



LOCAL GOVERNMENT MANAGERS AUSTRALIA
QUEENSLAND INC.

STRATEGIC PLAN

2017 – 2021

*The professional association for Queensland
local government officers.*



Our Vision

A professional, highly skilled local government sector in Queensland.

Our Mission

LGMA Queensland is a network of professionals working to enhance the local government sector and its delivery of services to Queensland communities.

LGMA Queensland has committed to continuous enhancement of the professionalism of the sector and strives to achieve excellence in leadership and management in Queensland local government.

Our Focus

LGMA Queensland will lead, represent and support local government professionals: providing relevant and quality development opportunities; and actively contributing to the advancement of local government in Queensland.

In order to achieve this mission, LGMA Queensland has as its guiding roles:

- Representing the interests of members through representation to government, industry and other stakeholders;
- The provision of relevant development opportunities to pursue leadership and management excellence within the sector.
- The provision of quality information and advice to members;
- Commissioning and publishing research into issues of interest to the sector;
- Facilitating communication and fellowship with, and between, members and stakeholders; and
- Promoting and enhancing local government's image as a professional sector working together for the benefit of communities.

To achieve this, LGMA Queensland has shaped itself as:

A vibrant and innovative organisation, active and visible in the local government sector, connected to its members and partners and continuously adding value to Queensland local government through its individuals.

In all its activities, LGMA Queensland adheres to the principles of:

- Professionalism and competence;
- Honesty and integrity;
- Independence of thought and action;
- Consultation and inclusion;
- Ethical treatment of individuals and the environment;
- Fairness and equity; and
- Innovation and creativity.

1. Membership

LGMA Qld is a membership organisation and is only as strong as the support and commitment from members. Membership must be an attractive proposition for local government professionals and offer real value to members; enhancing their sense of belonging to the sector and reflecting the shared purpose of making a positive difference to communities.

LGMA Qld will work to enhance local government's reputation as a professional sector of dedicated, collegiate and capable professionals. At the same time, LGMA Qld will develop on-going communication with members to ensure that it is adequately able to represent their views and advocate effectively on their behalf.

ACTIONS	KPI
<p>1.1. Advance fellowship and communication between members:</p> <ul style="list-style-type: none"> (a) create opportunities for members to collaborate on projects, activities and through training; (b) offer regular networking and other events to facilitate connection and the development of professional networks across councils. 	<p>KPI = 70% of member satisfaction above satisfied (measured by bi-annual member survey)</p> <p>KPI = Increase in number of members attending Annual Conference, CEO Forum, ICEO Forum and Regional Networking events.</p>
<p>1.2. Develop a communication and marketing plan to promote the advocacy, research and professional development work undertaken by the organisation. This will include:</p> <ul style="list-style-type: none"> (a) appropriate frequency, quality and relevance of information to members through eNews, the Journal and other avenues; (b) appropriate maintenance and development of the LGMA Qld website as an information tool for members; (c) the use of other publications to promote LGMA Qld (member articles etc.); (d) database maintenance to allow targeted membership promotion; (e) consistent membership collateral which better articulates the benefits of membership. 	<p>KPI = 3% increase of attendees at LGMA events (measured overall statistics from events collated and compared with previous years).</p> <p>KPI = maintenance of membership numbers relative to overall number of employees.</p> <p>KPI = no relative increase in the proportion of members who are retired.</p>
<p>1.3. Review membership criteria and categories as well as associated pricing to ensure on-going relevance and value.</p>	<p>KPI = 70% member satisfaction above satisfied (measured by bi-annual member survey).</p>
<p>1.4. Value our membership and brand. Review activities to ensure that LGMA Qld does not "give away" benefits and services. LGMA Qld will clearly differentiate between members and non-members in all event pricing.</p>	<p>KPI = 95% compliance with differentiation requirement.</p>
<p>1.5. Extend the LGMA Qld brand to attract new members from a variety of technical backgrounds.</p>	<p>KPI = At least one member in every council.</p> <p>KPI = For technical areas - 10 members minimum in each professional</p>



