



STRATEGIC PLAN

2024 - 2026



WE ARE LOCAL GOVERNMENT

Local Government NSW (LGNSW) is the peak body representing New South Wales local councils and associate members, including county councils, joint organisations, and regional organisations of councils.

Our role is to support, promote, advocate for, and represent the local government sector so our members are in the best possible position to serve our NSW communities.

We do this by:

- Providing policy advice, management support and grants to members
- Empowering members to deliver quality services to meet the needs of their local community
- Providing effective, responsive, and accountable leadership on policy issues
- Enhancing community awareness and perception of local government
- Shaping the industrial environment in which the sector operates.

The LGNSW Strategic Plan identifies our main priorities and aspirations for the future and the strategies to achieve these objectives. The Plan has been developed in conjunction with the LGNSW Board.

OUR PURPOSE

Our purpose is to represent, empower and advocate on behalf of the local government sector in NSW to ensure member councils can drive positive outcomes for local communities.



**COLLABORATIVE
BY NATURE**

We will value all opinions



**SUSTAINABLE
DECISIONS**

We make decisions for the now and
into the future



**LOCALLY
LED**

Local community focus



**INTEGRITY IN
ACTIONS**

We are honest, ethical, and reliable
in all our actions

OUR BOARD

PRESIDENT



Cr Darriea Turley AM
Broken Hill City Council

TREASURER



Cr Nuatali Nelmes
City of Newcastle

VICE PRESIDENT
Regional/Rural



Cr Phyllis Miller OAM
Forbes Shire Council

DIRECTOR
Regional/Rural



Cr Jamie Chaffey
Gunnedah Shire Council

DIRECTOR
Regional/Rural



Cr Romola Hollywood
Blue Mountains City Council

DIRECTOR
Regional/Rural



Cr Dominic King
Bellingen Shire Council

DIRECTOR
Regional/Rural



Cr Scott Ferguson
Blayney Council

DIRECTOR
Regional/Rural



Cr Dallas Tout
Wagga Wagga City Council

DIRECTOR
Regional/Rural



Cr Claire Pontin
Midcoast Council

DIRECTOR
Regional/Rural



Cr Cameron Walters
Wollongong City Council

VICE PRESIDENT
Metropolitan/Urban



Cr Khal Asfour
City of Canterbury Bankstown

DIRECTOR
Metropolitan/Urban



Cr Ned Mannoun
Liverpool City Council

DIRECTOR
Metropolitan/Urban



Cr Julie Griffiths AM
Blacktown City Council

DIRECTOR
Metropolitan/Urban



Cr Penny Pedersen
City Of Ryde

DIRECTOR
Metropolitan/Urban



Cr Philippa Scott
Inner West Council

DIRECTOR
Metropolitan/Urban



Cr Michael Mijatovic
Fairfield City Council

DIRECTOR
Metropolitan/Urban



Cr Philpa Veitch
Randwick City Council

DIRECTOR
Metropolitan/Urban



Cr Christine Kay
Ku-ring-gai Council

FUNDAMENTAL PRINCIPLES

LGNSW's response to broad matters of importance to the local government sector are directed by enduring and overarching principles:



ECONOMIC

Local government must have control of its revenue raising and investment decisions and be fairly funded by the Commonwealth and State/NSW Governments to meet its infrastructure and service responsibilities.

Local government promotes local and regional economic development and employment growth.



ACCOUNTABILITY

Local government is responsible and accountable to members and their communities.

Local government is recognised as a responsible and place-based employer.

Local Government reduces and mitigates the risk of climate change for the communities we serve.



PLANNING

Local government is best placed to lead and influence local and regional planning processes according to the needs and expectations of local communities.

Our communities' quality of life is a priority of local government planning.



GOVERNANCE

Local government must be constitutionally recognised and respected as an equal sphere of government.

Local government is democratically elected to shape, serve and support communities.

Local government is committed to the principles of good governance.



ENVIRONMENT

Local government actions reflect Ecologically Sustainable Development (ESD).

ESD requires the effective integration of economic, environmental, and social considerations in decision-making processes and is based on the following principles:

- Intergenerational equity – today’s actions maintain or enhance the environment for future generations
- Precautionary – prevent environmental degradation and manage and mitigate risk
- Conservation of biological diversity and ecological integrity
- Improved valuation and pricing of environmental resources, recognising the value of the environment to the community
- Commit to the principles of the circular economy and minimise the consumption of finite natural resources.

