



Local Government Association
of South Australia

LGA 25

Strategic Plan 2021-2025

Advocate

*Achieve greater
influence for local
government*

Assist

*Build the capacity of
member councils*

Advance

*Facilitate continuous
improvement in local
government*

Achieve

Embed best practice governance and operations to enable the LGA to provide value to members



The voice of local government.

Message from the President

It is often said that councils are the level of government closest to the community, and work best when they genuinely engage with the communities they serve.

The same can be said of the LGA. The LGA exists for its member councils - and works best when it is close to its members, and listens to and represents their interests.

As the voice of local government, the LGA provides leadership, support, representation and advocacy on behalf of South Australian councils, for the benefit of the community.

Just as councils are about more than roads, rates and rubbish, so too the LGA is about more than just advocacy. In addition to achieving greater influence for local government, the LGA plays a critical role in strengthening the capacity of councils and driving innovation that prepares our sector for the future.

With the implementation of once-in-a-generation local government reforms just around the corner, the role of the LGA in practically assisting its members, avoiding unnecessary duplication and finding smarter ways to operate is more important than ever.

As we do this, the LGA needs to continually ensure its own house is in order, lead by example in its operations and governance, and demonstrate social and environmental responsibility.

This Strategic Plan has been developed with strong input from our members – from those who sit on our Board and committees, to council members, CEOs and frontline staff from around South Australia.

Thank you to those who continue to take the time to let us know how we can work together to do great things for our communities.



Mayor Angela Evans

LGA President

March 2021



About the LGA

The Local Government Association of South Australia (LGA) is the peak body for local government in South Australia. The LGA provides leadership and services to councils, and represents the sector to State and Federal governments and other key stakeholders. Membership of the LGA is voluntary, but all 68 of South Australia's councils are members.

The Association also provides competitive procurement and indemnity (insurance) services to councils through two separate commercial entities, LGA Procurement and LGASA Mutual.

The LGA is governed by a Board of Directors and supported by a secretariat based in Local Government House in Adelaide. The 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 www.lga.sa.gov.au.

About the Strategic Plan

The LGA's Strategic Plan outlines how the LGA will prioritise its resources in meeting the needs of its member councils. The plan does not detail everything that the LGA is involved in, rather it identifies the strategic outcomes that the LGA will focus on over the next four years.

The Strategic Plan is a plan for the Association and not a plan for councils. It contains strategies that will advance the interests of local government in South Australia and progress the objects outlined in the LGA Constitution.

The Strategic Plan informs the LGA's work plans and budgets, as well as the Strategic and Annual Business Plans of subsidiaries and Board committees. The LGA's progress in achieving the outcomes sought by this plan is monitored through quarterly and annual reporting.

The Strategic Plan was developed with input from member councils, the LGA Board, GAROC and SAROC Committees, the LGA's Audit and Risk Committee and LGA staff. This happened through workshops and formal consultation processes, as well as through the regular feedback the LGA receives from members through its annual member's survey.



LGA's Integrated Planning and Reporting Framework



LGA's Governance Framework

The LGA is governed by a Board of Directors, which receives input on policy issues from the Greater Adelaide Region of Councils (GAROC) and South Australian Region of Councils (SAROC). GAROC and SAROC are committees of the LGA Board that provide regional advocacy, policy initiation and review, leadership, engagement and capacity building in the regions. The LGA Board also receives advice from its Audit and Risk Committee, CEO Advisory Group and the LGA secretariat.

Each year, the LGA holds an Ordinary General Meeting (OGM) and an Annual General Meeting (AGM). The purpose of those meetings is for member councils to determine the policy direction of the LGA via items of business that are of strategic importance to local government.

The LGA secretariat, led by the CEO, has responsibility for implementing the direction established by the LGA Board and by members through General Meetings.

The LGA's commercial entities – LGA Procurement and LGASA Mutual – are both governed by their own Board of Directors that report to the LGA Board.

Those roles and responsibilities are summarised below.

