



Local Government Association
of South Australia

The voice of local government.

Annual Business Plan 2023-24

Adopted by the LGA Board
of Directors on 20 July 2023

Effective Council Meetings (Part two)
Unpacking the experiences in the room
Mayor insights and table charts



The voice of local government.

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Executive summary

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.

The LGA's Strategic Plan for 2021-25 outlines how the LGA will provide value to its members through four key strategies to:



- **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.

This Annual Business Plan outlines the actions the LGA will take over the 2023-24 financial year to achieve the outcomes sought by the Strategic Plan in the form of annual objectives, key projects, ongoing services and key performance indicators.

The Annual Business Plan also contains the LGA's pricing methodology and budget overview.

The Annual Business Plan was developed in conjunction with the annual budget, and in consultation with LGA staff, the LGA Board, GAROC, SAROC¹, Audit and Risk Committee and the member councils survey.

The LGA's objectives for 2023-24 are:

1. Effective as a peak body
2. Excel in communications
3. Lead advocacy
4. Build sector capability
5. Outcome-focused LGA administered grant programs

¹ The Greater Adelaide Region of Councils (GAROC) and South Australian Region of Councils (SAROC) are committees of the LGA Board that provide advocacy, policy initiation and review, leadership, engagement and capacity building in their respective regions.

LGA President's message

On behalf of the LGA Board, I'm pleased to present the 2023-24 Annual Business Plan, which sets out the priorities, activities and expected performance to achieve our purpose for the upcoming year.

Over the past 12 months, the LGA has had member priorities front and centre with our advice and support seen throughout the 2022 council elections, and implementation of local government reforms, including the new Behavioural Management Framework and LGA mandatory training standards, to position councils for success.

We were proud to contribute to the policy agenda across multiple topics – including infrastructure and transport, housing affordability and availability, regulatory reform, circular economy, health and wellbeing, disaster recovery sustainability and economic growth.

Our representation through advocacy was strengthened this year, and we saw tangible outcomes for the sector including the successful return of all elected members impacted by non-lodgement of campaign donation returns, quarterly presentations to State Government Cabinet, delivery of Regional Housing initiatives, investment in climate change projects and a commitment to a State-Local Government Economic Accord.

When it comes to partnerships, we built upon existing collaborations and forged new commitments to deliver programs with the state and federal governments, and expert training with key partners to help the sector develop and grow.

I'm very proud of our performance and buoyed by the progress, innovation and fresh ideas the LGA is implementing and planning. As we look to the future, our focus will be on stepping up our efforts to deliver relevant and valuable services that matter most to members.

The LGA's vision provides a clear mandate for this focus and as we approached this corporate planning cycle, the LGA Board and Secretariat have looked deeply at how we best achieve outcomes and support services.

Part of this reflection has looked at:

- key influences impacting our work – both externally and internally – and risks, including what we can control
- where we need to focus our attention and where we can influence
- what projects or advocacy initiatives should we prioritise.

In the year ahead, the LGA will leverage the foundations of our advocacy, policy and local government reform work, build on partnerships for better service and program delivery, strengthen communications, and provide strong leadership and capability efforts for the betterment of our sector.

Looking ahead, there is also exciting work being done in the climate change and net zero space, as part of our Climate Commitment Action Plan, while new marketing and communications campaigns will heighten awareness around the work local councils are doing for communities.

Our work in building sector capability through training and events, and delivering member services, aims to build maturity and will be supported this year through specific projects to bridge the skills gap and highlight local government careers.

To maximise what we can deliver for members, we'll channel our resources effectively and efficiently into the areas where we can move the needle, resulting in tangible outcomes that make a difference.

We'll also look at internal levers for growth, reviewing our effectiveness as a peak body through a review of the LGA Constitution and exploring ways to better prioritise our efforts, and support our people.

Beyond the priorities outlined in this plan, we'll continue to collaborate with government agencies, stakeholders and partners to influence and align efforts, shaping policy debate and outcomes that will have the greatest benefit for local government.

I look forward to reporting on how the activities in this new plan and sharpened prioritisation influences and guides outcomes for members.



Mayor Dean Johnson
LGA President

Our purpose

For over a century, the LGA has provided leadership in local government and supported councils to create positive change in their communities.

As the sector's voice, we're passionate about providing leadership and quality services to our members.

Through our advocacy, we represent South Australian councils with state and federal government, industry and other associations.

Our team provides competitive procurement and mutual indemnity services through two separate commercial entities, LGA Procurement and LGASA Mutual.

Our members are at the centre of everything we do and it's our people who make it happen. We aim for excellence and challenge ourselves to find better ways of doing things for members.

The LGA is governed by a Board of Directors and supported by a secretariat based at Local Government House in Adelaide.

The LGA is federated with interstate bodies through the Australian Local Government Association, which represents local government's national interests.

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

Our strategy and objectives

Our strategy outlines how the LGA will prioritise its resources in meeting the needs of members. It identifies four strategic pillars to advance the interests of local government in South Australia and progress our objectives.

Four strategic pillars

Advocate

Achieve greater influence for local government

To achieve greater influence for local government through strategic and evidence-based approaches.

- We will partner with state and federal government wherever possible to raise the profile of local government.
- We will help councils provide high quality services, facilities and operations for their communities, while driving downward pressure on rates.
- Our advocacy will inform awareness campaigns, shining light on the role and value of local government to communities.

Assist

Build the capacity of member councils

To provide resources, services and advice to councils.

- We will continue to assist council staff and elected members in core areas.
- Our services will enable the sharing of knowledge and experience between councils, and help
- drive an effective and efficient local government sector.

Advance

Facilitate continuous improvement in local government

To continually innovate and prepare for the future, including ways to put downward pressure on rates.

