



Corporate Plan and Budget 2026-27

Contents

President's Message	3
Our vision and mission	4
About LGA	5
Integrated Planning Framework	9
Delivering on the Strategic Plan	10
Snapshot 2026-28	11
Corporate Plan Initiatives and Services	
Pillar 1: Advocacy and partnerships	16
Pillar 2: Services and collaboration	18
Pillar 3: Leadership, culture and capability	21
Pillar 4: Innovation and technology	23
Pillar 5: Operational excellence	25
Performance	29
2026-27 Budget	31

Acknowledgement of Country

LGA South Australia acknowledges the traditional custodians of country throughout South Australia and offers our respects to Elders past, present and emerging.

We acknowledge the unique cultural and spiritual relationships to the land, waters and seas and the rich contribution that First Nations People continue to make to our society. LGA operates on Kurna land, and our work extends across many First Nations communities within South Australia.

We acknowledge that local government can learn from the deep feelings of attachment that First Nations People have to country and respect this relationship in the delivery of services to communities.

We are committed to strengthening connections between First Nations people, councils and the broader community as the peak body for local government in South Australia.

LGA President's Message

On behalf of LGA South Australia, I am pleased to present the 2026-27 LGA Corporate Plan and Budget, outlining our priorities and focus areas.

This Plan, aligned to the Strategic Plan 2025-30, reflects our commitment to supporting, advocating for and advancing the interests of South Australian councils, something LGA has been proudly doing for 130 years.

The Strategic Plan sets a clear course for LGA as the peak body for local government in the state, to lead with advocacy, provide trusted policy advice, enhance sector capability and foster innovation through shared services, new projects and partnerships that support our members.

Councils play a vital role as the tier of government closest to the community, delivering essential services, shaping local places and supporting the livability of South Australian suburbs and towns.

The local government environment continues to evolve, with councils navigating several complex pressures including financial sustainability, workforce shortages, climate adaptation, digital transformation and cyber security, and growing community expectations.

Yet these challenges bring with them opportunities for our sector to increase collaboration and strengthen our collective impact for communities across the state.

The 2026-27 Corporate Plan and Budget sets out how LGA will translate strategic intent into delivery, underpinned by actions, measures and accountability. The Plan gives effect to our ambition to lead, support and innovate in support of the local government sector.

I thank the LGA Board of Directors, GAROC, SAROC and our members for their engagement in shaping LGA's direction.



Mayor Dr Heather Holmes-Ross
LGA President

Vision

We lead a collaborative, valued and innovative local government sector.

Mission

Lead, empower and advocate for local government, fostering collaboration, building capability and delivering innovative solutions that promote thriving communities.

About LGA

The Local Government Association of South Australia is the peak body for local government in South Australia, proudly representing member councils. LGA advocates on behalf of the sector and delivers services, strategic leadership, capability development, procurement solutions and risk and insurance services to councils, council subsidiaries and regional LGAs.

LGA's purpose is to empower local government to build stronger communities and LGA is federated with interstate bodies through the Australian Local Government Association (ALGA), which represents local government's national interests.

More information about the LGA is available on our website at lga.sa.gov.au.

Who we represent

LGA represents the full breadth of local government in South Australia – from elected leaders to the workforce who deliver essential services every day.

Our member councils include Mayors, Councilors, Executives and over 11,000 council staff working across planning, community services, environmental management, governance, finance, communications and more.

The collective expertise and experience in our sector are what underpins LGA's advocacy, policy work and member services.

Values

We collaborate

We support each other to unlock our potential.

We lead

We are courageous and own our actions.

We respect

We are open, honest and fair.

We care

We treat each other with kindness and empathy.

We celebrate

We highlight success and have fun.



LGA Board of Directors

Governance

LGA's Board of Directors, supported by advisory committees and audit and risk committee, provide strategic oversight and set the direction for the organisation in line with our constitution and member priorities.



Mayor Dr Heather Holmes-Ross
LGA President



Mayor Dean Johnson
Immediate Past President



*Mayor Jo-Anne Quigley
(SAROC Chair)
Eyre Peninsula Region,
Lower Eyre Peninsula*



*Mayor Moira Were
(GAROC Chair)
Group C Region,
City of Onkaparinga*



*Mayor Moira Jenkins
Southern & Hills Region,
City of Victor Harbor*



*Mayor Gillian Aldridge OAM
Group A Region
City of Salisbury*



*Mayor Leon Stephens
Spencer Gulf Cities,
Port Pirie Regional Council*



*Lord Mayor Jane Lomax-Smith AM
Adelaide
City of Adelaide*



*Mayor Lynette Martin OAM
Limestone Coast Region
City of Mount Gambier*



*Mayor Anne Monceaux
Group D Region
City of Burnside*

Our capabilities

LGA supports and provides services to South Australian councils across a range of areas including:

- Policy insights, submissions and advocacy campaigns
- Government relations
- Governance and legal partnership
- Risk Management
- Mutual Liability Insurance & Advice
- Workers Compensation Insurance and Advice
- Training and leadership development
- Procurement, panels and aggregated buying solutions
- Communications and sector reputation
- Grants and funding management
- Research and innovation
- Community Wastewater Management & Public Health
- Emergency management and sector coordination

LGA seeks to maintain a diverse workforce with a blend of skills and experience. Our people drive the delivery of services and support that councils use and rely on, and we continue to invest in attraction, retention and professional development strategies to strengthen capability.

Looking ahead, we will identify skill gaps, operational structures and technology solutions to support strategic project delivery and will provide targeted training to ensure staff capabilities align with LGA's strategic direction.

Snapshot 2025-26

At LGA we are passionate about supporting South Australian councils and about making a difference for South Australian communities. Some positive outcomes for 2025-26 include:

- \$18 million in Workers Compensation savings, compared to RTW SA levies
- \$11 million estimated benefit of statutory immunity claims
- \$24 million value of complementary risk services as part of membership
- 275 training sessions for 3,400+ staff and elected members
- Over \$5 million in procurement savings to member councils via panel contracts
- \$24.7 million in Special Local Roads Program grants via the Local Government Grant Commission
- 130 council websites supported through LGA's platform
- 12 + policy and legislative submissions covering a wide range of topics (including on the algal bloom, waste, public health, heavy vehicles, financial sustainability, and elected member allowances)

Major grant-funded programs active in 2025-26 included:

- Community Wastewater Management Systems Program
- Special Local Roads Program
- Climate Ready Coasts Project
- Local Government Research and Development Scheme.