Role	Leading body
Strategy and Governance <i>Where we are going</i> <i>Decisions and rules</i>	LGA Board LGASA Mutual Board LGA Procurement Board
Policy <i>What we stand for</i>	Member councils via: <ul style="list-style-type: none">• GAROC and SAROC Committees• AGM and OGM
Advice <i>Informing how we operate</i>	CEO Advisory Group Audit and Risk Committee LGA secretariat
Operations <i>Delivery of advocacy and services</i>	LGA secretariat
Measurement <i>Determining success</i>	Member councils

Context

The key considerations that form the context for this Strategic Plan include:

- Social and economic impacts of COVID-19, heightening the role of councils in driving local economic development and community wellbeing.
- Implementation of the Local Government Review Bill, and changes that will enhance council governance and operations.
- Financial sustainability for councils, including their critical roles in providing and maintaining infrastructure and community assets.
- Federal, State and Local Government elections scheduled for 2022, including proactively influencing national and state policy agendas and partnering with government in the implementation of new directions.
- Technological change, presenting new opportunities and increasing risks.
- The ongoing impacts of climate change and evolving responsibilities for local government in emergency management.
- Implementation of planning reforms and achieving positive planning and design outcomes in communities.

Vision

For South Australian councils to work together as willing and trusted partners in government, for the benefit of our communities.

Mission

To provide leadership, support, representation and advocacy on behalf of South Australian councils.

Values and Behaviours





- SA councils -
PART
- of your -
EVERY
DAY.

Strategy 1:

Advocate

Achieve greater influence
for local government

The LGA will achieve greater influence for local government through a strategic and evidence-based approach to advocacy, partnering with state and federal government wherever possible, and by raising the profile of local government.

The LGA's advocacy will help councils to provide high quality services, facilities and operations that meet the needs of communities, while driving downward pressure on rates. As the voice of local government, the LGA's advocacy will inform awareness campaigns that shine light on the role and value of local government to communities.

The LGA's success in advocacy is built upon being close to members and understanding what is important to them.

Outcomes

- 1.1 We are close to our members, seek their feedback and represent them with evidence-based advocacy on issues that matter.
- 1.2 Governments rely on our proactive contribution to policy and legislation that impacts councils, leading to better outcomes for communities.
- 1.3 Communities understand and value the services provided by local government, and are encouraged to participate in council processes.

Prioritise and measure

Key priorities, along with targets and measures to monitor and report on the LGA's performance against these outcomes will be set each year in our suite of operational and committee plans, including:

- Annual Business Plan
- Advocacy Plan
- SAROC and GAROC Annual Business Plans
- Communications Strategy
- Engagement Plan.

Strategy 2:

The LGA will continue to provide resources, services and advice that assist councils. Through these services and by working together as a united local government sector, councils will be able to achieve more with less, leading to better outcomes for their communities.

The LGA will continue to assist council staff and elected members in core areas including policy and governance, training, web services, emergency management, communications, procurement, and mutual indemnity (insurance). Recent changes within our sector, including the implementation of local government reforms and strengthening financial sustainability in the context of growing cost pressures present opportunities for the LGA to further assist its members.

The LGA's Assist services, which enable the sharing of knowledge and experience between councils, will help drive an effective and efficient local government sector.

Assist

Build the capacity of member councils

Outcomes

- 2.1 We are close to our members and understand their capacity and capability needs.
- 2.2 Councils draw upon our resources, services and advice in order to save time and money, and reduce risk.
- 2.3 Councils are engaged in addressing sector-wide priorities, including local government reforms and achieving greater financial sustainability.
- 2.4 We leverage grant funding for the benefit of councils, and their communities.

Prioritise and measure

Key priorities, along with targets and measures to monitor and report on the LGA's performance against these outcomes will be set each year in our suite of operational, committee and subsidiary plans, including:

- Annual Business Plan
- Assist Plan
- SAROC and GAROC Annual Business Plans
- LGASA Mutual Strategic Plan
- LGA Procurement Strategic Plan



Strategy 3:

The local government sector is continually innovating to prepare for the future and place downward pressure on rates.

