

GAROC Annual Business Plan 2023-24

July 2023

Introduction

The object of the Local Government Association (LGA) is to achieve public value through the promotion and advancement of the interests of local government by:

1. Advocating to achieve greater influence for local government in matters affecting councils and communities.
2. Assisting member councils to build capacity and increase sustainability through integrated and coordinated local government.
3. Advancing local government through best practice and continuous improvement.

The Greater Adelaide Regional Organisation of Councils (GAROC) is established as a committee of the LGA and is responsible to the LGA for the discharge of its functions. GAROC is a strong, united voice for metropolitan councils and represents their shared interests for the benefit of the Greater Adelaide community.

GAROC supports the LGA Board of Directors to provide advocacy, policy initiation and review, leadership, engagement and capacity building for the benefit of metropolitan South Australian councils and their communities.

The role of GAROC is to provide a forum for regional advocacy, develop policy consideration for the sector and provide strategic advice to the LGA Board, leadership, engagement and capacity building for councils in the GAROC region. The GAROC region is the combined local government area of each LGA Member listed in Appendix 1 and the City of Adelaide.

The table below summarises these roles, which will drive its strategic objectives and underpin achievement of its purpose, consistent with the LGA Strategic Management Framework.

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

GAROC Guiding principles:

GAROC has developed the following guiding principles to operate under, we will:

1. Be community centred and put people first in our decision making.
2. Prioritise and address issues that are common across the metropolitan region.
3. Carefully consider items of business from any member in the metropolitan area for consideration by the LGA Board of Directors or at a General Meeting.
4. Collaborate closely with the LGA and South Australian Regional Organisation of Councils (SAROC).
5. Be nimble, agile and responsive to the needs of metropolitan councils.

Our stakeholders & partners

GAROC recognises that to be successful and deliver value for metropolitan councils on behalf of the LGA Board we, and the LGA Secretariat on our behalf, need to work in close collaboration and engagement with our key stakeholders and partners including:

- Metropolitan councils
- SAROC Committee
- State Government and its agencies
- Federal Government and its agencies
- Members of Parliament
- Other peak bodies, associations and statutory authorities

As a committee of the LGA, GAROC operates within the LGA Strategic Plan 2021-2025 and prepares an annual plan within that framework. GAROC supports the LGA to 'advocate, assist and advance' the interests of local government.

GAROC Budget

To support the delivery of its Annual Business Plan (ABP), GAROC and SAROC each receive an allocation of \$100,000 from the Local Government Research and Development Scheme. GAROC also receives an additional allocation of \$40,000 in lieu of the funding allocation made to Regional LGAs to enable the delivery of capacity building activities via regional groupings of councils.

The budget/resources allocated to items within the GAROC ABP indicate whether it is a carryover from a previous resolution of GAROC (project underway) or whether it will be approved with the adoption of this ABP.

Terms of Reference

As a committee of the LGA, GAROC operates in accordance with the Terms of Reference (ToR) given effect in July 2020. Accordingly, GAROC will assess its performance against the ToR and include this assessment as part of the annual report provided to the Board by September each year.

There is also a review of the LGA Constitution and ancillary documents underway, including the GAROC ToR. The GAROC committee will contribute to this review as will member councils through the consultation process. This work is imminent and will be significantly undertaken in the 2023-24 financial year.

2023-24 Strategic themes and objectives

In accordance with the LGA Constitution and its terms of reference, GAROC will fulfil its functions in a manner consistent with the 'LGA Strategic Management Framework'. The GAROC annual plan has therefore been developed linking the LGA's strategic objectives outlined in the [LGA Strategic Plan 2021-2025](#), objectives/initiatives identified through the LGA Advocacy Plan and Policy Manual, and annual planning input from GAROC members, and consultation with member councils.