Integrated Planning and Reporting Framework

LGA's Integrated Planning and Reporting Framework outlines how the organisation incorporates sector and member feedback and priorities through the planning process to inform the Corporate Plan and Budget and performance reporting, all aligned to the Strategic Plan.



Delivering on the Strategic Plan

The 2026-27 Corporate Plan and Budget outlines LGA's key operational initiatives, in addition to the many ongoing member services, aligned to the five pillars of LGA's Strategic Plan. It is a key component of our Integrated Planning and Reporting Framework, linking strategic intent to deliverables, team plans and performance measurements.

This plan:

- Sets out the activities, services and programs LGA will deliver over the next year.
- Outlines the initiatives planned to progress the strategic plan over the next two years.
- Ensures alignment between strategic ambitions and operational delivery.
- Supports continuous review and refinement based on member needs and external conditions.

Five pillars of the Strategic Plan:

Pillar 1 - Advocacy and Partnerships

Delivering outcomes and strengthening credibility through advocacy, partnerships and sector-led influence.

Pillar 2 - Services and Collaboration

Driving transformation through new initiatives, collaborations and services that support financial and environmental sustainability and increase productivity.

Pillar 3 - Leadership, Culture and Capability

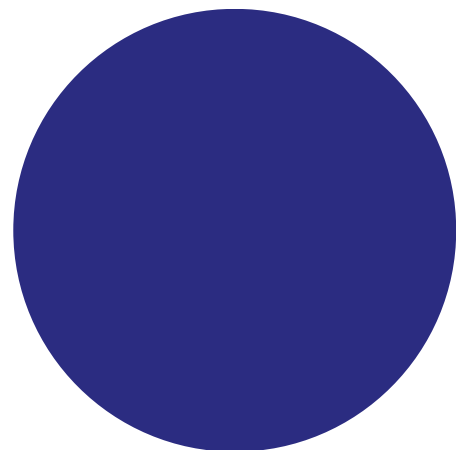
Building leadership and capability through training, resources and development opportunities.

Pillar 4 - Innovation and Technology

Leading innovation, technology adoption and growth within the organisation and across the sector.

Pillar 5 - Operational Excellence

Delivering trusted, high-performing member services through strong governance, financial management and modern systems.



Strategic Plan implementation

Successfully delivering on LGA's Strategic Plan requires a deliberate focus on organisational readiness. This means establishing early leadership alignment, clear direction and purpose, and ensuring our internal systems, resourcing and organisational and governance structures are set up for success.

The initiatives in this section represent the foundation work to embed the capability, structure and skills needed to bring the Strategic Plan to life.



Outcomes

- Ensure the organisation is equipped and aligned to deliver the Strategic Plan and Corporate Plan, through our structures and resources.
- Build internal clarity, confidence and capacity to activate strategic priorities and deliver measurable impact for members.

Initiative	2026-27	2027-28	Deliverables
Organisational structure	Implement	Monitor	Conduct an organisational review to align structure with strategic priorities and intent. Allocate resources to high-priority areas.
Stakeholder alignment, engagement and communications	Implement	Monitor	Deliver communications to engage staff, members and stakeholders in the vision and direction of the Strategic Plan.
Initiative	2026-27	2027-28	Deliverables
Capacity building and resources	Implement	Monitor	Identify skill gaps related to strategic project delivery and provide targeted training to key staff members. Develop and implement a workforce plan. Identify early funding or partnership opportunities to bolster project delivery capacity.



Snapshot 2026-2028

This is a summary of the planned initiatives over the next two years to drive delivery of LGA's Strategic Plan is below.

Corporate Plan Initiatives - Year 1: 2026-27

Project name	Funding	Est Completion
1. Delivery of LGA's Annual Advocacy Agenda	Operating	Oct 2026
2. Implement Local Government Awareness Campaign	LGR&DS	Jun 2027
3. Council Elections Program	LGR&DS	Jun 2027
4. Council Financial Sustainability Program (Yr 1 of 3)	LGR&DS	Jun 2027
5. Regional LGA Finance Service Pilot	Operating	Oct 2026
6. Shared Services Prioritisation	Operating	Jul 2027
7. HR Shared Service	Funding decision to be determined	Mar 2028
8. Legal Connect Partnership	Operating + Strategic Allocation	Mar 2027
9. Member Events and Awards Program Refresh	Operating	Dec 2026
10. CWMS Service Model Exploration	Operating + Strategic Allocation	Jun 2027
11. Regional Climate Partnerships Central Coordination	Grant	Sep 2027
12. Climate Change Support Advisor Pilot	LGR&DS	Sep 2027
13. Climate Ready Coasts Program	Grant	Sep 2029
14. Strengthening Council Capability and Leadership Program	Strategic Allocation	Jun 2027
15. CEO Induction Program	Operating	Oct 2026
16. Elected Member Mandatory Training Program	Operating	Jun 2028
17. LGA Training Program Review	Strategic Allocation	Dec 2027

Snapshot 2026-2028

Corporate Plan Initiatives - Year 1: 2026-27 (continued)

18. Online Learning Platform	Operating	Sep 2027
19. LGA Content Management System Upgrade	Operating	Jun 2027
20. LGA Website Redevelopment	Operating (One Off)	Jun 2027
21. Enhance LG Research and Development Scheme	LGR&DS	Aug 2026
22. AI and Data Pilot for LGA and Councils	Strategic Allocation	Jun 2028
23. Strengthen Cyber Security and Incident Response Capability	Operating	Jun 2027
24. Improve Corporate Systems	Operating	Sep 2027
25. Member Engagement Framework	Operating	Oct 2026
26. LGA Governance Enhancements	Operating	Dec 2027
27. Performance Framework Review	Operating	Dec 2027
28. Staff Engagement	Operating	Mar 2027
29. Leadership Development Initiatives	Operating	Jun 2027



Snapshot 2026-2028

Corporate Plan Initiatives - Year 2: 2027-28

Project name	Funding	Est Completion
7. HR Shared Service Pilot	Funding decision to be determined	Mar 2028
11. Regional Climate Partnerships Central Coordination	Grant	Sep 2027
12. Climate Change Support Advisor Pilot	LGR&DS	Sep 2027
13. Climate Ready Coasts Program	Grant	Sep 2029
16. Elected Member Mandatory Training Program	Operating	Jun 2028
17. LGA Training Program Review	Strategic Allocation	Dec 2027
18. Online Learning Platform	Operating	Sep 2027
22. AI and Data Pilot for LGA and Councils	Funding decision to be determined	Jun 2028
24. Improve Corporate Systems	Operating	Sep 2027
26. LGA Governance Enhancements	Operating	Dec 2027
27. Performance Framework Review	Operating	Dec 2027



Corporate Plan Initiatives and Services 2026-2028

Strategic Pillar 1: Advocacy and Partnerships

Through advocacy and partnerships, LGA strengthens the voice and influence of local government, supports coordinated sector positioning and improves community understanding of the role and value of councils.

