



Every Queensland
community deserves
to be a liveable one

Strategic Plan

2025 – 2028



PRESIDENT'S MESSAGE



The 2025 – 2028 Local Government Association of Queensland (LGAQ) Strategic Plan sets the course for the Association through the remainder of the current local government term and into the next.

It places a strong emphasis on using data and member insights to ensure our services, advocacy, engagement and communications remain closely aligned to the needs of our member councils.

Evidence-based decision making will guide a review of existing services and drive continual improvement across campaigns and engagement activities, while a campaign-led approach will highlight the value of the local government sector to Queensland communities and other levels of government.

Supporting Queensland's 77 councils remains at the heart of the LGAQ's work.

This includes advocating for fairer funding and stronger policy outcomes – while assisting councils as they build capability across all areas of operation.

Priorities include strengthening the Council 2 Council program for disaster management and recovery, expanding governance training and advice to councils, delivering more innovative solutions through the LGAQ Lab and rolling out the member-led LGAQ Workforce Strategy 2024 – 2028.

Underpinning these strategic goals is a commitment to financial sustainability and a solid organisational culture that will ensure the LGAQ remains strongly positioned to serve Queensland's councils into the future.

Cr Matt Burnett

President, LGAQ

Mayor, Gladstone Regional Council

CEO'S MESSAGE



Alison Smith

CEO, LGAQ

The Local Government Association of Queensland is proud to stand in lockstep with our members and provide support to help councils deliver their day-to-day work. The LGAQ advocates fiercely for its members: we are member-led and our work is evidence-based.

Our approach has remained unchanged since the LGAQ was formed in 1896; however, our work is more important now than ever because of the increasingly complex environment facing our members.

Significant challenges face Queensland councils, such as rising input costs, crippling cost-shifting, unintended legislative outcomes, bigger and more frequent natural disasters, and decreasing, untied Federal funding.

Yet, with community sentiment showing each year that local government is the most trusted and closest level of government to the people, councils remain focused on ensuring local communities are not left behind.

Every Queensland community deserves to be a liveable one and at the LGAQ, we support each other as we work to support our members.

Whether it is by providing trusted advice, digital solutions, capacity-building, advocacy or services, the LGAQ is focused on better enabling our members in their vital work to protect our unique local communities for future generations.

Executive Summary

The 2025 – 2028 Local Government Association of Queensland (LGAQ) Strategic Plan sets out the priorities for the Association for the remainder of the 2024 – 2028 local government term and the commencement of the next term.

The focus for this strategic plan includes greater emphasis on the use of data and member insights to better align services, support, engagement, communications and campaigns to member needs. Evidence-based decision making will guide a review of services and assist with continual improvements in communications, campaigns and engagement during the term of this plan. A campaign-based approach will be used to continue to promote the value of the local government sector.

The Association has an important role to support the 77 diverse councils across Queensland. This includes our fierce advocacy to enhance the environment within which councils work – to help achieve fairer funding and improved policy

outcomes for local government. Work will also continue in building capability across the full range of council operations. Ongoing implementation of the member-led Workforce Strategy 2024 – 2028 initiatives, delivery of further governance training and advice, support to progress digital maturity and strengthening our Council 2 Council program will all feature during the plan period.

Over recent years, councils across Queensland have valued the work carried out by the LGAQ Lab in developing innovative solutions to enhance the liveability of communities. Throughout the current term, further work will be carried out to determine a sustainable delivery model.

The success of all strategic goals relies on a solid financial position and a team of talented people. There will be a continued focus on ensuring long-term financial sustainability and a positive culture to retain and attract experienced team members who are committed to supporting councils.

ABOUT THE ASSOCIATION

The Local Government Association of Queensland (LGAQ) is the peak body for local government in Queensland.

It is proudly member-owned and member-led – and fiercely member-focused. The LGAQ has been advising, supporting and representing councils since 1896, and seeks to advocate for councils in funding and policy outcomes to ensure that every Queensland community is a liveable one.