SOCIAL & COMMUNITY

Local government is committed to the principles of:

- **Equity** – fair distribution of resources
- **Rights** – equality for all people
- **Access** – to services essential to quality of life
- **Participation** – of all people in their community
- **Recognition** – of the unique place of Aboriginal people in NSW and the right of Aboriginal people to be involved in all decisions affecting Aboriginal communities
- **Health & Safety** – for all in the community.

INFRASTRUCTURE

Local government is best placed to plan for, deliver and manage essential local infrastructure.

STRATEGIC OBJECTIVES

LGNSW has five strategic objectives which form the pillars of the Strategic Plan and are linked to the business units of the organisation

EVENTS, LEARNING & DEVELOPMENT

We will empower the local government sector through the provision of knowledge and expertise and a platform to champion the sector.

REPRESENT & ADVOCATE

We will advance the interests of the local government sector by advocating to and engaging with government and stakeholders.

CORPORATE SUPPORT

We will ensure that high-quality core business functions are provided in the most cost effective and efficient manner through fit-for-purpose structures and mechanisms.

MEMBER SERVICES

We will ensure the interests of member councils are best served through the provision of workforce support and advisory services.

COMMUNICATION & MEDIA

We will keep the local government sector informed and raise awareness of the positions of the sector through media, campaigns, and digital channels.



| STRATEGIC PILLAR | OPERATIONAL OBJECTIVES 2024-26 | OUTCOME |
|---|--|--|
| REPRESENT & ADVOCATE | Annually lead debate on a project that is a key issue to the sector | Local government sector and other spheres of government informed of compelling case for change on a key issue |
| | Refresh advocacy priorities annually and focus advocacy efforts in line with these | Advocacy aligns with priorities and achieves positive outcomes for members |
| | Coordinate annual conference motions process | Voice of members reflected through a well-run motions process |
| | Update policy platform to reflect each annual conference's resolutions | Policy platform reflects collective positions of councils as established through annual conference resolutions |
| | Address skilled labour shortages | Increased State and/or Federal funding to facilitate members employing additional trainees, apprentices, and/or cadetships |
| EVENTS, LEARNING & DEVELOPMENT | Deliver professional learning and development programs and consult members on new learning programs to be offered to staff and elected members that generates revenue from sales | A learning and development program that members value and increase their knowledge and skill base from attendance |
| | Deliver quality events, conferences and online forums to members and grow revenue from attendance | An events program that members engage with and receive valuable education and networking opportunities from attendance |
| | Grow own source revenue via a partnership program offered to organisations looking to partner with councils | Attract traditional and non traditional partners and grow revenue derived from partnerships |
| MEMBER SERVICES | Effectively communicate member value and promote member services | Increased focus on our Member Value Proposition through all platforms including website, social media, and email communication |
| | | Deliver an enhanced digital experience to users of our website and member website |
| | Address skilled labour shortages | Develop policies and strategies that address skills shortages |

| STRATEGIC PILLAR | OPERATIONAL OBJECTIVES 2024-26 | OUTCOME |
|----------------------------------|--|--|
| CORPORATE SUPPORT | Financial Sustainability | Balanced Budget - achieved through prudent financial management, monitoring revenue and expenditure to ensure that timely and appropriate actions are undertaken to respond to both risk and opportunity |
| | Facilitating the ongoing professional development of Board Members | Assurance of optimal skills and effectiveness |
| | Building a skilled, motivated, and productive workforce | Renewal, implementation and promotion of corporate values to ensure an engaged and aligned workforce Fostering a culture where employees feel valued, supported and encouraged |
| | Continuing maturity of the Corporate Governance, Compliance, Fraud Control & Risk Management Frameworks | Commencing a project to explore methodologies to enhance legislative compliance knowledge and capabilities for responsible officers across the organisation |
| | Facilitate the delivery of appropriate IT and OT resources to support business units' operational objectives | Continuing maturity of Cyber Security Program |
| COMMUNICATION & MEDIA | Review how we communicate with our Board | An improved sense of Board engagement and awareness of activities |