

Greater Adelaide Region Organisation of Councils

Strategic Plan 2019-2023

Chair's forward

I have pleasure in presenting the Greater Adelaide Regional Organisation of Councils (GAROC) Committee's Strategic Plan 2019-23.

This Strategic Plan is the first plan developed by GAROC under the new constitutional arrangements established by the Local Government Association of South Australia's (LGA) member councils in 2018.

As a committee of the LGA, GAROC will play a key role in regional advocacy, policy initiation and review, leadership, engagement and capacity building on behalf of the 19 member councils within the metropolitan region.

We will work in close partnership with metropolitan councils, in addition to regional councils, State and Federal Governments and their departments, and other sector and industry bodies as the need arises.

GAROC has identified three strategic themes that will guide our work over the next four years. These are:

1. Built Environment and Planning
2. Economic Development and Jobs
3. Best practice & continuous improvement

GAROC will work hard to influence outcomes on issues that are common across the metropolitan region. We aim to be nimble, to carefully consider and respond to councils' needs, and to always be community focused in our decision making.

On an annual basis GAROC will prepare a business plan which will identify the key actions it will undertake in that year to address the themes and objectives in the Strategic Plan

I look forward to working with our members and key stakeholders on implementing this plan over the next four years.

Mayor Karen Redman
Chair
Greater Adelaide Regional Organisation of Councils

GAROC's Vision

For every South Australian to have the best local government experience

GAROC's Mission

To provide advocacy, policy initiation and review, leadership, engagement and capacity building in collaboration with the LGA for the benefit of metropolitan South Australian councils and their communities

GAROC will undertake the following important roles, which will drive its strategic objectives and underpin achievement of its vision and mission.

Role	GAROC will:
Regional Advocacy	Represent members' interests on issues that matter to all metropolitan councils
Policy Initiation and Review	Develop policy that is of strategic importance to all metropolitan councils. Review items of business put forward by member councils and advise on policy matters as requested by the LGA.
Leadership	Initiate actions and lead activities that provide benefit to all metropolitan councils. Develop and maintain relationships with state and federal governments.
Engagement and Capacity Building in the Region(s)	Engage with members within the GAROC Regional Group and keep them informed of the activities of GAROC Actively promote communication between members and between members and the LGA.

About the LGA

The Local Government Association of South Australia (LGA) is a peak membership body that provides leadership, support and services to member councils.

Membership of the LGA is voluntary, but all 68 of South Australia's councils are members. In 2019, the estimated value of LGA membership has been independently verified by UHY Haines Norton as being almost \$2.5 million per council.

The LGA is governed by a Board of Directors comprised of mayors and councillors, which provides oversight of the Association's corporate governance.

Two separate bodies – the Greater Adelaide Region Organisation of Councils (GAROC) and the South Australian Region Organisation of Councils (SAROC) – are established under the LGA's Constitution to review and develop policy positions for the sector and provide strategic advice to the LGA Board.

Member councils have the opportunity to provide input into LGA policies and advocacy through two general meetings every year.

The LGA has also established separate commercial entities to provide services to members, which include LGASA Mutual, LGASA Commercial, and LGA Procurement.

The Local Government Act 1999 specifies that:

The LGA is constituted as a public authority for the purpose of promoting and advancing the interests of local government and has the objects prescribed by its constitution.

The object of the LGA is to achieve public value through the promotion and advancement of the interests of local government by:

- **advocating** to achieve greater influence for local government in matters affecting councils and communities;
- **assisting** Members to build capacity and increase sustainability through integrated and coordinated local government; and
- **advancing** local government through best practice and continuous improvement.

About GAROC – what we do

The Greater Adelaide Region Organisation of Councils (GAROC) is a committee of the LGA, established under its Constitution. The member councils of GAROC are listed at **Appendix 1**.

We are responsible to the LGA Board of Directors for the discharge of our functions.

Under the Terms of Reference, adopted by the LGA membership, GAROC has a key role in regional advocacy, policy initiation and review, leadership, engagement and capacity building.