- We will facilitate continuous improvement for the sector through leadership and research.
- We plan on developing new partnerships and services which respond to emerging needs and help drive innovation and leverage technology.

Achieve

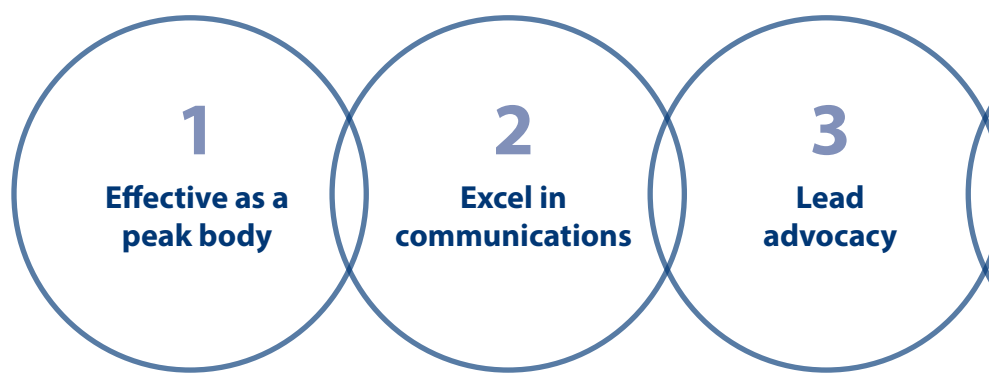
Embed best practice governance and operations to enable the LGA to provide value to members

To ensure we have a strong organisational foundation across financial management and people and culture.

- We will plan for improvements in corporate systems to better monitor and communicate how the LGA provides value to members.
- We expect to demonstrate social and environmental responsibility in our operations.

Our objectives

Our organisation will deliver on these strategic pillars through five core objectives, which guide how we work.



Effective as a peak body

We will strive for the highest levels of responsibility as the peak body for local government in South Australia, identifying opportunities for best practices across our business.

The LGA is committed to being an effective peak body for the local government sector. To achieve this, we will undertake a thorough review of the LGA's Constitution and update the terms of reference for committees such as SAROC and GAROC. This will strengthen our governance structures, ensuring clear guidelines and frameworks that allow for effective decision-making and provide transparency to members, regional LGAs and other stakeholders.

We aim to deliver our objectives and provide services and support to the local government sector in a financially sustainable way.

We understand we need to be both capable and agile in delivering our objectives. We aim to attract and retain the right people, with the right knowledge and skills in the right jobs and support their development. We will continue to foster a culture of wellbeing and provide a secure and healthy work environment for our staff.

The LGA will set timeframes for achieving net zero carbon emissions through our corporate activities and embed these in our Climate Commitment Action Plan.



At the same time, the LGA will increase awareness of our services and benefits to members and build our reputation with stakeholders. We will align the LGA's brand and communication strategy with priorities to effectively communicate the work, activities and support offered by the LGA. These efforts are expected to result in a better member experience, enhanced engagement with the LGA and increased use of the resources and services provided by the LGA.

Lead advocacy

We will strive to advance the sector's advocacy aims and ensure our priorities are understood.

The LGA's advocacy priorities are set by the LGA Board of Directors, with support from the GAROC and SAROC committees. This is outlined in the LGA Advocacy Plan.

We will pursue the sector's advocacy objectives through written submissions, presentations to State Cabinet, meetings with ministers and key departmental officials as well as participation on a wide range of committees and working groups. We will continue to work constructively with decision-makers and other key stakeholders to ensure the local government voice is heard and the interests of our members are advanced.



Excel in communications

We will enhance our communications and progress opportunities for targeted marketing campaigns.

The LGA aims to enhance its marketing and communication campaigns in 2023-24. We will start by implementing a refreshed council awareness campaign that promotes local councils, their services and their initiatives to a wider audience. This campaign will include developing a suite of campaign assets and the launch of a new website to help audiences better explore the breadth of council services and stay connected with news and updates in local government. A campaign toolkit will be available for councils to use in their own marketing, helping to collectively amplify and promote the work that councils do across the state.



4

**Build sector
capability**

5

**Outcome-focused
LGA administered
grant programs**

Build sector capability

We aim to build greater capability in the local government sector through the delivery of member services.

We will focus on maintaining and improving services to our members and implement programs to build the sector's capability.

Our member services will align with what brings value to the sector, including ongoing support for local government policy matters, governance, adapting to climate change, training and events, and emergency assistance through the Functional Support Group.

To better serve our member councils, we are committed to enhancing our engagement and understanding their priorities. This involves reviewing and refining our LGA member survey to gather targeted information which will guide our future activities. By improving our work planning processes, we will remain focused on addressing the issues that matter most to the sector, while acknowledging priorities may evolve. A clear decision-making framework will be established to determine the importance, urgency and resource allocation for various initiatives.

The challenges of the labour market create a need for the LGA to assist councils in attracting and retaining talented individuals. Through the Building Capability Project, we will develop a range of digital resources and tools tailored to meet the skills challenge in local government. These resources will be accessible through the *Local Councils* website.

Our goal is to enhance the user experience and appeal to a wider pool of skilled professionals, including young people. Additionally, we will feature case studies highlighting the benefits and opportunities of a career in local government, accompanied by a promotional resource pack as part of a council careers campaign.

Councils play an important role in supporting their communities to adapt to the impacts of climate change and can contribute significantly to the state's carbon emission reduction targets. Member councils voted to support the declaration of a climate emergency in April 2023 at the LGA's Ordinary General Meeting.

