



Every Queensland  
community deserves  
to be a liveable one

Queensland

Local Government  
Association of Queensland

# Strategic Plan 2023 – 2024

# A MESSAGE FROM THE PRESIDENT



## MEMBER FOCUS

The local government elections of 2020 heralded not only the arrival of a new chapter in Queensland councils but also the start of a new decade and new challenges, not the least of which being a global pandemic.

Amongst this backdrop, Queensland councils have stood tall providing important local leadership to help communities both respond and recover.



# Always, and forever, members focused.

Whilst the future is always uncertain, what is clear is that local government will continue to evolve and change. Councils will look very different at the end of this decade than what they do today – just as today they look very different to what they were a decade ago.

What won't change is the importance of local communities and the job of ensuring that the essential services and infrastructure that are necessary for liveability and prosperity are delivered.

As partners in government, the importance of local government to the state of Queensland will only continue to grow as too will the essential funding connections between all three levels of government, Federal, State and Local, that underpin the provision of public services and infrastructure.

As the peak body for Queensland local government, the Local Government Association of Queensland (LGAQ) is focused on helping better connect our members on their journeys towards becoming 'next generation' councils.

The Association remains committed to providing its members with access to trusted daily support services and providing valuable solutions at scale as a gateway to savings.

Most importantly is the ongoing emphasis on remaining a strong, innovative and influential peak body.

NextGen local government needs a next generation peak body, and this strategic plan showcases the important adjustments the Association will make to deliver the best possible advocacy and outcomes for our members.

MAYOR  
**MARK JAMIESON**  
LGAQ PRESIDENT

# A MESSAGE FROM THE CHIEF EXECUTIVE

The Association's strategic plan for the next three years points squarely to the direction set by the board – to be better and stronger at what we do for members, and to be the fierce association that regularly kicks goals for members.

The Board seeks us to double down on what is core. As such, the Association's team is focused on finding ways to add value to our business-as-usual work, and to become even stronger in our advocacy, in our trusted advice, in our legal and industrial relations support, and in our governance.

Over these next three years we will grow our strength in key functional areas such as Advocacy, IR/ Workforce/ Governance. These are all areas of growing demand from members.

The Board and the Policy Executive have made it clear how important it is that the LGAQ helps to lift the data maturity and digital literacy of our members. So, you will see more from our Digital and Data team as they increasingly look for opportunities to help member councils, particularly the smaller and mid-size councils, to assist you to improve your dashboards, reporting and systems.

Most of all – we are committed to evolving our work through continuous improvement so that we can keep meeting our members' expectations.

**We listen and respond  
to members.**

**ALISON SMITH**  
LGAQ CEO



# INTRODUCTION

This strategic plan sets out the direction that the Association will take to help it achieve the outcomes that are most valued by its members.

This document forms the foundation from which annual operational plans are developed, which in turn reflects the needs of our members, and helps shape our annual budgets.

This strategic plan is reviewed and endorsed by the LGAQ Board and Policy Executive to ensure that it aligns with the Association's goals and most importantly the aspirations of members.

Progress towards these objectives and aspirations is communicated back to the LGAQ Board and Policy Executive on a regular basis by the management team.

Central to this strategic plan is a commensurate desire to provide members with greater insight into the work the Association is undertaking on their behalf, as well as internal reporting systems that help to better connect the daily work of staff with those matters of highest importance to members.

## ABOUT THE ASSOCIATION

The LGAQ celebrated 125 years of service in 2021. Recognised as a 'Queensland Great', the Association is the peak body for the state's 77 councils providing a united voice in its dealings with other governments, unions, business, media and the community.

## OUR MISSION

To strengthen the ability and performance of local government to better serve the community.

# STRATEGIC OBJECTIVES

➤ Advocate for the collective interests of members, and action all endorsed annual conference motions.

➤ Advance members' financial sustainability.

➤ Assist with the positive promotion of local government.

➤ Connect members with daily support services that help with matters of local concern or difficulty.

# OUR VALUES

Our staff are guided by our values, which makes us one of the most successful peak bodies in Australia.



## Accountable • Trusted • Empowered

we own our actions

we do what's right

we take the lead

We take personal responsibility for delivering on our commitments, results and quality to our members, stakeholders and colleagues.