Strategy 1.1 – High-impact advocacy

Deliver high-impact advocacy by leveraging research, sector knowledge and relationships to maximise policy and funding outcomes for local government.

Strategy 1.2 – Awareness and engagement

Build local government's influence by fostering awareness, partnerships and participation.

Key initiatives

Project name	Detail	Funding	Timeframe
1. Delivery of LGA's Annual Advocacy Agenda	- Develop and implement a structured, member-endorsed advocacy agenda aligned to sector priorities, with clear processes for prioritisation, decision-making and reporting. - Defined process established to add/adjust advocacy priorities. - Clear criteria for submissions adopted and applied. - Improvement in Items of business and implementation of 2025 Constitutional change (22.6).	Operating	Oct 2026
2. Implement Local Government Awareness Campaign	Deliver a coordinated statewide campaign to increase awareness of local government's role in services and programs and encourage civic participation.	LGR&DS	Jun 2027
3. Council Elections Program	Ahead of the Council elections, LGA will develop candidate guidance materials, including new online learning, council candidate session resources, and deliver a state-wide marketing campaign in collaboration with ECSA to encourage people to nominate for council.	LGR&DS	Jun 2027



Ongoing Services:

LGA will continue to:

- Maintain and implement an Advocacy Agenda aligned to Board, GAROC, SAROC and member priorities.
- Prepare and deliver State and Federal Budget submissions and targeted advocacy.
- Respond to legislation, government policy or reform that impacts councils, ensuring timely analysis and member engagement.
- Represent the sector on key state and national committees, forums and working groups.
- Provide timely, evidence-based policy and advocacy advice to the Board, President and member councils .
- Maintain strong relationships with government, media and key stakeholders
- Deliver media campaigns and strategies to raise awareness of advocacy and sector priorities.
- Coordinate sector representation through 'Nominations to Outside Bodies'
- Maintain MoU/partnership agreements with State Government agencies, including Green Industries SA, Department Treasury and Finance, Department for Environment and Water, Department for Housing and Urban Development and EPA.
- Deliver coordinated communications, media engagement and thought leadership on key sector issues.
- Support member engagement in advocacy through structured consultation and feedback mechanisms.
- Maintain a range of newsletters to share updates, resources and insights and the work of LGA and the sector, including President's Update, CEO's update and LGA Member News.
- Maintain the LG Impact Magazine and state-wide Local Councils Newsletter and website to showcase the work of local government in South Australia.
- Deliver LGA's Members Survey and Community Survey.

Strategic Pillar 2: Services and Collaboration

Through services and collaboration, LGA strengthens council capacity, improves financial sustainability and supports efficient, scalable service delivery across the sector.

Strategy 2.1 – Shared services

Develop opt-in shared service and collaborative solutions.

Strategy 2.2 – Collaboration and events

Facilitate collaboration and shared knowledge across the sector.

Key initiatives

Project name	Detail	Funding	Timeframe
4. Council Financial Sustainability Program	- Establish and deliver a coordinated program in partnership with LGFA and key stakeholders - Provide support to councils to improve financial sustainability, targeted using ESCOSA advice	LGR&DS (Year 1) Funding decision: Years 2 - 3	Dec 2029
5. Regional LGA Finance Service Pilot	Evaluation of regional LGA financial management services (provided 2025-26) to improve capacity and best practice.	Operating	Oct 2026
6. Shared Services Prioritisation	- Improve sector sustainability and efficiency by strengthening and increasing shared service models across councils. - Structured engagement to be undertaken with councils to identify shared service needs, appetite and scale. - Co-design principles for shared service models agreed with councils. - Shared services options and prioritisation paper presented to the Board.	Operating	Jul 2027
7. HR Shared Service Pilot	- Support councils to address current and emerging workforce challenges by testing an on-demand HR support service model. - Pilot HR support service be designed and delivered to participating councils with council uptake, effectiveness and cost model to be evaluated.	Funding decision TBD	Mar 2028

Strategic Pillar 2: Services and Collaboration

Key initiatives

Project name	Detail	Funding	Timeframe
8. Legal Connect Partnership	• Ensure member councils continue to receive high quality, cost effective legal and governance support aligned to sector needs. • Review of the Legal Connect partnership to be completed with performance, member use and value for money assessed. • Future service model and SLA arrangements determined.	Strategic Allocation	Mar 2027
9. Member Events and Awards Program Refresh	• Review of member events program completed with LG Professionals SA, with any changes to be member-led to ensure maximum impact and value.	Operating	Dec 2026
10. CWMS Service Model Exploration	• Assess feasibility of an LGA-led CWMS service, including options for expanded technical advice, asset management support and shared procurement. • Governance and funding model developed with recommendations provided to the Board.	Operating + Strategic Allocation	Jun 2027



11. Regional Climate Partnerships Central Coordination	Support regional climate partnerships and seek to extend the model through Climate Ready Alliances.	Grant	Sep 2027
12. Climate Change Support Advisor Pilot	Provide members with climate readiness capability.	LGR&DS	Sep 2027
13. Climate Ready Coasts Program	Support member coastal councils to prepare a Coastal Hazard Adaptation Plan with funding and capability building, supporting preparation of a Prioritisation Framework for the SA coast. Supported by an expert panel to provide an assurance function.	Grant	Dec 2029

Ongoing Services:

LGA will continue to:

- Manage and administer major grant-funded programs, including Special Local Road Program, Community Wastewater Management Scheme Program and LG Research and Development Program.
- Maintain the capabilities of the Local Government Functional Support Group (LGFSG) to support councils and control agencies in emergencies, including:
 - Development of councils' emergency management capability through training, webinars, and information sharing.
 - Support councils through a 24/7 LGFSG State Duty Officer.
- Maintain strong partnerships with Local Government Finance Authority, LG Professionals SA, local government practitioner networks, State Government and sector stakeholders.
- Deliver member conferences, events, training and forums, working with sector bodies and partners such as LG Professionals. Key activities include:
 - LGA General Meetings and Conferences
 - Roads and Works Conferences
 - Communication Professionals Conference
 - Climate Practitioner Network Forum
 - Governance Forum
- Support councils with financial sustainability, infrastructure and asset management challenges through model policies, information papers and resources.

