

Local Government Managers Australia

Federation Strategic Plan 2015 - 2020

Endorsed: 30th September 2014

LGMA Federation

LGMA's Strategic Plan 2015-2020

Our Vision

We are:

- a leading, cohesive, professional federation which is nationally and internationally recognised with a strong unified identity;
- the peak voice for local government with professional expertise and a leading advisor to our many stakeholders; and
- financially strong with a secure future allowing us to be a first choice partner to support local government professionals.

Our members are actively engaged and belong to a strong member community

Our Purpose

The Federation exists to create the environment and development opportunities that guarantee our members thrive as professionals working in local government in Australia.

Our Values

Collaboration - we respect each other and are committed to helping each other, sharing ideas and resources and working in partnership.

Professionalism - as an exemplar of good governance we assist our members to develop strongly in the sector, demonstrating high levels of knowledge and skill in delivering best practice in local government.

Courage - we are full, frank and fearless in representing and progressing the interests of our members.

Integrity – we are ethical, trustworthy, and free from bias

Strategic Plan: Development Process

1. Introduction

On 13 June 2014, Kate Costello facilitated a second strategic planning session for the board of LGMA and the CEOs of the state and territory entities to finalise the LGMA Federation Partners' Strategic Plan and the outstanding issues from the first session.

The outcomes from the planning session are detailed in this report.

2. Second Draft Strategic Plan

Based on group work during the planning session, a second draft Strategic Plan was agreed.

3. Strategic Plan – Federation Sign-off

The final report on the outcomes of the Federation Strategic Planning Session, facilitated by Governance Matters, was circulated to all Federation partners on the 2nd July 2014 for review, comment and ultimately endorsement by respective State Boards. At the Federation Strategic Planning workshop on the 13th June in Adelaide, South Australia, all parties agreed to circulate it to their respective Boards for sign-off so that it could then be considered at the 29th August 2014 meeting of the National Board.

Queensland	Considered out of session and endorses the LGMA Strategic Plan 2014-2019 in principle subject to amendments and recommendations noted in this document.
New South Wales	<p>Considered by the LG Professionals NSW Board on the 29th July, with the following resolution:</p> <p><i>The board approved the National LGMA Strategic Plan with the proposed recommended minor amendments. It also agreed that the wording describing the federation entities should be changed to call each state a 'State Association' – and not a State Division.</i></p> <p><i>Amendments are noted in this document and attributed to NSW</i></p>
Victoria	<p>LGPro considered the Federation Strategic Plan Outcomes Document and resolved to make the amendments and address items which have been noted in this document as attributed to Victoria, noting:</p> <p><i>That the LGPro Board supports the elements of the LGMA Strategic Planning Session - Report on Outcomes, June 2014 that address:</i></p> <ul style="list-style-type: none"> • <i>What should be done nationally</i> • <i>Governance structural changes for the national entity subject to developing an agreed position on whether or not there is a need for National Board members to serve on their respective state boards at the same time</i>

	<ul style="list-style-type: none"> <i>The introduction of a CEO Advisory Committee subject to agreement about whether or not this committee is to meet face-to-face and what the financial implications are.</i> <p><i>That the LGPro Board advises its intention for LGPro to maintain its own brand and to determine its own goals, objectives and measures.</i></p>
Tasmania	LGMA Tasmania provide “in principle” support to the general findings, as described in the Report on Outcomes – June 2014 and we provide the ‘ <i>comments noted in this document</i> ’.
South Australia	Was considered on the 22 nd August 2014 and “ <i>the South Australian Divisional Board support the adoption of the Federation Strategic Plan and note the feedback from other States.</i> ”
Western Australia	Generally speaking the WA Board is very supportive of the new direction articulated for the Federation and are encouraged by the efforts to re-energise the Federation. [In this document] are some comments provided by LGMA WA for consideration by the National Board and Federation Partners.
Northern Territory	Endorsed draft strategic plan on the 10 th July 2014 with suggested alterations as indicated in this document.

Based on the aggregated feedback from all Federation Partners, the Strategic Plan outcomes document has been amended accordingly, to be presented in final draft form to the September meeting of the National Executive Committee for endorsement on behalf of the National Board.

Definitions

Members: State Federation Partners

members: members of each State Federation Partner

Overview

1. National versus State Responsibilities

The group agreed that the responsibilities of the national entity should be expressed as they were following the first planning session. The national responsibilities are at Attachment 2.

2. Governance Structural Changes for the National Entity

It was agreed in principle that the Constitution be amended to provide for:

- A board of 7 comprised of one representative from each of the seven state and territory entities;
- Staggered appointment terms for directors so as to retain “corporate memory”; and
- Clear articulation of the purpose of the Constitution.