Advance

Assist

Achieve

We will continue undertaking projects to support councils in addressing the impacts of climate change. This will include engaging with members on the key areas of support needed and establishing long-term partnerships between the LGA, councils and the State Government. This will guide our future actions on climate change.

Outcome-focused LGA administered grant programs

We will strive to ensure grant programs managed by the LGA deliver tangible outcomes for the sector.

We facilitate over \$25 million of grant programs funding to councils annually. These grants, provided by the State Government, offer essential support for various projects. This has included road construction, community wastewater treatment plants and development of early years and research and development initiatives.

We will aim to continue delivery of key grant programs and increase awareness of their outcomes.

The Local Government Research and Development Scheme provides opportunities for councils and other experts, including tertiary institutions, to drive innovation and progress within the sector. Our website highlights projects funded through the Scheme, along with relevant papers on topics such as financial sustainability, homelessness, climate change and growth.

In 2023-24, the focus of the Community Wastewater Management Scheme will expand beyond major construction projects. A new Research and Development fund will be established to explore innovative methods and technologies to enhance wastewater treatment efficiency and reuse. Additionally, the Special Local Roads Program will continue to subsidise the construction, resealing, and replacement of roads with a budget of approximately \$17 million.

We will work with the State Government and other agencies to support grant-funded roles within the LGA to deliver programs around wellbeing, climate change and coastal management.

Advance

Assist

Achieve

Key performance indicators

Several indicators are used to measure our performance against our five objectives.

Objective	How we will deliver	Measurement
Effective as a peak body	<ul style="list-style-type: none"> Review the LGA's Constitution and SAROC and GAROC terms of reference. Review the LGA's corporate planning framework and consult with members on priority initiatives. Deliver on the LGA's financial sustainability objectives in the annual budget and long-term financial plan. Maintain a healthy and safe working environment for staff. 	<ul style="list-style-type: none"> Updated LGA Constitution and Terms of Reference for SAROC and GAROC are ready for approval by members. Achieve 2% (-/+) on 2023-24 operating budget. Retain 100% council membership. LGA Corporate Services to set a timeframe for a net zero target for LGA operations.
Excel in communications	<ul style="list-style-type: none"> Deliver a refreshed marketing campaign about the value of council services in communities. Launch a new Local Councils website, showcasing the work of councils. Prepare a scope for a new LGA website, including members portal and corporate site. Improve awareness about the LGA's services and member benefits. Commencing work on an update of the LGA brand. 	<ul style="list-style-type: none"> Targets for a council awareness campaign are met. Launch a new Local Council's website, achieving an increase in visits for LGA migrated content to the new website compared to 2022-23. Finalise a project outline for improving the LGA member portal.
Lead advocacy	<ul style="list-style-type: none"> Delivery of research, submissions, meetings, campaigns and roundtables to progress the LGA's advocacy agenda. Build stronger respectful relationships with the State Government to advance sector advocacy outcomes. Develop an understanding of local government issues through presenting to State Government cabinet each quarter. Build relationships through bi-monthly meetings with the Minister for Local Government. Progress advocacy priorities through regular meetings with key Ministers and State Government officials. Consult with members on a new State Local Government Accord. 	<ul style="list-style-type: none"> Accomplish desired advocacy outcomes aligned with important priorities of the local government sector. Conduct quarterly meetings with the State Government Cabinet. Maintain a minimum of quarterly meetings with Minister for Local Government.

Delivering services that matter to member



Networking events, forums, conferences **connecting councils** and sharing ideas



Training for staff, CEOs, Mayors and Elected Members



Updated **templates and policies** to ensure council compliance and best practice



More than **\$24 million** in grant funding



Centralised support to councils during emergencies and natural disasters

Objective	How we will deliver	Measurement
Build sector capability	<ul style="list-style-type: none"> • Support capability through relevant sector training and development (Mayors/Councillors/staff). • Improve the promotion of careers in council page (on the new Local Council website). • Improve member access to tools and resources to help bridge the skills gaps. • Assist council staff in developing policies and governance enquiries and other support. • Offer emergency support to member councils through the Functional Support Group. • Engage with members to define and progress opportunities for the LGA to assist councils to be climate ready. • Progress the SA Climate Ready Coasts Program. • Work with councils and LGASA Mutual Liability Scheme to develop Environmental, Social and Governance (ESG) reporting tools to capture work already being undertaken by councils regarding sustainability. 	<ul style="list-style-type: none"> • Maintaining an LGA member survey satisfaction rating of 7 or above. • Achieve participant value rating for training (rating 4 or above) • Deliver the Building Capability Project key milestones on time and within budget. • Increase in baseline page visits to the LGA's careers web page. • Establish a board endorsed plan on how the LGA can assist councils in addressing climate change impacts. • Establish a long-term partnership agreement between the LGA, councils and the State Government. • Achieve year-1 milestones for the SA Climate Ready Coasts Program.
Outcome-focused grant programs	<ul style="list-style-type: none"> • Increase awareness of major grant programs over \$1 million. • Provide support on Research and Development opportunities. • Improve the program criteria and management of grant applications to deliver on expected outcomes. • Support externally funded grants that provide targeted assistance to councils. 	<ul style="list-style-type: none"> • 100% of program milestones are achieved. • Develop a communication plan to ensure councils are aware of all grant programs. • Ensure budgets for grant allocations are 100% committed.



Guidance to councils on governance, delegations and compliance



Website platform and mobile app used by more than 50 councils



Advocated for policy change, grant funding and legislative changes with the state and federal governments



Millions in savings through collective buying power procurement services



Direct savings to councils of \$22.3 million through the LGA Workers Compensation Scheme



Direct savings to councils of \$4.945 million through the LGA Mutual Liability Scheme

Finance summary

The draft budget for 2023-24 includes a slight surplus from operating activities of \$44,000. Net expenditure from project activities will be \$2.645 million which is due to the net expenditure of accumulated reserves from the Research and Development Scheme and Community Wastewater Management Scheme.