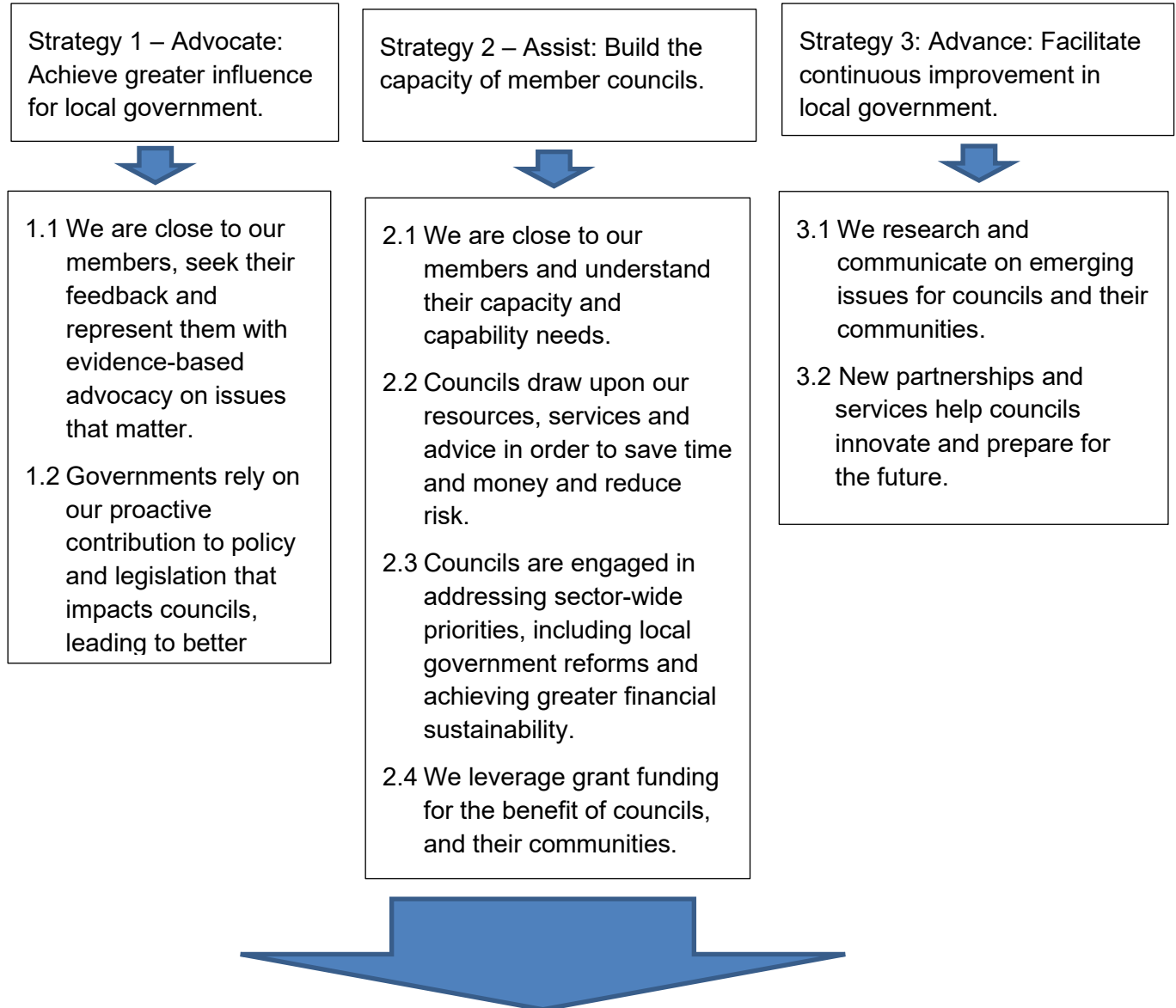
These priorities will help guide the activities and actions GAROC in 2023-24.

The engagement activities which may be coordinated through GAROC (e.g. workshops, networking, leadership forums) are consistent with the [LGA Communications Strategy 2021-2024](#).