Strategic Pillar 3: Leadership, Culture and Capability

Through leadership and capability development, LGA strengthens governance, supports elected members, CEOs and council staff.

Strategy 3.1 – Build capability and address critical skill gaps

Build leadership capability, delivery sector workforce initiatives and address critical skills.

Strategy 3.2 – Training and advice

Provide training, advice and resources to build skills and capacity.

Strategy 3.3 – Council Member support

Strengthen shared values, culture and governance to improve council effectiveness.

Key initiatives

Project name	Detail	Funding	Timeframe
14. Strengthening Council Capability and Leadership Program	- LGA will support the improvement of behavioural management and provide earlier support for councils dealing with elected member conduct issues. This Program will include: - new governance and conduct capability initiatives developed in response to the findings of the Review. - business case developed and implemented to deliver an Early Intervention Advisory Service to be operational at the start of the next Council term. - new reform pathways agreed with members, State Government, including the Office for Local Government.	Strategic Allocation	Jun 2027
15. CEO Induction Program	- Establish an induction program for new CEOs focused on building connections with key sector stakeholders and strengthening peer networks. - Delivered in partnership with LG Professionals SA, LGFA, LGA Mutual and Norman Waterhouse. - CEO forum established to provide peer connection, sector orientation and ongoing support. - Secondment/mentorship program to be scoped with LG Professionals SA.	Operating	Oct 2026

Strategic Pillar 3: Leadership, Culture and Capability

Key initiatives

Project name	Detail	Funding	Timeframe
16. Elected Member Mandatory Training Program	Elected Member mandatory training program delivered to councils.	Operating	Jun 2028
17. LGA Training Program Review	- Review of sector training needs and current offerings in partnership with LG Professionals SA to ensure alignment with both elected member and council staff needs. - LGA to also explore feasibility of micro-credentials and/or Registered Training Organisation service in line with training needs and business model.	Strategic Allocation	Dec 2027
18. Online Learning Platform	LGA to explore digital learning capability to provide flexible, accessible and scalable training opportunities. This will be informed by an assessment of council demand, and a review of the opportunities for expanded online learning (including investment options).	Operating – Success based on initiative 17	Sep 2027

Ongoing Services:

LGA will continue to:

- Provide advice and support to council staff on governance, delegations, legislation, policy topic areas, human resources, emergency management, communications, procurement, WHS, risk and liability.
- Offer and manage a catalogue of short training courses tailored to the local government sector, supported by partner providers.
- Deliver a range of tailored member forums, webinars and workshops each year, aligned to the needs of councils and the strategic priorities of the sector.
- Maintain a comprehensive suite of model policies, information papers, templates, governance resources and guidelines for councils on core local government functions – identify and prioritise opportunities to create new resources to meet council needs.
- Work in partnership with LG Professionals SA and sector bodies to participate in, and manage, a range of local government networks, Communities of Practice and other forums to share knowledge and experience.
- Host the Executive Officer, Adelaide Coastal Councils Network, position, providing support to the Network and oversight of activities.
- Share emerging research and insights from partners to members.

Strategic Pillar 4: Innovation and Technology

Foster innovation and smart solutions by enabling sector adoption of technology, enhancing data and facilitating new approaches.

Strategy 4.1 – Sector Data Use

Build sector foresight capability to anticipate risks and opportunities.

Strategy 4.2 – Innovation and Research

Advance innovation, research and digital capability.

Strategy 4.3 – AI and Emerging Technologies

Strengthen digital transformation through artificial intelligence, data and emerging technologies.

Key initiatives

Project name	Detail	Funding	Timeframe
19. LGA Content Management System Upgrade	LGA is upgrading the existing Squiz platform to Squiz DXP to improve service delivery, enhance user experience and provide councils with more effective online tools and services.	Operating (One Off)	Jun 2027
20. LGA Website Redevelopment	- To improve member experience LGA's website is being redeveloped to ensure we can continue to provide easily-accessible online resources, tools and information for members. - As part of this project, digital knowledge hubs will be established by topic to provide councils with curated resources, tools and guidance.	Operating (One Off)	Jun 2027
21. Enhance LG Research and Development Scheme	- LGA is strengthening the strategic impact of the LGA Research and Development Scheme to better support innovation and sector priorities. - This will include improved project evaluation and transparency of the Scheme and enhance the ways LGA communicates and engages with members on the outcomes of projects.	LGR&DS	Aug 2026

22. AI and Data Pilot for LGA and Councils	• LGA will explore the use of artificial intelligence and data to improve our organisational efficiency and also support better outcomes for members. • An AI pilot project to support internal productivity and build our internal capability will be the first step in this project. • A business case on ways to use broader council data and the application for this is proposed.	Funding decision TBC	Jun 2028
---	--	-------------------------	----------

Ongoing Services:

LGA will continue to:

- Maintain the Squiz Platform and My Local Services App, providing councils with reliable, accessible digital tools to support service delivery, communication and community.
- Manage and administer the LG Research and Development Scheme, including governance, grant rounds and reporting.
- Facilitate collaboration on emerging issues, including webinars and information from partners.
- Maintain engagement with key partners, including LGISTA, LGRS and Australian Government agencies involved Cyber Security.



Strategic Pillar 5: Organisational Excellence

As a member-based organisation, we prioritise building a high-performing, values-led and member-focused organisation that can be responsive to the evolving needs of the sector.

Strategy 5.1 – Member Engagement

Strengthen member engagement and representation.

Strategy 5.2 – Organisational Capability

Build organisational capacity and capability to drive excellence and adaptability.

Strategy 5.3 – System Improvements

Modernise systems to improve service delivery.