	<p>grouping represented by villages plus 5 each of outdoor staff, engineers, finance professionals, water and sewage and transport.</p> <p>KPI = 33% of membership is female.</p>
1.6. Invite members to showcase their work in various publications in order to build understanding and cooperation across councils.	<p>KPI = Each edition of The Journal features a council initiative.</p>
1.7. Provide regular opportunities for members to connect with academics and other stakeholders to facilitate the flow of new ideas and approaches.	<p>KPI = CEO, FLF and AC each include external presenters.</p>
1.8. Enhance LGMA's member support services through increased promotion of informal support mechanisms and through the formalisation of the Locum service.	<p>KPI = Increased visibility of support services as evidenced by references in publications.</p> <p>KPI = Release and distribution of the Locum service brochure.</p>
1.9. Recognise and celebrate the successes of individuals and councils to promote the professionalism of the sector, foster a sense of achievement and create a sense of belonging.	<p>KPI = Award for Excellence participation.</p> <p>KPI = Manager and Young Manager of the Year participation.</p>



2. Advocacy and Representation

LGMA Qld's advocacy role has two related aims: firstly to ensure that Queensland local governments can deliver appropriate, quality and effective services to their communities and secondly to create a working environment which attracts and supports professional officers, offering satisfying career opportunities.

Professional local government officers are the closest of all spheres of government to their communities. They are therefore in a unique position to offer practical, local expertise and to 'ground truth' policies and proposals developed in other spheres or by other local government interests. LGMA Qld will work to harness this expertise to provide frank and practical advice on the implementation of legislative and policy decisions impacting Queensland communities.

By facilitating communication with, and between, members LGMA Qld can develop considered, well researched, collective positions to put to State Government and other stakeholders on behalf of all members. By ensuring that the organisation has credibility as a reliable, ethical and accurate representative of its membership, LGMA Qld will be able to develop and utilise its influence on behalf of the sector.

ACTION	KPI
2.1. Enhance member engagement and consultation mechanisms to ensure the widest possible membership input and thereby seek to advocate a fully representative view.	KPI = Increase in number of members that elect to comment on calls for input.
2.2. Raise members' and stakeholders' awareness of the lobbying/advocacy and representation undertaken.	KPI = 70% of member satisfaction above satisfied (measured by annual member survey). KPI = Average 60% awareness of members of LGMA Qld's advocacy activities as measured by bi-annual survey.
2.3. Develop and publish agreed policy platforms, clearly articulating the organisation's stance on issues, communicating clear expectations and creating a visible and consistent message.	KPI = Review policy platforms every two years. KPI = Exception report on submissions lodged (i.e. any areas covered by the policy platforms and which are considered by government but which LGMA Qld makes no submission on). KPI = Report on number of issues enacted as legislation as a result.
2.4. Enhance the visibility of the organisation through regular liaison with relevant government representatives and the establishment of strong relationships with departmental officers and with political representatives from all major parties.	KPI = Report on number of engagements/meetings attended and/or new connections established.
2.5. Establish and maintain effective relationships with key partners, in particular LGAQ, but including all other representative Queensland local	KPI = Report on number of engagements/meetings attended and/or new connections established



government bodies, in order to coordinate activities on joint areas of interest where appropriate.	
2.6. Maintain strong and active relationships with Local Government Professionals Australia and state officer bodies to coordinate on common issues and influence the national agenda.	KPI = Report on number of engagements and outcomes from those discussions.
2.7. Through the relationship with Local Government Professionals Australia, promote and maintain relationships with local government representative bodies internationally.	KPI = Report on number of opportunities offered to LGMA Qld members as a result of these relationships.
2.8. Consistently review and challenge alliances to identify areas where a partnership approach will add value and where it is counter-productive.	KPI = Report on number of partnerships.
2.9. Enhance the research capacity and activity of the organisation (including through the use of the Management Foundation) to support LGMA Qld's advocacy activities and enhance credibility.	KPI = Undertake major research activity at least every five years.
2.10. Publicly recognise excellence in leadership and management amongst members.	KPI = Number of nominations received for BOM vacancies.
2.11. Build the profile of the Board as a whole through rotation of advocacy and representation opportunities and spheres of expertise.	KPI = Number of BOM engagements and activities.
2.12. Utilise the media and industry publications as necessary to promote the interest of the membership (noting that LGMA Qld is not a political body and will not engage in political commentary in the media).	KPI = Exception report on missed or inappropriately accessed opportunities.