The GAROC Committee supports the LGA to ‘advocate, assist, and advance’ the interests of local government by:

1. Supporting the activities of the LGA at a regional level;
2. Promoting communication between Members and between Members and the LGA;
3. Advocating in respect of matters which affect the GAROC Regional Group;
4. Encouraging engagement of Members within the GAROC Regional Group with GAROC and the LGASA; and
5. Participating in policy development and implementation.

Our guiding principles

As an organisation working to promote and deliver on behalf of metropolitan South Australia, GAROC has developed the following guiding principles we will operate under.

We will:

1. Be community centered and put people first in our decision making.
2. Prioritise and address issues that are common across the metropolitan region.
3. Carefully consider items of business from any member of the metropolitan area or items raised independently by GAROC members, for consideration by the LGA Board of Directors or at a General Meeting.
4. Collaborate closely with the LGA and SAROC on issues that matter to metropolitan councils.
5. To be nimble, agile and responsive to the needs of metropolitan councils.

Our stakeholders & partners

GAROC recognises that to be successful and deliver value for metropolitan councils we need to work in close collaboration and engagement with our key stakeholders and partners. These are:

- Metropolitan councils.
- The South Australian Region Organisation of Councils (SAROC) Committee.
- State Government
- Federal Government
- Member of Parliament
- Other peak bodies, associations and statutory authorities

Strategic themes and objectives

This Strategic Plan identifies three themes and objectives for GAROC to deliver on over the next four years. They have been identified giving consideration to LGA member surveys (2018), a broad ranging environmental scan and developed in consultation with metropolitan councils.

These themes and objectives will form the basis of GAROC's Annual Business Plans, which will be developed each year to guide the activities and actions of GAROC.

Theme 1: Built & Natural Environment and Planning

GAROC recognises the importance of decisions that support the built and natural environment, and supports well-considered planning processes that achieve good design outcomes and the preservation of character and local heritage.

Objective: Advocate to the State Government to ensure that South Australia's planning system reflects leading practice and that the Planning and Design Code and associated resources delivers quality design outcomes that complement and preserve the special qualities of local communities.

Objective: Influence, inform and advocate for State Government to address policy and legislative barriers that hinder councils from undertaking their roles in maintaining and enhancing the natural and built environment in metropolitan South Australia.

Theme 2: Economic Development and Jobs

GAROC recognises the important role of councils as local place makers. With the right policy settings and partnerships, councils can help to create the best conditions for local businesses to grow and thrive.

Objective: Enable advocacy and partnership opportunities that recognise the specific needs of metropolitan Adelaide; and assist councils to contribute to creating conditions that support increased and sustainable employment in the region.

Theme 3: Best practice & continuous improvement

GAROC recognises the opportunity to work with metropolitan councils to develop best practice and continuous improvement for an integrated and coordinated local government.

Objective: Assist councils to drive best practice and continuous improvement through innovations in benchmarking, systems thinking, data management and processes to enhance governance and operations.

Strategic Plan Implementation and Review

Under GAROC's Terms of Reference, the Committee is required to:

- develop an Annual Business Plan which supports the delivery of the Strategic Plan;
- present its Strategic Plan and Annual Business Plan to the Board of Directors for approval by June each year;
- assess its performance against this Strategic Plan and the Annual Business Plan each quarter; and
- provide an Annual Report to the Board of Directors by September each year summarising its performance against the Strategic Plan and Annual Business Plan.

The GAROC 2019-20 Annual Business Plan provides the specific actions against which the activities of GAROC may be monitored.

Appendix 1

GAROC member councils

GAROC Regional Grouping	Members
Metropolitan Region	Adelaide Adelaide Hills Burnside Campbelltown Charles Sturt Gawler Holdfast Bay Marion Mitcham Norwood Payneham & St Peters Onkaparinga Playford Port Adelaide Enfield Prospect Salisbury Tea Tree Gully Unley Walkerville West Torrens