Key initiatives

Project name	Detail	Funding	Timeframe
23. Strengthen Cyber Security and Incident Response Capability	- LGA will strengthen our cyber security capability to protect systems, data and operations and ensure we are capable of rapid response to emerging threats and vulnerabilities. - This includes ongoing investment staff training and continuous improvement in internal practices to support secure systems and data protection.	Operating - Success based on initiative 21	Jun 2027
24. Improve Corporate Systems	- LGA relies on effective systems to support how we work, engage and communicate with the sector. Enhancing our corporate systems, including member management (CRM) capability, will improve information capture, strengthen engagement and enable more efficient, coordinated and responsive service delivery. - Development of a corporate ICT systems plan will provide a clear roadmap for potential investment, integration and improvement of systems, ensuring they are aligned to organisational priorities, support service delivery and enable more effective use of technology.	Operating	Sep 2027

25. Member Engagement Framework	Establish a consistent, sector-wide approach to member engagement to strengthen LGA's connection with members, improve our responsiveness and ensure member voice is reflected across LGA activities. This project will involve a more structured member visit and engagement program and development of clear consultation and feedback pathways.	Operating	Oct 2027
26. LGA Governance Enhancements	Review LGA's Governance structures for future fit for purpose, aligned with service complexity and Strategic Plan implementation, including its Constitution and ancillary documents.	Operating	Dec 2027
27. Performance Framework Review	- Review LGA's performance framework to ensure it supports high performance, accountability and organisational outcomes. - Implement an updated framework supported by clear guidance for managers.	Opearting	Dec 2027
28. Staff Engagement	- Strengthen organisational culture, wellbeing and employee experience. - Support engagement, retention and organisational performance.	Operating	Mar 2027
29. Leadership Development Initiatives	- Implement leadership development initiatives to further strengthen leadership across the organisation. - Targeted leadership development opportunities focused on strategic leadership, people management, collaboration and organisational culture. - Establish consistent leadership expectations aligned with LGA's values and strategic priorities.	Operating	Jun 2027



Ongoing Services:

LGA will continue to:

- Ensure resolutions and Items of Business from LGA General Meetings, LGA Board, GAROC and SAROC are completed or remain on track.
- Provide governance, executive support and coordination of all sub-committees including GAROC, SAROC, CEO Advisory Group and LGA's Audit and Risk Committee.
- Coordinate and administer election process for LGA Office Bearers to the Board, GAROC and SAROC. Refresh and deliver induction program for Office Bearers post- election.
- Provide finance and corporate support to the organisation, including providing regular reporting to the LGA Board and managers, undertaking regular budget reviews, regularly reviewing financial controls and meeting statutory reporting requirements.
- Support LGA staff to implement the corporate policies and systems, including Project Management and Grant Management Frameworks.
- Run a rolling program of internal and external audit.
- Embed LGA values in the workplace to strengthen a positive and high-performing culture, supported by a reward and recognition program and a clear performance management framework that reinforces expectations and accountability.
- Maintain ICT infrastructure and services for LGA.
- Implement and report progress toward LGA's Climate Commitment Action Plan.
- Implement actions under LGA's Reconciliation Action Plan.
- Manage LGA's website and social media accounts.



Annual organisational performance measures

LGA's progress in the implementation of its Corporate Plan is monitored through quarterly reporting to the LGA Board. Quarterly reports monitor progress against the objectives and KPIs in this plan and sit alongside other quarterly reports to track progress and budget.

Risk Management

LGA recognises the importance of assessing and addressing potential risks to ensure we can successfully achieve our business planning objectives. We conduct regular reviews and monitoring of both our operating and strategic risks to proactively manage any potential challenges that may arise. Risks are tracked across the following categories:

- Strategic misalignment or member disengagement
- Service Delivery and Service Expansion related risks
- Reputational-related risks
- Governance and Compliance Risks
- Financial risks
- Technology, data and cyber threats
- Workforce capacity and continuity

LGA has recently reviewed and updated its Risk Appetite, Risk Tolerance and Risk Management Framework and will be reviewing and updating its risk registers and treatment planning during 2026-27 to ensure alignment with the current and emerging risk environment, aligned with the Strategic and Corporate Plans and operating environment.

LGA subsidiaries LGA Procurement

LGA Procurement delivers professional procurement services to councils, helping reduce costs, save time, manage risk and streamline procurement processes.

Through aggregated contracts, prequalified panels and tailored procurement support, LGA Procurement enables councils to access high-quality goods and services while meeting their obligations.

LGA Procurement's panel arrangements are designed to make procurement simple, compliant and cost-effective. The more councils that use these collective arrangements, the greater our bargaining power – delivering even better value back to the sector. The team regularly review panels to ensure they remain relevant and continue to meet councils' needs.

Not all councils have the in-house capacity or specialist skills to run complex procurement processes. LGA Procurement offers independent, bespoke procurement services to support councils in managing procurement and probity risks, helping achieve the best possible outcomes with confidence.

LGA Procurement recognises the important role of suppliers in the local government to deliver services. That's why the team actively engage with the supplier market – to understand capability, shape fit-for-purpose offerings and make it easier for suppliers to work with councils.

Beyond transactional services, LGA Procurement are focused on building procurement capability across the sector. They provide training, resources and advice to help councils embed good practice and lift internal skills and knowledge.

Procurement is core business. The team are committed to continuously improving services and systems, learning from customers and sector experts to ensure they remain responsive, innovative and aligned with local government needs.

LGA subsidiaries

LGA Mutual

LGA Mutual provides unique cover and risk services tailored for South Australian councils. Through its two core products, the Workers Compensation Scheme and the Mutual Liability Scheme, LGA Mutual offers integrated, cost-effective alternatives to commercial insurance, backed by expert support and a strong focus on prevention and continuous improvement.

As a wholly owned subsidiary, LGA Mutual provides councils with:

- Stable contributions, not subject to the volatility of commercial insurance markets
- Extensive cover, purpose-built to meet local government needs with minimal exclusions
- Very low excess, including management support for under excess claims
- Tailored risk services, designed to align with each council's operational environment and risk profile.

LGA Mutual's Workers Compensation Scheme provides councils with a sector-managed, self-insured solution under licence from ReturnToWorkSA.

Established in 1986, the scheme offers a financially sustainable alternative to traditional workers compensation insurance, with all South Australian councils participating.