3. Business Development

One of LGMA Qld's key objectives is to develop member capacity and thereby enhance the professionalism, skill and leadership capability of local government as a whole. LGMA Qld recognises that professional development at an individual level flows through to enhance professionalism at an industry level. LGMA Qld seeks to offer development opportunities to assist members at all stages throughout their careers.

LGMA Qld gains credibility from the professionalism of the sector and vice versa. The professional development of local government officers is therefore a critical part of the LGMA's mandate. LGMA Qld must demonstrate leadership in this area and encourage the professional development of officers throughout the state in order to strive for leadership and management excellence in the sector.

ACTION	KPI
3.1. Establish a schedule for the regular review of programmes and undertake any associated adjustments including cancellation, expansion and modification.	KPI = Programme review process undertaken at the completion of each programme. KPI = Full programme assessment undertaken every three years at a minimum.
3.2. Establish an on-going programme for identifying and implementing new programme opportunities, including seeking feedback from members and review of activities in other states and jurisdictions.	KPI = Gap analysis of PD programme undertaken annually with new programmes brought to board for consideration at least every 18 months.
3.3. Ensure that a strong professional development programme is established which offers training for all levels of local government staff and all major technical groups represented within the membership. LGMA Qld should offer assistance at every stage of members' careers.	KPI = 3% increase of attendees at LGMA professional development programmes not already at capacity (measured overall statistics from events collated and compared with previous years).
3.4. Create effective networking groups along technical and other special interest lines to better target member needs (LGMA Qld Villages).	KPI = 3% increase of attendees at LGMA events (measured overall statistics from events collated and compared with previous years) KPI = Report on the number of village/forum events held, attendee numbers and attendee satisfaction.
3.5. Consistently seek opportunities for decentralised delivery of programmes to ensure widest possible accessibility to members.	KPI = Number of programmes and events offered in regional areas. At least one event and one PD activity in each of the four branches per year. KPI = Trial of web-based and virtual programme delivery including skype meetings and webinar programmes undertaken.



3.6. Review and enhance the corporate partners' programme to ensure a better match between sponsors needs and benefits in order to create sustainable long-term relationships.	KPI = 75% of partners/sponsors satisfaction above satisfied. KPI = Report on income generated from partnerships.
3.7. Undertake clear cost/benefit analysis of all events and services including detailed budget monitoring and analysis for all LGMA Qld events.	KPI = Maintain current reporting.



4. Administration and Governance

In advocating for excellence in leadership and management, it is critical that LGMA Qld display the characteristics and values that it wishes to be modelled in Queensland local government. In addition, LGMA Qld is responsible for the effective administration of member funds on behalf of all members. LGMA Qld must be scrupulous in ensuring transparent, effective and ethical administration and leadership of the organisation.

ACTION	KPI
4.1 Develop, implement and monitor a five year rolling strategic plan and operational plan.	KPI = Relevance and currency of plans as reviewed each year.
4.2 Develop a Director's Manual outlining key responsibilities and providing current copies of key documents including: the Constitution; Policy Manual; Strategic Plan; Operational Plan; Reimbursement Policy; and bursary and award criteria.	KPI = Bi-annual review of manual. KPI = Feedback from incoming directors.
4.3 Promote Director's roles and responsibilities to ensure that they are consistent with good governance practice and that they do not discourage participation.	KPI = Level of interest in BOM roles when vacancies arise.
4.4 Develop, implement and monitor a risk management plan.	KPI = Annual review of plan and report on level of risk occurrence.
4.5 Maintain the programme for the regular review of financial management processes including: debt management; allocation of accounts; allocation of staff and office expenses against events; clarity around sponsorship funding; and disbursement of sponsorship funds.	KPI = Maintain current reporting.
4.6 Develop, monitor and adhere to detailed annual and longer term budgets and maintain adequate capital reserves to support the organisation in case of unanticipated need.	KPI = Adherence to budget. KPI = Achieve an operating surplus of above 1% of revenue annually. KPI = Maintain a current ratio of >1.5 KPI = Maintain a cash balance of the grater of: <ul style="list-style-type: none">) 3x current liabilities) 3x monthly expenses KPI = Achieve member equity of >\$2,000.



4.7 Schedule strategic business planning meetings at least once per year.	KPI = Facilitate at least one strategic planning session annually.
4.8 Consider and develop a succession plan for the LGMA Qld Board and staff.	KPI = Annual review. KPI = <25% staff turnover annually.