Council members can rely on the LGAQ to foster strong working relationships with State and

Federal governments, to fight hard for fairer outcomes, to work hard to achieve members' annual resolutions and to connect members to improved service delivery through smart services and sustainable solutions.

While the LGAQ prioritises issues of statewide concern for local government, and strives to present a consensus view of members, the association also works with Regional Organisations of Councils (ROCs) and individual councils to support their needs.

OUR VISION

Every Queensland community deserves to be a liveable one

OUR MISSION

To represent and support local government to build liveable communities

Values and Behaviours

Association staff are guided by our values and CARE Behaviours, which make us one of the most successful peak bodies in Australia.

Our team lives our values through the LGAQ CARE Behaviours, by being Caring, Accountable, Respectful and Engaged. We support one another as we support our members.



Caring

Caring is holistic – it is about Caring for ourselves, our colleagues and our members.



Accountable

When we are **Accountable**, we take responsibility for delivering and always act with integrity.



Respectful

Showing **Respectful** behaviour involves thinking about how our behaviour impacts others, being inclusive and building positive relationships.



Engaged

When we are **Engaged**, we set clear expectations, encourage diverse input and set others up for success.

Our Values provide the foundation for our Behaviours.

Accountable

We own our actions

Trusted

We do what's right

Empowered

We take the lead

Goals and Strategies

Build Member Capability

Explore options to further enhance capability across councils e.g. governance, workforce, digital, disaster management, cybersecurity.

Advocate for Local Government

Fiercely advocate for fairer funding and improved policy outcomes for local government.

Promote Local Government

Develop strategic campaigns to support the advocacy agenda and promote the value of local government to communities.

Sustain Innovation

Establish funding to innovate and create concepts for smarter and cheaper technology solutions that members can deploy.

Grow Member Loyalty

Use evidence-based insights to:

- enhance member engagement
- review Member Value offerings
- promote Member Value offerings.

Foster Meaningful Communications

Improve communications to members to ensure clear and effective messaging and drive valuable consultation.

Maintain Financial Sustainability

Apply sustainable budget principles to ensure viable long-term operations. The Association will deliver this through maintaining a balanced budget with a diversified revenue base.

Retain Talented and Experienced team

Adopt initiatives to maintain a skilled, experienced and engaged workforce to deliver outcomes for members.



LGAQ Group



WHOLLY OWNED SUBSIDIARIES
AS TRUSTEE FOR

BOARD

The LGAQ Board is responsible for the operation of the business of the company. The Board of four Directors consists of the President, elected by member councils at the first Annual General Meeting following the quadrennial council elections, and three other Directors. The LGAQ Board meets monthly.

POLICY EXECUTIVE

The Association’s Policy Executive is responsible for guiding the Association’s policy responses on behalf of member councils. The Policy Executive consists of 15 district representatives and the President. The Policy Executive appoints three Directors to join the LGAQ President in forming the LGAQ Board and meets six times per year to inform LGAQ policy development.



PEAK SERVICES & LOCAL BUY

Established in 2017, Peak Services is a wholly owned subsidiary of the LGAQ, operating as a profit-for-purpose enterprise, that responds to the evolving needs of its customers, while ensuring a sustainable financial return to the Association. As a commercial entity serving Queensland councils and their communities, Peak Services is uniquely positioned to deliver strategic expertise in areas including legal and workforce support, consulting, procurement, training, recruitment and 24/7 call centre operations. Engaging proactively with its customers, Peak delivers customised solutions and expert guidance that address councils’ specific challenges.

With a 25-year legacy providing procurement solutions for local government, Local Buy’s goal is to simplify procurement for buyers and suppliers. Local Buy’s diverse range of pre-qualified supplier Arrangements allows councils to deliver on their procurement priorities while providing value for their communities and advancing procurement for Queensland.