We are open and honest, inspiring trust in our relationships with our members, stakeholders and colleagues by saying what we mean, matching our behaviours to our words and taking responsibility for our actions.

We value and develop our employee's diverse talents, working in an inclusive environment that embraces change, new ideas, respect for the individual and equal opportunity to succeed.

# OUR MEMBERS

## What is important to our members, is important to us.

The LGAQ is owned by, governed by and works tirelessly in support of Queensland councils.

We acknowledge how increasingly important it is to keep our members informed of the work we are doing on their behalf, and how members can maximise the value of their membership.

We are committed to further strengthening our processes for engaging, communicating and servicing our members, and we pledge to regularly seek feedback on our performance.

Whilst membership is, and will remain, voluntary we are keenly focused on ensuring all member councils truly value their membership.

Our focus for the coming years centres on five domains: Members, Advocacy, Service, Focus and Community.

LGAQ

# STRATEGIC PRIORITIES



Domain	Strategic Goals
<b>Members</b>	<b>Members First</b> A renewed focus on meaningful engagement, effective communication and responsive public policy formation.
	<b>Personal Connections</b> We value local leadership and acknowledge the importance of relationships and keeping connected. Write less, talk more, be available.
<b>Advocacy</b>	<b>Targeted Policy</b> Always member guided in the pursuit of priority public policy campaigns.
	<b>Substantive Influence</b> Professional and ethical relationships as the foundation for advancing locally grounded, evidence-based public policy.
<b>Service</b>	<b>Trusted Advisors</b> The first call for members on any matters of concern or difficulty. Strength in governance, compliance, general advisory and industrial relations.
	<b>Valued Insights</b> Facilitators of access to digital tools and data insights that help deliver practical local benefits to members and local communities.

Domain	Strategic Goals
<b>Focus</b>	<b>Core Business</b> A commitment to focusing on excellence in Advocacy, Service and Support as informed by the needs of our members.
	<b>Sector Development</b> Pursue sector innovations that advance members interests and desired capabilities.
<b>Community</b>	<b>Positive Promotion</b> Amplify the good work of local government and the valuable contribution council officers and elected members make.
	<b>Educational Enlightenment</b> Continue to inform communities as to the role, function, and value of local government.

# KEY INITIATIVES

## Members

### Members First

- + New members portal (Congruent) to provide deeper insights into the work of the Association, and our progress towards delivering value for members.
- + Continuing evolution in our approach to member communications through the iBRAVO Media and Communications Strategy.

### Personal Connections

- + New member engagement model aimed at strengthening our commitment to meaningful, personal relationships across the membership, our council segments, our support for Regional Organisations of Councils (ROCs) and our Policy Executive.
- + Strengthening of our digital connections through social media and online services.

## Advocacy

### Targeted Policy

- + Working with the Australian Local Government Association to progress advocacy on restoring Financial Assistance Grants to at least 1%, maximising the opportunities created in 2022 with new federal government stakeholders and policy settings.
- + Improved processes for tracking LGAQ Advocacy efforts including progress towards annual conference resolutions.
- + Delivering projects and conducting research in areas of strong interest to members – financial sustainability/cost shifting, housing.
- + Influence the reformation of Australian Local Government Association (ALGA) policy priorities and their campaign model.
- + Facilitate the amplification of priority policy initiatives through improved coordination of council media and communication teams (our LGx network).

### Substantive Influence

- + Strengthened Intergovernmental Relations and media capability.
- + New Policy Development Framework and annual conference motion processes.

## Service

### Trusted Advisors

- + Strengthened governance, compliance, industrial relations and advisory services, complimented by reengineered online resources.
- + Renewed commitment to delivering Elected Member Update (EMU) at no cost to members.

### Valued Insights

- + Ongoing commitment to provide data and analytics as a service for members including access to the analytical capabilities of LG Sherlock.

## Focus

### Core Business

- + Setting increasing targets for Peak Services business units and functions.
- + Review of Peak Services business units and functions.
- + Review of LGAQ legacy products and services.

### Sector Development

- + Focusing on the opportunities to provide tailored digital and data services to councils, knowing every council is on a different digital journey and timeframe.
- + New LGAQ Lab innovation hub to develop digital solutions for council problems.
- + New workshop program focused on strengthening digital literacy and data maturity as a pathway for improved council operations, service delivery and to address QAO recommendations.