Operating activity	\$'000	Project activity*	\$'000
Total Income	9,919	Total Grants Received	6,991
Less		Plus Other Income	220
Employee Costs	(5,245)	Less Total Expenditure	(9,856)
Operating Expenditure	(3,950)	Net Expenditure of Project Reserves	(2,645)
Depreciation	(680)		
Net Surplus	44		

* includes grants administered by the LGA that are not reported in income and expenditure

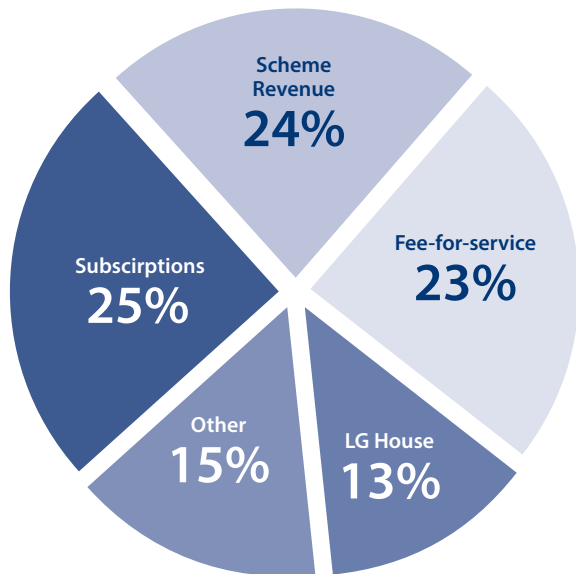
Assumptions

The assumptions used in the preparation of the draft budget are:

- **Subscription fees: \$150,000 increase**
The budget has been based on a 6% increase in membership subscriptions. Some Councils may experience a higher or lower change than the 6% as the subscription methodology apportions the fee based on the population and the revenue of the respective council. The increase has been kept at a rate lower than CPI (the annual increase to March was 7.9% for Adelaide).
- **Salaries increase (4% + 0.5% Super)**
LGA's salaries are scheduled to rise by approximately 4.5%. This increase comprises 4% in regular wages and an additional 0.5% due to the mandatory increase in the super guarantee rate from 10.5% to 11%. The budget also incorporates the gradual implementation of LGA's new salary framework, aiming to enhance salary consistency and transparency throughout the organisation.
- **Fees and services (Pricing Methodology)**
The majority of LGA's fees and charges will increase by approximately 6%. Further details of changes to fees and charges are included in the attached pricing methodology.
- **Unbudgeted future grants**
The LGA has obtained a \$3.7 million grant from the Federal Government's Coastal and Estuarine Risk Mitigation Program. This grant will support councils in policy development and collaborative projects focused on coastal management. Since the agreement is still being finalised, it has not been accounted for in the budget.

Operating activity

Revenue

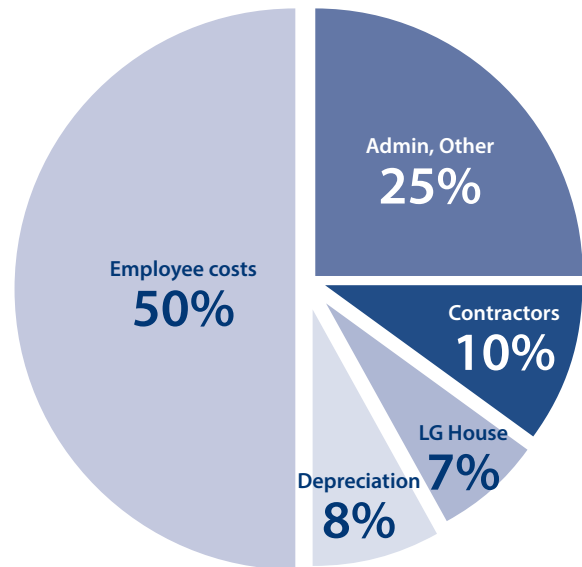


Secretariat Revenue

LGA's revenue is divided into income from fee-for-service activities, Schemes administration revenue, membership subscriptions and rental income from LG House, as follows:

- **Fee-for-service**
Includes income from education and training courses, sponsorship, forums, events and web services.
- **Scheme revenue**
Comprises a contribution received from LGASA Mutual and Local Government Risk Services (LGRS) from the Workers Compensation Scheme, Mutual Liability Scheme, Assets Mutual Fund and other LGRS risk services provided to Councils.
- **Subscriptions**
Comprises membership subscriptions paid by Councils to the LGA.
- **Other**
Includes a contribution from LGA Procurement of \$100,000 and grant revenue from the State Government covering the LGA's interest payments from the SLGIP program.

Expenditure



Secretariat Expenditure

The LGA's expenditure is split into employee costs, administration, contractors and consultants, LG House and depreciation, as follows:

- **Employee costs**
Includes all staff costs, oncosts, board and committee and other fees.
- **Administration costs**
Includes office expenses, software licencing and costs to support activities including web services hosting costs, events, training and forums.
- **Contractors and consultants**
Consultants and contractors are used for policy development, training costs, legal advice, Squiz content management software and other similar costs.
- **LG House, depreciation and other**
This includes depreciation of the fit out and building costs associated with the cleaning, utilities and maintenance of LG House and various other related costs.