GAROC Priorities	Related Key LGA Strategies from 2021-2025 LGA Strategic Plan	Related Key LGA Outcome from 2021-2025 LGA Strategic Plan
<ol style="list-style-type: none"> Climate Change & circular economy – including urban heat, tree management and tree canopy; waste management and circular economy. Urban Planning including the Thirty-Year Plan for Greater Adelaide Liveability – community leadership – to address issues faced specifically by the greater Adelaide region regarding liveability including infill and dense housing impacts, safety and housing affordability. 	<p>Strategy 1 – Advocate: Achieve greater influence for local government.</p> <p>Strategy 2 – Assist: Build the capacity of member councils.</p> <p>Strategy 3: Advance: Facilitate continuous improvement in local government.</p>	<ol style="list-style-type: none"> 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. 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. 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.

Graphically this can be shown as:

LGA Strategic Plan 2021-2025



GAROC Annual Strategic Objectives 2023-24

GAROC Priorities		
Climate Change & circular economy	Urban Planning including the 30 Year Plan for Greater Adelaide	Liveability – community leadership

GAROC Priority 1: Climate Change & circular economy

Objective 1 – Advocate for State and Federal Government funding to support investment in climate-ready infrastructure to protect against and repair damage from sea-level rise, flooding, fire and extreme weather.

Objective 2 – Advocate for continued improved recognition of and response to climate change in the Planning and Design Code.

Objective 3 – Deliver the advocacy identified in the LGA Climate Commitment Action Plan 2021-23.

Objective 4 – Pursue opportunities to work collaboratively with government agencies and other organisations with aligned goals and values on projects, programs and campaigns that will assist local government action on climate change.

Objective 5 – Advocate for greater Commonwealth Government funding and action on climate change, including funded schemes and incentives to support the uptake of electric vehicles.

Objective 6 – Advocate for greater funding for councils to reduce their community emissions profiles for climate risk management, waste management, coastal management and stormwater management.

Actions	Timing	Budget / Resources	Link to GAROC role
1. Appointment of a LGA Climate Change Policy Officer to provide guidance to member councils and coordinate access to resources to understand climate risks and the prioritisation of risk reduction action. This role would take on the primary coordination and lead on activities listed below and will work closely with Central Coordinator Regional Climate Partnerships (CCRCP) which is State Government funded role)	2-3 year contract	\$120,000 R&D Application - awaiting approval \$50,000 from GAROC for 2023-24	Leadership Regional advocacy
2. Continued support for the State-Local Government Climate Change Partnership.	Ongoing	Through CCRCP role and LGA Secretariat	Leadership Regional advocacy

3. Increase awareness of the role and value of councils in managing climate risks through the LGA's ongoing awareness campaigns and stakeholder engagement actions.	Ongoing	LGA Secretariat	Leadership Regional advocacy
4. Advocate for greater support for councils to address climate change via the local government members on the Premier's Climate Change Council.	Ongoing	LGA Secretariat	Regional advocacy
5. Continue to integrate climate change impact on all relevant LGA Advocacy Submissions.	Ongoing	LGA Secretariat	Regional advocacy Policy initiation and review
6. Maintain a high level of engagement with and participation in the Adaptation Practitioners Network.	Ongoing	LGA Secretariat	Leadership
7. Advocacy and collaboration with State Government in relation to urban greening and heat mapping to assist with better intelligence on climate risk and vulnerabilities to assist councils make informed mitigation decisions.	Ongoing	LGA Secretariat	Regional advocacy Policy initiation and review
8. Provide regular briefings to state and federal Govt and Industry to build support for local government's position on circular economy, waste and recycling.	Ongoing	LGA Secretariat	Leadership Regional advocacy
9. Facilitate metropolitan economic development forum exploring circular economy business models.	December 2023	LGA Secretariat - \$7,000 carryover from 2022-23	Leadership
10. Collaborate with State Govt on initiatives and opportunities created by the decarbonisation of the economy and the Local Government sector's role (forms part of State-Local Government Economic Development Accord)	Ongoing	LGA Secretariat	Leadership Regional advocacy