LOCAL GOVERNMENT MUTUAL SERVICES

Local Government Mutual Services (LGMS) incorporates the three mutual schemes of local government in Queensland – LGM Liability, LGM Assets and LGW Workcare.

The schemes have proven a successful vehicle for mutual ownership and control by local government of their liability, property and workers compensation exposures, and have ensured cost stability that would not otherwise be achievable.

In addition to the broad covers available, each scheme provides a wide range of risk management resources and assistance to members.

Implementation of the LGAQ Strategic Plan

Implementation of the Strategic Plan will occur through the LGAQ's Operational Plan, the Advocacy Action Plan, the bi-annual Budget and Performance Planning processes, and the Strategic and Operational Plans of subsidiaries and Mutual Schemes.

Performance against the various plans is monitored through a series of Key Performance Indicators, which are cascaded throughout the Association in Performance Plans for all team members. Progress against Key Performance Indicators is reviewed twice each year.



The Board



Mayor Matt Burnett
LGAQ President & Chair
Gladstone Regional Council



Mayor Peter Flannery
LGAQ Board – Director
City of Moreton Bay
District 2 – SEQ (Northern)



Mayor Kelly Vea Vea
LGAQ Board – Director
Isaac Regional Council
District 7 – Whitsunday



Cr Kurt Rehbein
LGAQ Board – Director
Townsville City Council
District 9 – Northern

Policy Executive



Cr Steven Huang
Brisbane City Council
District 1 - Brisbane City Council



Mayor Peter Flannery
LGAQ Board - Director
City of Moreton Bay
District 2 - SEQ (Northern)



Mayor Jon Raven
Logan City Council
District 2 - SEQ (Southern)



Cr Paul Tully
Ipswich City Council
District 2 - SEQ (Western)



Mayor George Seymour
Fraser Coast Regional Council
District 3 - Wide Bay Burnett



Deputy Mayor Rebecca Vonhoff
Toowoomba Regional Council
District 4 - Darling Downs



Mayor Samantha O'Toole
Balonne Shire Council
District 5 - South West



Mayor Tony Williams
Rockhampton Regional Council
District 6 - Central Queensland



Mayor Kelly Vea Vea
LGAQ Board - Director
Isaac Regional Council
District 7 - Whitsunday



Mayor Andrew Martin
Blackall-Tambo Regional Council
District 8 - Central West



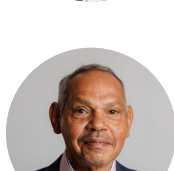
Cr Kurt Rehbein
LGAQ Board - Director
Townsville City Council
District 9 - Northern



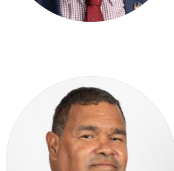
Mayor Angela Toppin
Mareeba Shire Council
District 10 - Far North