Major grant funded projects

The LGA will be receiving the following grant funding for major programs and projects in 2023-24:

- **State Local Government Infrastructure Partnership Program - \$2.883 million**

In 2017-18, \$24.4 million was provided to councils from this program to bring forward infrastructure projects that would encourage employment opportunities across the state. All projects are completed but as the LGA borrowed \$24.4 million in 2017 to fund the program, the State Government continues to provide a grant of \$2.883 million per year to the LGA to repay the borrowings and interest. The loan is due to be repaid by June 2027.

- **Local Government Research and Development Scheme - \$1.803 million**

This program will receive \$1.803 million of funding in 2023-24. Funding will be allocated to internal projects managed by the Secretariat, funding to regional LGA's and external projects from councils and other stakeholders. The LGA Board will consider applications for the external round of projects in September 2023.

- **Community Wastewater Management Scheme - \$4.9 million**

The LGA is over half-way through its ten-year agreement for the delivery of this \$47 million program which establishes infrastructure in regional areas to manage and treat wastewater improving the health and wellbeing of communities.

- **Other**

The LGA will continue to oversee various short-term grants of lesser value to deliver benefits to member councils. In addition, the LGA will advocate for grant funding from the State Government, Federal Government, and other stakeholders. This advocacy aims to secure support for mutually beneficial projects for the local government sector and communities.

Capital investment

The LGA will continue with capital upgrades at Local Government House in 2023-24.

Local Government House Upgrades

The office accommodation market is competitive, and to maintain premium rent from tenants, the LGA must maintain Local Government House to a high standard. The LGA receives \$1.8 million from tenants each year for rent and recoveries. The following project is included in next year's budget.

- **\$1.3 million - Toilet and bathroom upgrades**

Bathrooms require improvement to maintain appropriate amenity standards for tenants. The LGA has budgeted for changes in the layout and design to comply with disability access requirements. LG House has twelve bathrooms across all floors including four men's, four women's and four accessible facilities. The project commenced in 2022-23, with construction likely to start early in the next financial year.

- **\$200,000 – Lift upgrades**

All three lifts in LG House are showing significant signs of wear and tear. This investment will occur after other tenant fit-outs and the toilet and bathroom upgrades are completed. The upgrade will bring the lifts up to a modern standard.

- **\$150,000 – Building improvements**





Other building changes have been requested by the LGA's building manager as part of the ongoing capital replacement program. These include upgrades to light fittings, improvements to the access control system and CCTV and balustrade upgrades. The LGA will also consider building improvements to promote the LGA's climate change initiatives.

- **\$40,000 – Motor vehicle replacement**

The LGA is budgeting to replace one motor vehicle in 2023-24 as part of its ongoing renewal program.

Financial sustainability ratios

The following financial sustainability ratios are used to monitor the financial performance of the LGA in its Long Term Financial Plan (LTFP). Overall, the ratios show that the LGA is on track to achieve its LTFP targets.

	2023/24 budget	LTFP Target 2023/24	Target Range	Within Target Range	Comment
Operating Deficit Surplus Ratio	0%	2%	-5% to 5%		The ratio is within its target range. The LGA is reporting a budgeted surplus of \$44,000 in 2023/24
Operating result from LGA Operating Activities/ Revenue from Operating Activities					
Net Financial Liabilities Ratio*	22%	67%	< 100%		The ratio is inside of the target range.
Net Financial Liabilities (Liabilities - Current assets) / total operating revenue					
Current Ratio (Liquidity Ratio)*	1.18	0.91	>1.5		The ratio deviates from the target range due to the inclusion of grant funding received in advance as part of current liabilities. In the event that all grant funding is utilised, the LGA will access its unused \$11 million drawdown facility.
Current Assets / Current Liabilities					
Return on building investment ratio	5.8%	5.5%	6-8%		This ratio falls slightly below the target return range of 6%-8% due to significant increases in the estimated value of LG House over the past 3 years. This ratio will continue to be monitored.
Rental income - Opex + Cap Gain (3%) + owner occupied rent / Building value					

*excluding the State Local Government Infrastructure Partnership Loan which is fully funded by the State Government.

Risk statement

The LGA recognises the importance of assessing and addressing potential risks to ensure its ability to successfully achieve its annual business planning objectives. The LGA conducts regular reviews of both its operating and strategic risks to proactively manage any potential challenges that may arise.

Throughout the 2023-24 financial year, the LGA will implement various mitigation strategies, such as improving its engagement with members, establishing a workload prioritisation system, supporting staff cultural well-being, and reviewing the Long-Term Financial Plan. The LGA's overarching goal is to successfully achieve its annual business planning objectives while prioritising the satisfaction of our members.

Purpose

This section of the Annual Business Plan outlines the services that the LGA provides as part of its membership subscriptions, the circumstances where the LGA will charge for services not provided under the annual subscription, and for both situations, the pricing methodology employed by the LGA.

The LGA is established to support the South Australian local government sector. Constituted by its members as a not-for-profit organisation, it must operate in a financially sustainable way and, by extension, shall seek to charge fairly for the goods and services it provides.

This section guides the LGA on setting fees and charges each year as part of its annual budget process. This is a requirement of the Membership Proposition between the LGA and member councils.

LGA membership subscription

Member subscription fees

Under the LGA constitution, member councils must pay an annual membership subscription fee which is payable in advance.

LGA member subscription fees fund the core activities of the LGA. These fees are calculated by applying a formula that includes weightings for:

- 20% of the total subscriptions collected by the LGA is a fixed amount. All councils pay the same amount regardless of size.
- 80% is a weighted calculation, based on the population size and revenue of the Council. This is based on data obtained from the Local Government Grants Commission.

LGA member subscription fees for 2023-24 are provided in Schedule 1.