11. Initiatives that partner metropolitan and regional councils together to achieve mutual benefits, such as investigations into decarbonising the local government sector and carbon offsetting opportunities.	Ongoing	LGA Secretariat	Leadership Regional advocacy Policy initiation and review
12. Collaborate with State Government and industry groups on guidance and training for councils to better understand carbon accounting, carbon reduction planning, offsetting, and procuring carbon neutral products and services (focus on high emissions services like waste management and road building and maintenance)	Ongoing	LGA Secretariat	Leadership Policy initiation and review
13. Finalisation and implementation of LGA Model Waste Documents (suite of tendering materials).	December 2023	Current ABP - \$23,000 carryover from 2022-23	Leadership
14. Development of sector-wide climate risk framework and capacity- building program to benefit all councils and their communities, working in partnership with the Mutual Liability Scheme.	Ongoing	LGA Secretariat and MLS	Leadership
15. Collaborate with the State Government on tools that promote cool and resilient homes within the community, which may include the use of rating systems.	Ongoing	LGA Secretariat	Leadership Regional advocacy
16. Advocate with State and Federal Governments for integrated funding strategies that leverage federal investment, especially those that target – climate-ready infrastructure investment and scaling-up community-led disaster resilience programs.	Ongoing	LGA Secretariat	Leadership Regional advocacy

GAROC Priority 2: Urban Planning including the Thirty-Year Plan for Greater Adelaide

Objective 1 – To continue to engage with the State Planning Commission (SPC) to enable close collaboration and evidenced based investigations during the review of the Thirty-Year Plan for Greater Adelaide.

Objective 2 – Provide advocacy on further proposed changes to the Planning, Development and Infrastructure Act and other planning instruments (results of Expert Panel Review of Planning system) to deliver quality planning and design outcomes that improve the amenity, liveability and sustainability of communities.

Objective 3 - Advocacy on SPC lead projects including the Urban tree canopy, Significant and regulated trees and Open Space.

Objective 4 – Provide advocacy leadership as part of the consultation process on the Thirty-Year Plan for Greater Adelaide.

Actions	Timing	Budget / Resources	Link to GAROC role
1. Support councils with their submissions to the State Planning Commission on the Thirty-Year Plan for Greater Adelaide.	Ongoing to June 2024 (may extend beyond)	LGA Secretariat	Leadership Regional advocacy
2. Support GAROC with submission and or facilitation of forum to consolidate sector issues to inform submission as part of consultation on Thirty-Year Plan for Greater Adelaide.	Ongoing to June 2024 (may extend beyond)	LGA Secretariat	Leadership Regional advocacy Policy initiation and review
3. Host forums and workshops to facilitate exchange of information between councils, Department of Investment and Trade and the SPC in relation to the Thirty-Year Plan for Greater Adelaide and other urban planning matters as needed.	Ongoing to June 2024 (may extend beyond)	LGA Secretariat	Leadership Regional advocacy
4. Understand impacts to members on changes to the ePlanning system to inform advocacy and support opportunities.	June 2024	LGA Secretariat	Leadership Regional advocacy

5. Engage on SPC lead projects of regional significance and provide advocacy on behalf of the sector.	Ongoing	LGA Secretariat	Leadership Regional advocacy
6. Advocate with State Government in any forthcoming reviews or strategies to ensure Local government interests on local heritage issues are fully represented, including community participation in heritage listing process and more robust heritage management.	Ongoing	LGA Secretariat	Leadership Regional advocacy Policy initiation and review

GAROC Priority 3: Liveability – community leadership

Objective 1– Support councils fulfill their role to improve the liveability of local communities.

Objective 2 - Support councils decision-making in the Planning and design of urban spaces including engagement at the design stage of State Government infrastructure projects to ensure good urban design and coordinated, holistic placemaking that supports better outcomes as infill development occurs.

Objective 3 – Assist councils to support initiatives to manage homelessness, welfare and safety in their communities, and advocate on these issues where appropriate.

Objective 4 – Secure additional State Government investment to provide ongoing sustainable and equitable funding for councils to deliver immunisation and other preventative health services.

Objective 5 – Supporting councils liveability goals through promoting physical activity and active transport in alignment with LGA/Wellbeing SA Partnership agreement.