## Community

### Positive Promotion

- + Continued promotion of the sector through social channels and investigation into social media protections for Elected Members.
- + Better Councils, Better Communities public relations campaign to be revisited at the back end of term.

### Educational Enlightenment

- + New digital educational resources for use by councils and councillors on the role, function and value of local government.

# ACHIEVING THE GOALS

The foundations for the Association achieving its strategic goals are grounded in the adoption of an internal operating model that seeks to place members at the heart of our decision making.

In practical terms, the Association has adopted a model by which senior staff are assigned to a cohort of councils, that we call Segments. These staff are then tasked with key engagement and communication activities.

For our members, this means they will see more familiar faces more often, which provides opportunities for deeper engagement and understanding, facilitating better and more meaningful outcomes for all involved.

Annual plans from each of these Segment Teams form the basis of the Association's annual corporate plan, engagement plan and budget.

This supports a broader organisational focus which continually seeks to develop capable, committed and empowered teams to deliver for our members.



A rolling, independently facilitated, member survey provides an important and regular gauge on the Association's progress towards its aspirations of growing member loyalty – which acts as our leading performance metric, complimented by ongoing financial performance monitoring and an annual staff survey.

The Association's member portal, Congruent, built to integrate with an internal CRM system, will also provide additional insights to staff, management and members as to the progress being made in support of those objectives of highest value and importance to members.

# FINANCIAL

The Association sets a balanced budget (or small surplus) annually. Membership fees account for less than one-third of the total budget expended by the Association on member services and initiatives. For the past number of years, fully rebated subscriptions have been returned to the vast majority of Councils that are also members of the LGAQ's successful self-insurance schemes.

In demonstrating the Association's commitment to its corporate objective of 'Financial Sustainability', the Association funds all new spending initiatives through identified savings and/or ongoing and sustained revenue growth from non-membership subscription sources.



# LGAQ GROUP

## 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.

LGAQ

## WHOLLY OWNED SUBSIDIARIES

## 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.



## LOCAL BUY

100% owned by LGAQ, Local Buy has since 2001 provided broad scale procurement services. Local Buy provides its clients with access to pre-qualified suppliers across more than 40 product and service categories along with a range of additional professional services. A significant investment is being made in NexGen – a technology platform that will assist both Local Buy suppliers and clients to more easily transact and monitor procurement activity.



## PEAK SERVICES

100% owned by LGAQ, Peak Services provides commercial clients with access to a range of professional services as diverse as training and development, 24/7 call centre support, recruitment, grant management and employment law. Peak Services was established in 2017 following the amalgamation of several separate subsidiaries and internal business units.



## LGMS

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.