Advocate

Achieve greater influence for local government

- Awareness campaigns
- Advocacy campaigns
- LGA Advocacy Plan
- Submissions
- Local government reforms
- Planning reforms
- Media coverage
- Social media
- Stakeholder engagement
- Nominations to outside bodies

Assist

Build the capacity of member councils

- Policy development and advice
- Best practice resources and model policies
- Governance support
- Local Government Functional Support Group
- Special Local Roads Program
- LGA briefings and topical issue sessions
- Local Government reform implementation (excluding Training)
- Planning reform implementation

Advance

Facilitate continuous improvement in local government

- Research and publications
- Local Government Research and Development Scheme

Membership entitlements

The LGA's membership subscription entitles member councils to:

- Phone and email support for all matters of concern or difficulty within the areas that align with the core capabilities of the LGA [Fair Use principle applies].
- Policy and advocacy support for all matters of statewide and local government sector importance.
- Ability to submit motions for the consideration of the membership via the LGA Board, SAROC & GAROC.
- Access to emergency support, coordination and preparedness via the Local Government Functional Support Group.
- Access to a defined range of membership services at no additional charge as agreed to annually by the Board and are fully funded through the LGA Budget.

Traditionally, the LGA has charged its members an annual subscription fee which has been used to fund a significant proportion of the LGA's expenditure. A summary of the core services funded by the LGA's members subscriptions are highlighted in the table below. This table does not include value-adding member services, major events or grant funded projects.

Products and services offered in addition to those covered under the membership subscription are to be fairly charged for. Unless approval is granted by the CEO or Board, a fair use test should be applied to determine whether any activity should be recovered through its membership subscription or fee-for-service.

Limitations of membership subscriptions

The LGA exists to service and support members, and to offer support and guidance for any matters of concern or difficulty, and access to the full range program and services. Within the context of this policy, all member councils are entitled to an agreed level of face-to-face, email and telephone support for the duration of their membership.

LGA membership subscriptions do not generally include:

- Additional or ongoing support for any issue beyond 'fair use'.
- Products, services, support or advocacy for discrete or individual council matters.
- Products, services, material support or dedicated advocacy for matters that generally affect or impact less than 14 member councils (20% of membership).

Undertaking substantive matters on behalf of individual or small collectives of members under the auspices of a council membership, has the potential to weaken the value of the current membership model. In such situations, there is a risk that an inequitable cross-subsidisation may result, with all members contributing to effort or outcomes that may benefit only a limited number of members.

In addition, it is unreasonable for the LGA to provide indefinite or unlimited support for members on individual matters that, due to their nature, will see the LGA incur higher than budgeted costs. As a rule-of-thumb, members can be asked to make a financial contribution when either of the following conditions are met:

- The issue requires a material response or extended application of time/effort and affects less than 14 member councils (20% of the member base)
- The Board or CEO consider the costs or efforts of resolving an issue are likely to exceed the LGA's capacity to respond to, or fund, a response.

Condition 'b' is the default position for most member requests - any material impacts in terms of costs, labour or time that fall outside of the approved budget will require consideration and review by the Board, CEO and relevant Executive Director.

The calculation for determining a member's co-contribution will be assessed in advance of providing the services at the applicable cost for all labour and direct costs in excess of the threshold.

Value-adding services

While traditionally the majority of the LGA's services have been funded by member subscriptions, the LGA is increasingly delivering a variety of services available to members on an opt-in fee-for-service basis.

These services include:

- LGA Training, Events and Forums (delivered in partnership with LG Professionals SA)
- LGA Web Solutions – Content Management System (Quiz)
- LGA Web Solutions – My Local Services mobile app
- Legal Connect – Serviced by Norman Waterhouse
- Human Resources Library.

These additional services assist member councils by providing tailored advice, training and services for the local government sector. These services typically save councils time, money and reduce risk delivered by those with local government expertise.

These services have the potential to deliver a financial dividend after recovering all direct and indirect costs. These dividends are reinvested back into the sector and are used to minimise any future increases in membership subscription fees. They can also provide an opportunity for the LGA to increase core services as part of members' subscriptions.

In the case of LGA Training, associated costs typically include content design, facilitation of sessions, administration and promotion, venue hire and catering (where applicable), participant resources, travel and accommodation (for facilitators/presenters).

The LGA aims to reduce the cost of courses provided to its members by increasing the number of online learning opportunities (i.e. virtual training, webinars and online courses) as well as offering competitive quotes for face-to-face in-house and hub sessions. These initiatives aim to reduce the costs of regional members' accommodation, travel, loss of productivity and other out-of-pocket expenses associated with travelling to Adelaide for training.

LGA Training delivers regional training to its member councils at the same fee offered to its metropolitan members. Where a regional training program is delivered to a regional council or group of councils, the accommodation and travel costs (excluding travel time) for the training facilitator will be on-charged.

LGA Training strives to adapt the training and forum program to meet the changing needs of the sector and pricing may vary from the standard fees and charges.

The Executive Director, Member Services may authorise variation to the pricing of courses and forums (to the standard fees and charges in Schedule 2) where competitive rates provide greater value to members, including:

- training/forums that are less than a half day in duration
- training is delivered online (i.e. pre-recorded content provided on an eLearning platform)
- expression of Interest quotes for delivery of in-house or hub sessions
- where a reduced per person rate is deemed market competitive and supports increased participation.

Schedule 2 details fees and charges for the standard course/forums provided by the LGA.

Events

LGA key events are delivered in partnership with LG Professionals SA to help the sector build networks, connections and grow professionally.

LGA's key annual conference events include the LGA Roads and Works and the LGA Conference (accompanied by the Annual General Meeting).

The costs of delivering these large events will be offset by registration fees and sponsorship. Charges for these events will be determined on a case-by-case basis to cover the full costs (direct and indirect) of the event.