Mayor Greg Campbell
Cloncurry Shire Council
District 11 - North West



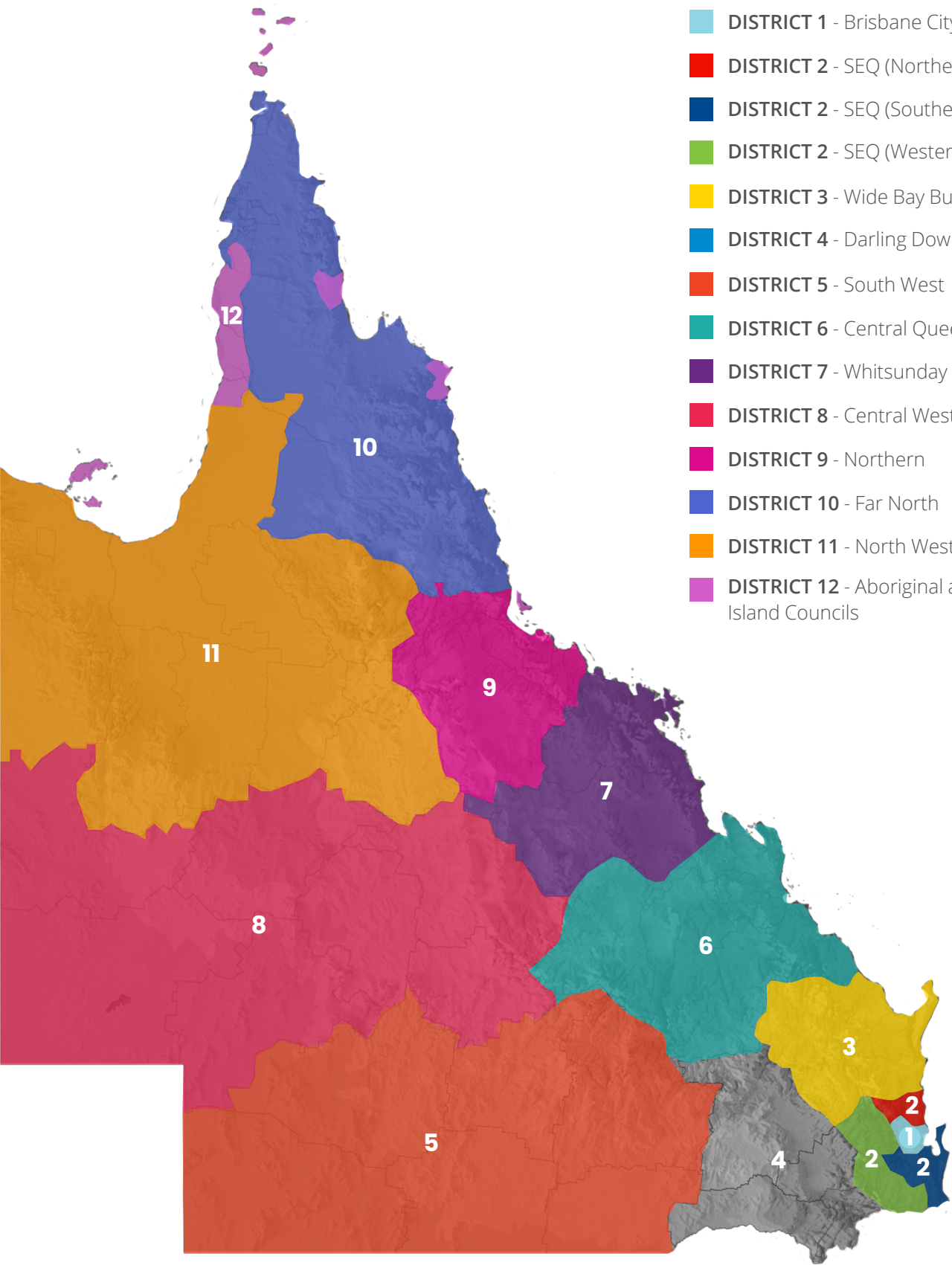
Mayor Alf Lacey
Palm Island Aboriginal Shire Council
District 12 - Aboriginal and Island Councils



Mayor Wayne Butcher
Lockhart River Aboriginal Shire Council
District 12 - Aboriginal and Island Councils

Legend Key

- DISTRICT 1 - Brisbane City Council
- DISTRICT 2 - SEQ (Northern)
- DISTRICT 2 - SEQ (Southern)
- DISTRICT 2 - SEQ (Western)
- DISTRICT 3 - Wide Bay Burnett
- DISTRICT 4 - Darling Downs
- DISTRICT 5 - South West
- DISTRICT 6 - Central Queensland
- DISTRICT 7 - Whitsunday
- DISTRICT 8 - Central West
- DISTRICT 9 - Northern
- DISTRICT 10 - Far North
- DISTRICT 11 - North West
- DISTRICT 12 - Aboriginal and Island Councils





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CONTACT US

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