It was also agreed that the CEOs of the eight entities will constitute a CEO Advisory Committee, reporting to the Board. This Committee would meet two weeks prior to scheduled Board meetings in order to provide input to the Board's deliberations. It was suggested that the Chair of this Committee should come from the same state or territory as the National Chair/President to facilitate effective communication between the Committee and the Board.

3. Measures in 2020

Under the goals and objectives of the strategic plan there are provisions for 'Measures in 2020'. The purposes of these measures are to act as guiding benchmarks for the Federation as a whole. To take into account both the Strategic Plans at the state level and the differences among each Member, these measures are left intentionally broad.

4. What Now?

To finalise these issues it will be necessary to:

- Conduct an organisational and business plan review of the National Office to deliver on the new objectives;
- Determine timeframes and implementation strategies for the new plan with respect to changes required at the national level, including changes to the Constitution that need to be finalised at the April 2015 Annual General Meeting;
- Take the necessary action to amend the Constitution regarding its purpose and aims as well as operation;
- Convene the CEO Advisory Committee to commence operation in 2015;
- Employ a new National CEO; and
- Get cracking on developing the first national policy position for introduction in 2015.

5. Conclusion

Once the final version of the Strategic Plan has been endorsed by the National Executive Committee in September 2014, the real work can start in implementing the new strategic plan.

2015-2020 LGMA Federation Strategic Plan Goals

	Goal	Objectives	Measures in 2020
1.	Advocate on behalf of Members (State Federation Partners)	1.1 Collaborate to determine a relevant policy platform 1.2 Make stakeholders aware of our policy platform and influence them	That 70% of stakeholders agree that LGMA has influenced their policy decisions
2.	Engage with key stakeholders	2.1 Build strong relationships with key stakeholders	That 85% of key stakeholders believe they have a strong relationship with LGMA
3	Members to develop our members professionally	3.1 Offer recognised professional development pathways which support career development plans 3.2 Underpin professional development with industry accreditation programs 3.3 Provide unique opportunities to develop skills, capacity and experience through scholarships, committee leadership and mentor roles 3.4 Develop productive, relevant and valued special interest groups 3.5 Deliver relevant industry recognised events 3.6 Grow membership	See a 50% increase in members occupying decision making roles compared with the base line measure in 2014 for Members who attract members aiming to reach these decision making roles Increase the % of the local government workforce who are members of and engaging in the activities of LGMA
4.	Get the revenue we need	4.1 Be a financially sustainable Federation 4.2 Grow activity and program income 4.3 Grow other income sources 4.4 Manage costs (fixed and variable) 4.5 Grow reserves (investments)	Meet the targets set in the LGMA Financial Management Strategy Ensure a minimum of a 10% operating surplus

5.	Be renowned	<p>5.1 Develop one brand</p> <p>5.2 Continuously reinforce our story and promote the professionals in local government</p> <p>5.3 Obtain the respect of our stakeholders</p> <p>5.4 Promote one consistent identity</p>	<p>Stakeholders are aware of and rate our standing, identity and communication at 80%</p> <p>Increase representation on national and state forums by a cumulative 10% from the 2014 rates</p>
6.	Create value for Members	<p>6.1 Offer a suite of tailored member benefits and opportunities</p> <p>6.2 Be the membership of choice for local government professionals</p> <p>6.3 Have actively engaged members</p>	<p>That there is an 80% Member satisfaction via surveys</p> <p>All states and the NT remain members of the National LGMA</p> <p>Set measure for program/event participation rates</p>
7.	Adopt the right governance structures and processes	<p>7.1 Have structures in place to achieve the strategic direction</p> <p>7.2 Achieve good governance practices and procedures across the Federation</p> <p>7.3 Adopt effective systems of communication and collaboration across Federation Partners</p>	<p>That there is an 80% plus increase in governance performance evaluations</p>
8.	Create a strong National office that supports a collaborative approach between all members of the Federation	<p>8.1 Develop policy positions for advocating on behalf of local government professionals via Members</p> <p>8.2 Deliver a significant workforce development program in collaboration with Members</p> <p>8.3 Facilitate practitioner-led research programs with Members using strategic partnerships</p>	<p>Additional federation-wide programs and activities introduced and facilitated by the National Office</p> <p>National Office is financially sustainable</p> <p>Mechanisms in place for consultation with Members to deliver advocacy campaigns and programs</p> <p>The National office has been able to attract Federal</p>

		<p>8.4 Co-ordination of the strategic priorities of the Federation's strategic plan</p>	<p>Government funding for the Members</p> <p>The National office has facilitated a Federation-wide research program</p> <p>The National office has delivered a strong workforce development program through which funding has been attracted for training to be conducted State Partners</p> <p>The National office has been able to facilitate the dissemination of one brand and identity for the Federation</p> <p>International opportunities have been made available for Members</p>
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