AS TRUSTEE FOR

# THE BOARD



**MAYOR MARK JAMIESON**  
PRESIDENT AND CHAIR



**MAYOR JENNY HILL**  
DIRECTOR



**MAYOR KAREN WILLIAMS**  
DIRECTOR



**MAYOR MATT BURNETT**  
DIRECTOR

# POLICY EXECUTIVE



**Cr Sandy Landers**  
Brisbane City Council  
**DISTRICT 1 - BRISBANE CITY COUCL**



**Mayor Peter Flannery**  
Mortten Bay Regional Council  
**DISTRICT 2 - SEQ (NORTHERN)**



**Mayor Karen Williams**  
Redland City Council  
**DISTRICT 2 - SEQ (SOUTHERN)**



**Cr Paul Tully**  
Ipswich City Council  
**DISTRICT 2 - SEQ (WESTERN)**



**Mayor Jack Dempsey**  
Bundaberg Regional Council  
**DISTRICT 3 - WIDE BAY BURNETT**



**Mayor Paul McVeigh**  
Western Downs Regional Council  
**DISTRICT 4 - DARLING DOWNS**



**Cr Robyn Fuhrmeister**  
Balonne Shire Council  
**DISTRICT 5 - SOUTH WEST**



**Mayor Matt Burnett**  
Gladstone Regional Council  
**DISTRICT 6 - CENTRAL QUEENSLAND**



**Mayor Anne Baker**  
Isaac Regional Council  
**DISTRICT 7 - WHITSUNDAY**



**Mayor Andrew Martin**  
Blackall-Tembo Regional Council  
**DISTRICT 8 - CENTRAL WEST**



**Mayor Jenny Hill**  
Townsville City Council  
**DISTRICT 9 - NORTHERN**



**Mayor Peter Scott**  
Cook Shire Council  
**DISTRICT 10 - FAR NORTH**



**Mayor Jane McNamara**  
Flinders Shire Council  
**DISTRICT 11 - NORTH WEST**



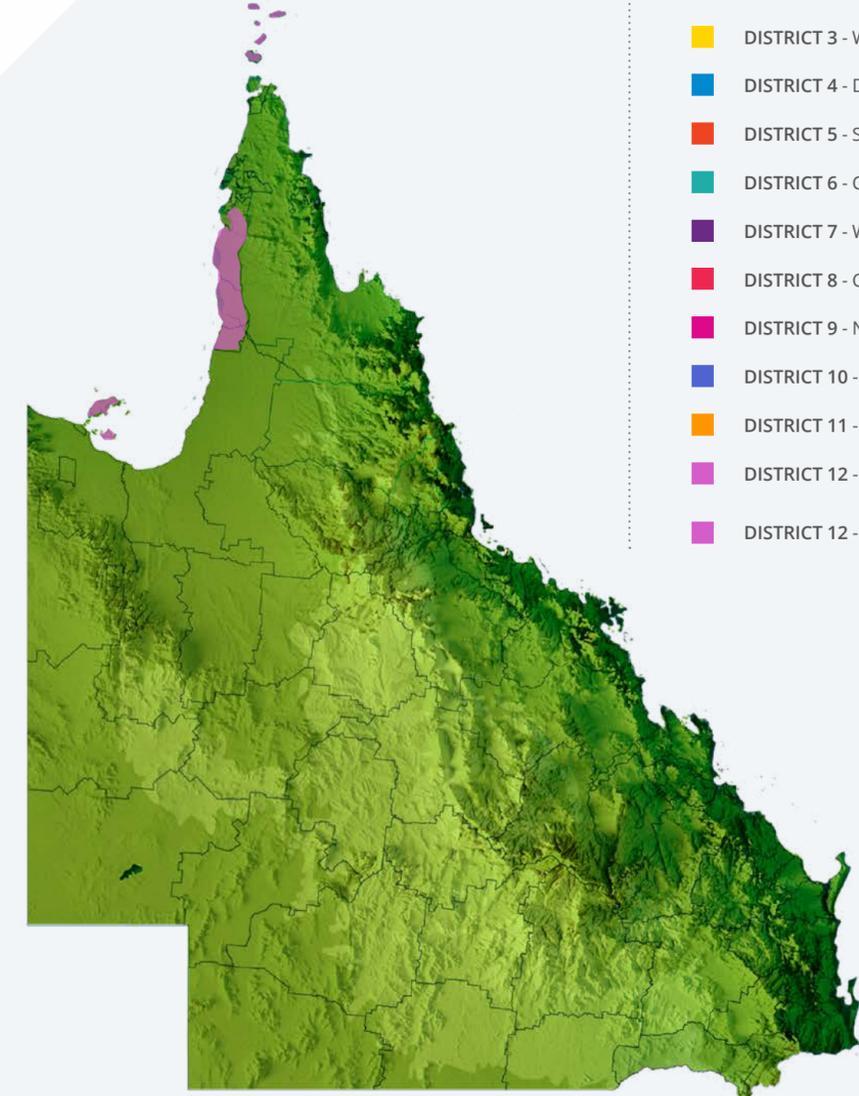
**Mayor Jason Woibo**  
Hope Vale Aboriginal Shire Council  
**DISTRICT 12 - ABORIGINAL AND ISLAND COUNCILS**



**Mayor Wayne Butcher**  
Lockhart River Aboriginal Shire Council  
**DISTRICT 12 - ABORIGINAL AND ISLAND COUNCILS**

## LEGEND KEY

- DISTRICT 1 - Brisbane City Coucil
- 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
- DISTRICT 12 - Aboriginal and Island Councils



# ORGANISATIONAL STRUCTURE

The LGAQ has approximately 80 staff including a mix of full time, part time and project funded positions. Our teams are agile and capable of coming together in dynamic ways to progress matters of highest importance to our members. Our operating model is supported by four streams with members serviced by dedicated segment teams staffed by senior officers from across the business.





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## CONTACT US

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