To maintain self-insurance status, LGA Mutual complies with the Return to Work Act 2014, meeting the Self-Insured Performance Standards and Code of Conduct set by ReturnToWorkSA. Councils are supported through expert claims management, return-to-work services, and proactive workplace health and safety advice and programs delivered within a continuous improvement framework.

LGA Mutual's Mutual Liability Scheme supports councils in managing civil liability risks by offering integrated protection, specialised claims management and legal services, designed for the local government environment. This product provides councils with specialised claims management, tailored and data-informed risk management advice, cost-effective protection specific to local government and support for the local government risk profile.

These services are provided by Local Government Risk Services under a service agreement.

As a mutual organisation, LGA Mutual returns surpluses to members, including through reinvestment in improved services, tools and member support. Its model empowers councils to manage risk proactively – protecting people, finances and reputation while building long-term resilience. Through LGA Mutual offerings, councils have access to trusted, sector-specific expertise and a shared commitment to support South Australian councils.



2026-27 Budget

Operating Result

LGA's operating result is derived from two main areas being LGA Operations (operating activities) and LGA Project and Grant Administration Activities.

LGA is budgeting for a (deficit) from LGA Operations of (\$35,000) and a (deficit) from Project and Grant Administration Activities of (\$471,000), funded from project reserves.

This represents an overall budgeted operating deficit of (\$506,000).

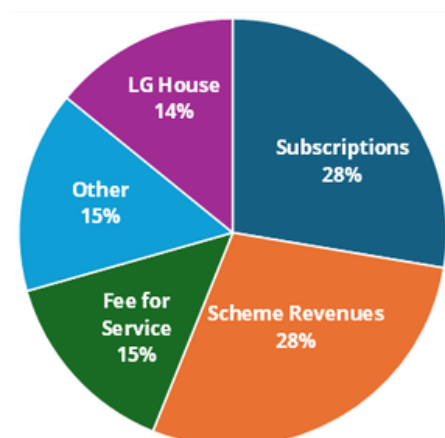
The budgeted deficit of (\$35,000) from LGA Operations includes non-recurrent items such as the LGA Website upgrade project, without which LGA has an underlying surplus position of \$80,000. This is outlined in more detail in LGA's 2026-27 Long Term Financial Plan.

Operating activity	\$'000
Total income	11,291
Less	
Employee costs	(6,582)
Operating expenditure	(4,147)
Depreciation	(597)
Net Deficit	(35)

Project activity	\$'000
Grant income	4,145
Plus other income	75
Less	
Employee costs	(1,280)
Other expenditure	(3,411)
Net Deficit*	(471)

* The net deficit from project activity represents expenditure of project funding received and recognised in prior years, including Research and Development Scheme Grants and Coastal Adaptation Grants. These grants, whilst they are processed through the income Statement due to their nature, do not impact LGA Operations result and are held on the Balance Sheet in the form of Revenue Received in Advance until spent.

LGA also administers other types of grants, such as CWMS, which by their nature are not reported through the Income Statement and are managed separately on the Balance Sheet in the form of current liabilities.



LGA Operations

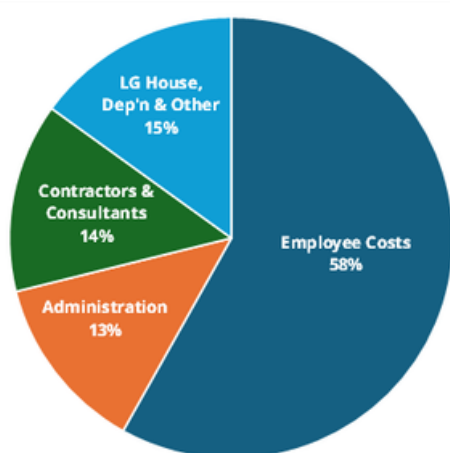
LGA Operations are the recurrent operational services provided directly by LGA, funded through member subscriptions and other operating revenue.

Operating Revenue

Revenue from LGA Operations is budgeted to increase by \$65,000 (0.6%) in 2026-27, from a revised budget in 2025-26 of \$11.23 million to \$11.29 million.

LGA's operating revenue is derived from several sources:

- **Subscriptions \$3.11 million** - \$145,000 (4.9%) increase. Membership subscriptions paid by member councils to LGA. Increase in line with Adelaide March CPI. Subscriptions assist with the support of LGA services to the sector with total budgeted member subscriptions being apportioned to members based on relative population and revenue of each member council.
- **Scheme revenue \$3.20 million** - \$84,000 (2.7%) increase. Contributions received through LGA Mutual and Local Government Risk Services (LGRS) from the Workers Compensation Scheme, Mutual Liability Scheme, Assets Mutual Fund and other risk services provided to councils.
- **Fee-for-service \$1.63 million** - \$51,000 (3.2%) increase. Revenue from education and training courses, forums and events, sponsorship, web services and other shared services is generally budgeted to increase by 4.5%. This is offset by a reduction in LG Training short course income to better reflect recent actual results.
- **Rebates \$300,000** - \$15,000 (4.8%) decrease. Includes rebates from Norman Waterhouse Lawyers in relation to legal training and services provided to councils. The budgeted decrease reflects anticipated revenue reduction from the HR subscription library due to lower-than-expected take-up.
- **Grants & Contributions \$20,000** - \$0 (0.0%) increase. The \$20,000 represents an annual contribution to the LGA to support the State Local Government Infrastructure Partnership (SLGIP) administration and management.
- **LG House \$1.59 million** - \$94,000 (6.3%) increase – Includes tenancy rental income from the leasing of floor space at LG House on levels one, two and three and reflects recent renegotiation and renewal of leases and the expiry of initial rental rebate enticements.
- **Interest Received \$247,000** - \$100,000 (28.7%) decrease. Includes interest received on the SLGIP loan, which is \$92,000 lower than the prior year due to the reduction in the loan, offset by an equivalent reduction in SLGIP interest expense.
- **Other Income \$1.20 million** - \$194,000 (13.9%) decrease – Includes [WR1] [WR2] [TA3] annual 'distribution' of \$50,000 from LGA Procurement and reimbursements from tenants in relation to LG House outgoings as well as other reimbursements including the current TTEG litigation. The budgeted decrease mainly reflects the one off increase in LGA Procurement distribution in 2025-26 returning to the standard level and a reduction in reimbursement income relating to the TTEG legal dispute, which is offset by an equivalent decrease in expenditure.