Actions	Timing	Budget / Resources	Link to GAROC role
1. Advocacy with new Service Level Agreement and updating MoU with State Government – review of school-based immunisation funding and models.	Ongoing	LGA Secretariat	Leadership Regional advocacy
2. Strengthening collaboration between the State and Local Government for the implementation of community wellbeing initiatives. Focus areas include mental health promotion, physical activity and active living, healthy eating and food systems, council level Public Health Partner Authority Agreements, healthy workplaces.	Ongoing	Co-funded by Wellbeing SA and LGA (R&D)	Leadership Regional advocacy Policy initiation and review
3. Lobbying for State Government leadership to provide ongoing operational support to ensure an effective response to hoarding and squalor in South Australia (funding from SAROC)	Ongoing	LGA Secretariat	Regional advocacy

4. Continue advocacy in relation to urban trees (pocket parks, heat mapping).	Ongoing	LGA Secretariat	Leadership Regional advocacy
5. Development and delivery of learning sessions and tools and resources, informed and co-designed with councils, advice and support to councils and state government regarding community wellbeing, in partnership with Wellbeing SA.	To June 2024	Co-funded by Wellbeing SA and LGA (R&D)	Leadership Regional advocacy Policy initiation and review
6. Advocacy to inform ongoing stormwater management reform being progressed by the State Government via an Expert Panel and SA Water (Resilient Water Futures)	Ongoing	LGA Secretariat - \$40,000 – carryover from 2022-23	Leadership Regional advocacy
7. Informed review of mandatory rebates, discounts and exemptions resulting in councils' discretion to determine rating structures which produce the best outcomes for all community members	March 2024	LGA Secretariat - \$35,000 carryover from 2022-23	Leadership Regional advocacy Policy initiation and review
8. Collaborate with the State Government and State Planning Commission on the preparation, consultation and implementation of Design Standards for infrastructure in the public realm.	June 2024	LGA Secretariat	Leadership Regional advocacy
9. Continue to support initiatives that promote public health and community wellbeing.	Ongoing	LGA Secretariat	Leadership Regional advocacy Policy initiation and review
10. Continue to lobby for State Govt / Local Govt / Industry forum to include development of response to statewide housing supply and affordability.	Ongoing	LGA Secretariat	Regional Advocacy Leadership

11. Ongoing collaboration with the State Govt and the South Australian Alliance to End Homelessness through the Local Government Homelessness Network.	Ongoing	LGA Secretariat - \$20,000 carryover from 2022-23	Leadership Regional advocacy Policy initiation and review
12. Broad advocacy to State Government regarding mental health outcomes and suicide prevention.	Ongoing	LGA Secretariat	Leadership Regional advocacy
13. Finalise Data tools consultancy project which will include advice to councils on how to access and use subscription-based data tools to support decision-making in the Planning and Design of urban spaces.	June 2024	LGA Secretariat - \$50,000 – carryover from 2022-23	Leadership Regional advocacy Policy initiation and review

Strategic Plan Implementation and Review

Under GAROC's Terms of Reference, the Committee is required to develop an Annual Business Plan (ABP) which supports the delivery of the Strategic Plan and present it to the Board of Directors for approval by June each year.

In accordance with the LGA Constitution and structure of the GAROC as a committee of the LGA, the Strategic Plan is that of the LGA.

GAROC will assess its performance against the ABP each quarter; and provide an Annual Report to the LGA Board of Directors by September each year summarising its performance against the ABP strategic objectives and actions.

The GAROC 2023-24 ABP provides the specific actions against which the activities of GAROC may be monitored.

It is noted there is a review underway of the overall LGA strategic business planning processes. Outcomes of this review may influence the business planning processes applied to GAROC. In addition, most of the review of the LGA Constitution and ancillary documents will take place in 2023-24. This review will likely result in updated processes and there may be an impact on the ABP for GAROC. Any impacts will be reported through the quarterly reporting cycle or separately as needed.

Appendix 1

Regional Groupings of Members within GAROC – effective 29 October 2020.

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

148 Frome St
Adelaide SA 5000

GPO Box 2693
Adelaide SA 5001

T (08) 8224 2000

E lgasa@lga.sa.gov.au

www.lga.sa.gov.au