The Annual General Meeting and Ordinary General Meeting will be offset by sponsorship, member subscription and any dividends from the annual key events.

Minor LGA events, for example, virtual (zoom) information briefing sessions, will predominately be offered at no charge. For forums on topical issues, the LGA may seek to recover minor direct costs of holding sessions for participants. Costs and charges for these events will be determined on a case-by-case basis.

Grant funded projects

The LGA regularly undertakes funded projects on behalf of the local government sector. These funded projects can be delivered:

- on behalf of state and federal governments
- through the Local Government Research and Development Scheme
- LGASA Mutual Development Program
- on behalf of, or in conjunction with, non-for-profit organisations.

Generally, the LGA will seek to undertake these projects on a full cost recovery basis in accordance with the LGA's Grant Management Framework. All direct project costs including labour, materials, project support and contractors will be recovered. Projects are also expected to contribute to indirect costs including office space, information technology, human resources, finance and records management costs. The LGA does not seek to make a profit or return a dividend to its general operations from funded projects.

- Major grant funded programs active in 2023-24 include:
- Community Wastewater Management Systems Program
- Special Local Roads Program
- Local Government Research and Development Scheme.

Local government reform implementation

The LGA will continue to support councils with the implementation of Local Government Reforms arising from the passage of the Statutes Amendment (Local Government Review) Act 2021, including community engagement reforms which are yet to commence. In accordance with the requirements of the Local Government Act 1999, the LGA may recover costs associated with the following activities:

- S.76- determination of council member allowances by the Remuneration Tribunal SA
- S.99A- determination of remuneration of council Chief Executive Officers by the Remuneration Tribunal SA
- S.262M - establishment costs and reasonable ongoing administrative and operational costs of the Behavioural Standards Panel.

The Board has determined these costs will be allocated equally across all councils, with invoices issued once the relevant State Government agency seeks payment from the LGA.

The LGA will continue to advocate for sensible legislative change that meets the needs of the sector and support councils with the implementation of changes that arise over time. The Minister for Local Government has communicated an intention to conduct a Participation Review during the 2023-24 financial year, which will consider matters related to how members of the community engage with their council and how the sector can encourage greater participation (both candidates and voters). The LGA will engage with members to ensure the sector's perspective on these issues informs the Review.

Reporting and monitoring

The LGA's progress in the implementation of its Annual Business 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 quarterly reports for the LGA's advocacy, grants dashboard and budget review.

Schedule 1: Members subscription fees 2023-24

Council	2022-23 Subscription	2023-24 Subscription
Adelaide, City of	\$87,278	\$91,301
Adelaide Hills Council	\$56,981	\$61,094
Adelaide Plains (formerly Mallala DC)	\$21,929	\$23,924
Alexandrina Council	\$51,182	\$55,157
Anangu Pitjantjatjara Yunta	\$10,406	\$10,995
Barossa Council	\$44,324	\$46,971
Barunga West DC	\$13,381	\$15,091
Berri Bamera Council	\$24,540	\$25,865
Burnside, City of	\$61,250	\$64,905
Campbelltown City Council	\$65,813	\$68,917
Ceduna DC	\$16,763	\$17,779
Charles Sturt, City of	\$96,929	\$102,179
Clare & Gilbert Valleys Council	\$24,312	\$25,310
Cleve DC	\$12,678	\$13,250
Coober Pedy DC	\$18,309	\$18,937
The Coorong DC	\$20,480	\$21,861
Copper Coast DC	\$34,974	\$37,423
Elliston DC	\$11,312	\$11,851
Flinders Ranges Council	\$12,027	\$12,916
Franklin Harbour DC	\$11,036	\$11,888
Gawler, Corp of the Town	\$39,362	\$42,556
Goyder Regional Council	\$18,243	\$19,044
Grant DC	\$22,224	\$23,641
Holdfast Bay, City of	\$64,064	\$67,262
Kangaroo Island Council	\$21,838	\$23,763
Karoonda East Murray DC	\$11,328	\$12,229
Kimba DC	\$10,759	\$11,776
Kingston DC	\$13,615	\$14,729
Light Regional Council	\$31,183	\$33,361
Lower Eyre Peninsula DC	\$18,595	\$20,157
Loxton Waikerie DC	\$27,815	\$29,361
Marion, City of	\$84,478	\$88,464
Mid Murray Council	\$26,828	\$28,480
Mitcham, City of	\$73,185	\$76,536
Mount Barker DC	\$58,121	\$62,961

Council	2022-23 Subscription	2023-24 Subscription
Mount Gambier, City of	\$41,796	\$44,594
Mount Remarkable DC	\$14,563	\$15,531
Murray Bridge, Rural City of	\$43,527	\$46,250
Naracoorte Lucindale Council	\$24,331	\$25,725
Northern Areas Council	\$18,156	\$19,537
Norwood Payneham & St Peters, City of	\$53,681	\$56,934
Onkaparinga, City of	\$116,427	\$122,510
Orroroo / Carrieton DC	\$10,389	\$11,024
Peterborough DC	\$11,720	\$12,588
Playford, City of	\$88,155	\$93,925
Port Adelaide Enfield, City of	\$97,730	\$103,646
Port Augusta, City of	\$33,724	\$35,922
Port Lincoln, City of	\$28,933	\$30,767
Port Pirie Regional Council	\$33,480	\$35,069
Prospect, City of	\$34,729	\$37,467
Renmark Paringa DC	\$23,231	\$24,593
Robe DC	\$13,163	\$14,007
Roxby Downs, Municipal Council	\$20,731	\$21,719
Salisbury, City of	\$100,173	\$105,435
Southern Mallee DC	\$13,757	\$14,536
Streaky Bay DC	\$15,153	\$16,280
Tatiara DC	\$21,908	\$23,449
Tea Tree Gully, City of	\$85,837	\$89,888
Tumby Bay DC	\$13,615	\$14,580
Unley, City of	\$57,502	\$60,194
Victor Harbor, City of	\$33,326	\$35,718
Wakefield Regional Council	\$21,507	\$22,796
Walkerville, Corp of the Town	\$19,165	\$20,490
Wattle Range Council	\$30,322	\$32,068
West Torrens, City of	\$72,869	\$76,596
Whyalla, Corp of the City	\$38,030	\$40,708
Wudinna DC	\$12,061	\$12,405
Yankalilla DC	\$20,083	\$21,033
Yorke Peninsula DC	\$33,404	\$35,688
TOTAL	\$2,514,720	\$2,665,603