Operating Expenditure

Expenditure from LGA Operations is budgeted to increase by \$274,000 (2.48%) in 2026-27, from \$11.05million to \$11.33 million.

The majority of expenditure for LGA Operations is employee costs, along with administration costs, consultant expenditure, and maintenance and depreciation associated with LG House, as follows:

- **Employee Costs \$6.58 million** - \$566,000 (9.4%) increase. All staffing costs and on-costs associated with LGA operations and shared services and Board and Committee Member allowances. Staffing costs and provisions are budgeted to increase by 3.5% - 4% in 2026/27. The majority of the increase reflects the filling of vacancies from 2025/26, with other contributing factors being the addition of an Independent Member of the Audit Committee, and new roles in WHS, Advocacy and Communications, partially offset by reductions in other roles.
- **Administration costs \$1.47 million** - \$70,000 (5.0%) increase. Includes office expenses, software licensing, and costs associated with supporting activities and shared services, including web hosting, events, training and forums. The budgeted increase mainly relates to the biennial Communications Conference being hosted in 2026–27 partially offset by conference income and various savings in software licencing.
- **Contractors and Consultants \$1.57 million** - \$317,000 (16.8%) decrease. Includes contractors and consultants engaged for policy development, training, legal advice, content management software and other consultancy services. The reduction is mainly due to lower expenditure on the TTEG legal claim, the triennial award review, and speakers for LGA training courses.
- **Property Expenses and Depreciation \$1.44 million** - \$66,000 (4.4%) decrease. Depreciation and maintenance costs associated with the maintenance, cleaning and occupancy of LG House. Budgeted decrease reflects additional maintenance costs undertaken in 2025/26.
- **Finance Costs \$127,000 - \$92,000 (41.9%) decrease.** Budgeted decrease in (grant funded) interest expense related to the SLGIP loan offset by an equivalent decrease in SLGIP interest income, in line with the scheduled repayments and principal reduction, with no net impact on LGA's operating result.
- **Other Expenses \$641,000 - \$5,000 (0.8%) decrease.** Includes travel costs, subscriptions and venue hire.
- **Overhead Allocation Credits (\$509,000) - \$1,000 (0.2%) increase.** **Overhead** allocations represent recovery of operational costs associated with management of LGA grant funded projects and on charging of costs to LG Professionals, LG Mutual and LG Procurement for use of LGA systems and resources and for LGA services. The costs are incurred by LGA and the on-charged as a recovery.

LGA Project Activities

LGA Project Activities include externally grant funded projects and positions as well as the administering and auspicing of grant programs such as the Research and Development Scheme, Community Wastewater Management Scheme, Special Local Roads Program, Coastal Adaptation Grants and various other grant allocations and programs.

Some of the grant programs, such as the Research and Development Scheme and Coastal Adaptation grants are directly managed by LGA with grant funding, grant management costs and grant allocations being processed through LGA's income statement. These are categorised as LGA Controlled Projects.

Other Grants, such as the CWMS Program are administered by LGA on behalf of the State/Federal Government (or another funding body) and are recorded through the Cash Flow and Balance Sheet only, aside from a portion attributable to administrative costs on a cost recovery basis. These are categorized as LGA Administered Projects.

Major Grant Funded Projects

LGA is budgeting to receive the following grant funding for major programs and projects in 2026-27.

LGA Controlled Projects

Local Government Research and Development Scheme - \$2.6 million

An estimated \$2.5 million is budgeted to be received in 2026/27 to be added to Research & Development Scheme funds, to be allocated approved initiatives, and innovative projects funded via a competitive grant round and assessment process.

SA Climate Ready Coasts – \$2.2 million over three years

LGA is nearing completion of the first stage of this federally funded program, which has been supplemented by contributions from the SA Coast Protection Board and the Local Government Research and Development Scheme, bringing total funding to nearly \$4.0 million. The next stage is funded through to 2029, with an additional \$2.2 million provided through the Disaster Ready Fund. The LGA is due to receive \$330,000 of grant income in 2026-27.

Other grants – \$1.091 million

LGA oversees and administers various short-term grants to deliver benefits to member councils. The budget for 2026-27 includes the Adelaide Coastal Councils Network, the Climate Ready Regions SA project, and the Regional Climate Partnership. The balance also includes \$815,000 representing the portion of CWMS expenditure controlled by LGA

LGA Administered Projects

Community Wastewater Management Scheme - \$5.344 million

The Community Wastewater Management Scheme is a ten-year, \$47million dollar agreement with the state government for the delivery of infrastructure in communities to effectively manage and treat wastewater, improving the health and wellbeing of communities. Funds are held and distributed to approved projects following rigorous assessment and design requirements. 2026-27 represents the last year of the current agreement with renewal negotiations currently occurring.

Capital Investment

LGA will continue with capital maintenance and upgrades at Local Government House in 2026-27. Additionally, a ten year forward asset plan is being developed based on condition assessment work and future tenancy requirements which will further inform LGA's Long Term Financial Plan.

Local Government House upgrades

The office accommodation market is competitive, and to maintain an effective position in the rental and tenancy market, LGA must maintain Local Government House to a high standard. LGA receives \$1.59 million from tenants each year for rent, and this revenue contributes to various capital works and ongoing building improvements.

The following projects are included in next year's budget.

- \$150,000 – Exterior building upgrades, including portions of exterior building cladding.
- \$126,000 – Remaining capital investment in the Squiz DXP upgrade
- \$70,000 – Motor Vehicles, ongoing management of LGA Fleet
- \$50,000 – IT asset renewal program and AV upgrades to meeting rooms
- \$50,000 – Miscellaneous building maintenance, compliance and fit out works
- \$40,000 – Building Management System Replacement, Level 1 LG House

