strongly support the need for a holistic approach. Our initial response has been structured around the three recommendation groupings suggested in the Review– *systems*, *council* and *individual* focus.

Systems Focus

- Implement a biennial sector 'health check'. (1.5)
- Promote the LGA Mutual Behavioural Standards Risk Management Service. (1.1.3, 1.3.2)
- Implement the LGA Early Intervention Advisory Service, providing access to independent behavioural expertise. (1.3, 1.4, 1.6)
- Work with LGA Mutual, the sector and key stakeholders to strengthen council member wellbeing and psychological safety, including reviewing the classification of council members under the WHS Act in recognition of the complexity and responsibilities of the role. (1.1, 1.6)
- Work with the State Government to enhance the role and functions of the Behavioural Standards Panel, exploring options to strengthen authority, independence, timeliness and effectiveness in responding to behavioural complaints. (1.4.1)
- Work with the State Government to strengthen penalties and consequences to deter unconstructive behaviour, including legislative options. (1.4.1)
- Initiate further sector consultation on how roles, responsibilities and relationships are effectively being applied in practice to inform and improve sector-wide performance. (1.2.1, 1.1.4)

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- Work with key stakeholders in review of findings and potential reforms, that acknowledge the critical importance of informal engagement, debriefing and relationship-building processes in strengthening effective governance. (1.4, 1.3)
- Create a practical guide for Mayors and CEOs based on successful relationships within the sector to further inform good governance. (1.1.5)
- Build on LGA services and forums to strengthen shared learning and highlight best practice in the sector. (1.1.5, 1.2.2)
- Work with the sector and the State Government on strategies to strengthen democracy, lift community leadership and develop civic leadership pathways. (1.2.5)
- Support councils with guidance on CEO recruitment and performance. Improve training for CEO selection panel members and introduce a new CEO induction program. (1.4.4)
- Investigate whether nominated 'approved' providers may assist with providing consistency in training delivery across the sector (*as per the Western Australian Local Government Act 1995*). (1.1.6)

Council Focus

- Promote the value of serving on council. (2.2)
- Develop a statewide campaign to promote civility to address the rise in abuse affecting council members and staff. (2.2)

Individual Focus

- Introduce a sector-wide council member assistance service, similar to the Employee Assistance Program, as a priority. (3.1.1)
- Expand training and support to Mayors (leadership, governance, conflict management, peer support). (3.2.3, 3.2.4)
- Improve council member training, peer support, mentoring and strengthen networking to build capability. (3.2.1, 3.2.4)
- Further develop LGA Training Standards for Council Members to provide training that builds culture, is interactive and can be applied in practice. (3.2.1)

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