The LGA will facilitate continuous improvement for the sector through thought leadership and research about the future of local government, and by developing new partnerships and services that respond to emerging needs, and help drive innovation.

The LGA will assist councils understand their relative strengths through performance measurement and reporting. Technology presents an opportunity for the sector to innovate and better connect with communities, and take action to manage evolving cyber risks.

Advance

Facilitate continuous improvement in local government

Outcomes

3.1

We research and communicate on emerging issues for councils and their communities.

3.2

New partnerships and services help councils innovate and prepare for the future.

3.3

We provide access to systems that provide councils with the evidence base for continuous improvement.

3.4

The local government sector maximises the use of emerging technology, while effectively managing cyber risks.

Prioritise and measure

Key priorities, along with targets and measures to monitor and report on the LGA's performance against these outcomes will be set each year in our suite of operational, subsidiary and corporate plans, including:

- Annual Business Plan
- Advocacy Plan
- Communications Strategy
- Engagement Plan
- LGASA Mutual Strategic Plan
- LGA Procurement Strategic Plan

Strategy 4:

The LGA's ability to serve its members relies upon strong organisational foundations in areas such as financial management and people and culture, and the agility that comes from our size and structure as a member based association.

Improvements in corporate systems will be important to better monitor and communicate how the LGA provides value to members.

As a leader in the local government sector, it is important for LGA to lead by example and demonstrate social and environmental responsibility in its operations.

Achieve

Embed best practice governance and operations to enable the LGA to provide value to members

Outcomes

4.1

We lead by example in the governance and operations of the LGA.

4.2

The LGA's financial sustainability is supported by a growth in revenue from value-adding member services and LGA Procurement.

4.3

We provide a safe, healthy and rewarding work environment.

4.4

Systems and technology improve LGA operations and allow us to better serve our members.

Prioritise and measure

Key priorities, along with targets and measures to monitor and report on the LGA's performance will be set each year in our suite of operational and corporate plans:

- Annual Business Plan
- People and Culture Plan
- ICT Strategy
- Long-Term Financial Plan



Monitoring and Review

Implementation of this Strategic Plan will occur through the LGA's Annual Business Plan and other operational and corporate plans, as well as via the Strategic and Annual Business Plans of subsidiaries and Board committees.

The LGA's Annual Business Plan is monitored through Key Performance Indicators, which are reported upon quarterly to the LGA Board, and annually via the Annual Report. In addition to the annual Key Performance Indicators, the following strategic measures will be used to determine the LGA's success in achieving the strategies and outcomes of this plan:

Strategic Measures	Target
Membership	<p>All South Australian councils remain members of the LGA.</p> <p>All South Australian councils remain members of the Mutual Liability and Worker's Compensation Schemes.</p>
Members perception of value	<p>Retain member perception of LGA value for money for services to the sector of at least 7/10 over a rolling three year average.</p> <p>Retain an overall value of LGA membership of an average of at least \$2Million per council over a rolling three years.</p> <p>Advocate – achieve an average value for money for advocacy services of at least 7/10 on an annual basis.</p> <p>Assist – achieve an average value for money for assist services of at least 7/10 on an annual basis.</p> <p>Advance – achieve an average value for money for advance services of at least 7/10 on an annual basis.</p>
Utilisation of LGA services	<p>All South Australian councils draw upon the resources provided on the LGA members only website.</p> <p>All South Australian councils use one or more of the LGA's value-adding member services.</p> <p>All South Australian councils use one or more services provided by LGA Procurement.</p>
Community awareness	<p>Maintain or increase the reach of the LGA's community awareness campaigns.</p> <p>Maintain or increase the community's understanding of the role of local government, as measured through the LGA's annual community survey.</p>
Financial management	<p>Income from member subscriptions to not exceed 25% of overall revenue.</p> <p>Retain operating surplus, liquidity and net financial liability ratios within the targets established by the Long Term Financial Plan.</p>



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Cooper
Pedy

Roxby
Downs



The voice of local government.