Schedule 2: Other fees & charges 2023-24

All fees are GST inclusive unless otherwise stated.

Table 1: Education and Training fees and charges

Standard rates apply for the majority of training/forums delivered either face to face or live virtually. Variation to these rates may apply where a more competitive rate can be provided for members.

Service area	Services	2023-24 fee ²
Education & Training	Half Day Training	\$410 Flat Rate per person
	Full Day Training	\$640 Flat Rate per person
	One Day Forum	\$640 Flat Rate per person

Table 2: Web Services fees and charges

Service Area	Services	2023-24 fee
Web Services	Squiz Web Site Hosting <ul style="list-style-type: none"> Enterprise Large Medium plus Medium Small Extra small 	Refer Table 3 for Squiz fee
	Squiz Training <ul style="list-style-type: none"> Online training Face to Face (ex. Travel & Accommodation costs) 	\$210/hr (video conference or face to face)
	My Local Services App <ul style="list-style-type: none"> Non-Squiz councils Large councils Small councils 	Refer Table 4 for My Local Services App fees
	SynergyOnline	\$1,223.63 (GST Inc) per year
	SA Tenders <ul style="list-style-type: none"> Online or Selective Tender Places Line ad in weekly composite ad 	\$90.00 (GST Inc) per advert \$470.00 (GST Inc) per advert
	Video Conference Facilities <ul style="list-style-type: none"> External use 	\$210.00 (GST Inc) per hour

Table 3: LGA Squiz platform Content Management System fees and charges

Pricing tier	Population *	Annual licence, hosting, support, usage (2023-24)	Inclusions
Enterprise	100,001 +	\$20,772.08	6 Sites
Large	20,001 to 100,000	\$15,513.33	4 Sites
Medium plus	15,001 to 20,000	\$11,569.26	3 Sites
Medium	7,001 to 15,000	\$10,254.57	3 Sites
Small	5,001 to 7,000	\$6,310.51	2 Sites
Extra small	Up to 5,000	\$4,995.82	2 Sites

Additional costs

Additional websites can be purchased:

- \$2,100 per annum for one additional website
- \$5,477 per annum for three additional websites
- Extra domain to be included in SAN Website Certificate
- \$456.68 setup new domain in certificate
- \$433.57 annual additional domain in certificate.

²Exceptions to standard rates apply for the delivery of courses in-house and in regional hubs, whereby the LGA will quote competitive prices through an 'Expression of Interest' process (based on the specific course requirements and number of participants).

Table 4: My Local Services App fees and charges

The My Local Services App has been developed by the LGA on behalf of its members. Ongoing support, including any additional costs for spatial mapping and operating system updates are incorporated into the following costs charged to councils for the My Local Services App product.

Pricing tier	Annual licence, hosting, support, usage (2023-24)
Non-Squiz Council	\$5,437.55
Large Squiz Council	\$2,718.78
Small Squiz Council	\$1,359.39

Table 5: SA Tenders and contracts fees and charges

The LGA is charged a per-tender placed fee by the State Government's Shared Services for councils lodging a tender on the SA Tenders and Contracts system www.tenders.sa.gov.au.

The LGA is also charged for the cost of advertising for weekly composite ads paced in The Advertiser on a Tuesday.

Councils are charged the following amounts by the LGA:

Service	Cost (2023-24)
Online or selective tenders placed	\$90.00 per advertisement
Line ad in the weekly composite advert + online ad	\$470.00 per advertisement

Table 6: Emergency management fees and charges

Please note all emergency management fees and charges are GST exclusive.

Emergency Services - Systems		
Activity	Included	2023-24 LGA member price Per annum
i-Responda App – access to M-i area	4 hrs of support/set up, unlimited users and annual hosting fee	\$1,000 per member

Emergency Services - Training (Development activities)				
Activity	Unit	Max part.	Duration	2023-24 LGA Members price
i-Responda Essentials *	Per course	30	3.0 hrs	\$315
i-Responda Bushfire	Per course	30	3.0 hrs	\$1,575
I-Responda Bushfire Plant	Per course	30	1.5 hrs	\$1,000
i-Responda Water	Per course	30	2.0 hrs	\$945
i-Responda Essentials Update *	Per course	30	1.5 hrs	\$210
Information Session - Bushfire	Per course	50	1.0 hrs	\$735
i-Responda Bushfire Update	Per course	30	1.5 hrs	\$1,000
Incident Management 3 (IM3)	Per person	8	8.0 hrs	\$475
LG Liaison Officer *	Per person	8	8.0 hrs	\$240
LG EM Seminar *	Per person	N/A	1 day	\$350

* Subsidised by LGA & LGASA Mutual Pty Ltd



Local Government Association
of South Australia

148 Frome St
Adelaide SA 5000

GPO Box 2693
Adelaide SA 5001

(08) 8224 2000

lgasa@lga.sa.gov.au

www.lga.sa.gov.au



The voice of local government.