Budgeted Statements 2026-27

LGA Income Statement (\$'000)	Budgeted – 30 June 2027 \$'000	Forecast – 30 June 2026 \$'000	Actual – 30 June 2025 \$'000
REVENUE			
LGA Operations			
Subscriptions	3,106	2,961	2,820
Scheme Revenues	3,199	3,115	2,994
Fees and Service Charges	1,630	1,579	1,712
Rebates Received	300	315	283
Grants, subsidies and contributions	20	20	20
Rent - Property	1,589	1,495	1,419
Interest	247	347	489
Other Income	1,199	1,393	1,275
	11,290	11,225	11,012
LGA Projects			
Fees and Service Charges	5	5	17
Grants, subsidies and contributions	4,145	4,404	4,770
Other Income	70	70	71
	4,220	4,479	4,858
TOTAL REVENUE	15,510	15,704	15,870
EXPENDITURE			
LGA Operations			
Employee costs	6,582	6,016	5,718
Administration Costs	1,472	1,402	1,173
Contractors and Consultants	1,571	1,888	1,833
Property Expenses	845	911	845
Grants and Contributions	–	–	–
Depreciation	597	597	553
Finance costs	127	219	308
Other Expenses	641	646	784
Overhead Allocations	(509)	(510)	(489)
	11,326	11,169	10,725
LGA Projects			
Employee costs	1,280	1,620	1,033
Administration Costs	44	23	49
Contractors and Consultants	610	1,748	1,055
Grants and Contributions	2,210	2,489	1,252
Other Expenses	321	243	131
Overhead Allocations	226	265	266
	4,691	6,388	3,786
TOTAL EXPENDITURE	16,017	17,557	14,511
OPERATING SURPLUS (DEFICIT)	(507)	(1,853)	1,359
NON OPERATING ITEMS			
Net Gain (Loss) on Sale of Assets	(100)	–	11
Gain (Loss) on Revaluation of Investments	395	–	936
NET SURPLUS (DEFICIT)	(212)	(1,853)	2,306
OTHER COMPREHENSIVE INCOME			
Revaluation Increment (Decrement) of Operating Land and Buildings	312	–	956
TOTAL COMPREHENSIVE SURPLUS (DEFICIT)	100	(1,853)	3,262

Statement of Financial Position (\$'000)	Budgeted – 30 June 2027 - \$'000	Forecast – 30 June 2026 - \$'000	Actual – 30 June 2025 - \$'000
CURRENT ASSETS			
Cash and Term Deposits	13,851	23,720	23,813
Prepayments	414	400	370
Debtors and Accrued Revenue	4,212	4,015	3,013
SLGIP Financial Asset	2,792	2,698	2,608
Total Current Assets	21,269	30,833	29,804
NON-CURRENT ASSETS			
Office Equipment and fitout	801	902	1,122
Motor Vehicles	100	89	124
Land and Building (LG House)	12,598	12,333	12,683
Intangible and Other	281	322	296
Investment Properties	16,277	15,818	15,818
SLGIP Financial Asset	–	2,792	5,490
Total Non-Current Assets	30,057	32,256	35,532
TOTAL ASSETS	51,326	63,089	65,336
CURRENT LIABILITIES			
Creditors and Accrued Expenses	2,391	2,315	3,431
Employee Provisions	735	710	843
Loans	2,792	2,698	2,608
Other	14,318	24,074	20,451
Total Current Liabilities	20,236	29,797	27,333
NON-CURRENT LIABILITIES			
Employee Provisions	175	169	133
Loans	–	2,792	5,490
Total Non-Current Liabilities	175	2,961	5,623
TOTAL LIABILITIES	20,411	32,758	32,956
NET ASSETS	30,915	30,331	32,380
EQUITY			
Retained Earnings	13,821	10,361	14,135
Profit/Loss including projects	12,799	12,179	12,179
Revaluation and Project Reserves	4,295	7,791	6,066
TOTAL EQUITY	30,915	30,331	32,380

LGA Statement of Cash Flows (\$'000)	Budgeted – 30 June 2027- \$'000	Forecast – 30 June 2026 - \$'000	Actual – 30 June 2025 - \$'000
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts			
Operating Receipts	11,098	10,724	13,707
Receipts From Grants	12,092	11,246	10,684
Investment Receipts	234	344	490
Payments			
Operating Payments	12,961	15,497	11,542
Grant Payments	17,210	4,082	1,718
Finance Payments	127	219	308
Net Cash Flow From Operating Activities	(6,874)	2,516	11,313
CASH FLOW FROM INVESTING ACTIVITIES			
Receipts			
Sale of Assets	30	–	20
Grants & Capital Contributions	–	–	–
Payments			
Asset Renewal / purchase	516	–	1,435
Net Cash Flow From Investing Activities	(486)	–	(1,415)
CASH FLOW FROM FINANCING ACTIVITIES			
Receipts			
Proceeds from Borrowings	–	–	–
Payments			
Repayment of Borrowings	2,698	2,608	2,521
Net Cash Flow From Financing Activities	(2,698)	(2,608)	(2,521)
NET INCREASE (DECREASE) IN CASH	(10,058)	(92)	7,377
Opening Cash & Cash Equivalents	23,910	23,813	16,436
CLOSING CASH & CASH EQUIVALENTS	13,852	23,721	23,813

Financial Ratios

The following financial sustainability ratios are used to monitor the financial performance of LGA in its Long-Term Financial Plan. The table below shows how the budget aligns with the targets.

	Budget 2026-27	Target Range	Result
Operating Surplus Ratio - LGA Operations	(0.3%)	1% to 3%	✗
Liquidity (Quick) Ratio	1.03	>1.25	✗
Net Financial Liabilities Ratio	(5.5%)	>60%	✓
Subscription Reliance Ratio	27.4%	15% to 45%	✓
Project Reserve Coverage Ratio	0.84	>1.0	✗
Asset Sustainability Ratio	86.5%	75% to 175%	✓

The operating Surplus Ratio of (0.3%) reflects the budgeted operating deficit of \$35,000 for 2026-27. This includes non-recurrent expenditure on the website upgrade without which LGA has an underlying operating surplus of \$80,000 which would equate to a positive ratio of 0.7%.

The liquidity ratio of 1.03 is an improvement over previous years and trends in the right direction over the LTFP forecasts, however when considered in conjunction with the Project Reserve Coverage Ratio of 0.84, this indicates potential liquidity risk reflecting that LGA would need to borrow around \$2.9 million if all grant reserve funding was to be called on and utilised.

These ratios emphasise the importance of maintaining appropriate operating surpluses and appropriate levels of cash generated from operations.



148 Frome St
Adelaide SA 5000

GPO Box 2693
Adelaide SA 5001

(08) 8226 2000

lgasa@lga.sa.gov.au

lga.sa.gov.au



Helping local government
build stronger communities.