

South East Local Government Association

Strategic Plan 2014 – 2019 V2

INTRODUCTION

The South East Local Government Association (SELGA) is a regional subsidiary body established by the seven Constituent Councils in the South East region of South Australia.

Under its Charter, SELGA has a broad role to:

- Work in association with the Local Government Association of South Australia and the Australian Local Government Association to assist in the achievement of their aims and objectives;
- Undertake co-ordinating, advocacy and representational roles on behalf of its Constituent Councils as a regional level;
- Facilitate and coordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefits of the communities of its Constituent Councils;
- Develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
- Develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
- Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
- Undertake projects and activities that benefit its region and its communities;
- Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
- Implement programs that seek to deliver local government services on a regional basis.

The SELGA Strategic Plan 2014-2019

Given the broad role of the Association, a strategic plan is an important document to set direction for the next five year period, and ensure that SELGA's focus is on **priority regional outcomes**. The Plan is necessary to identify **regional strategies** for the Association to implement in order to deliver these outcomes.

The Strategic Plan is a tool to define SELGA's role in the region, particularly in the context of the key needs and issues impacting the South East. It can be used by the Constituent Councils, regional partner organisations such as Regional Development Australia Limestone Coast and the Natural Resources Management Board, the Local Government Association of SA and the State Government to understand SELGA's priorities, and the role it will take in addressing them. In implementing the Strategic Plan, SELGA will work with these organisations to ensure that key regional needs and issues are addressed by complementary regional action, with an emphasis on collaboration and partnership.

This document is an update to the Strategic Plan 2007 -2012.

The Regional Context

As a regional organisation with elected membership, the Association is a highly accountable body with a broad base of representation at the local level. Accordingly, it is the peak body representing Local Government in the region, as well as able to lead and advocate on behalf of the region across a full range of issues.

Together with the SELGA Charter, the Strategic Plan takes direction from the key themes and actions of the Strategic Plans of the seven Constituent Councils.

Other strategies that provide context and direction are the Limestone Coast Regional Plan volume of the South Australian Planning Strategy, the South East Natural Resources Management Plan, the Limestone Coast Regional Roadmap (Regional Development Australia Limestone Coast), and the Limestone Coast Destination Action Plan for tourism. Importantly, SELGA has a key role to work with organisations responsible for delivering these strategies to ensure effective investment and activity in the region across all sectors, and minimise duplication of effort.

Statewide, the South Australian Strategic Plan is a guiding document, and more recently, the South Australian Government's Seven Strategic Priorities. In particular, the priorities of *Growing Advanced Manufacturing* and *Premium Food and Wine from our Clean Environment* have provided significant direction and opportunity for the region, and provide a basis for strategies specifically targeting economic development and infrastructure.

Through the work of its Constituent Councils, SELGA will seek to expand partnerships with Local Government organisations in other regions of South Australia and western Victoria, working across shared boundaries in recognition of the benefits of coordinated action on common issues and opportunities.

THE SELGA STRATEGIC PLAN 2014-2019

Mission

The Mission of the South East Local Government Association is:

To lead Local Government in the Region, and to advance the Limestone Coast communities through effective advocacy, facilitation and innovation.

Themes

The Strategic Plan has five themes, each addressing key issues and areas of activity. The themes form the basis of Regional Strategies. The grouping of the themes is largely consistent with the Strategic Plans of the Constituent Councils. The themes are regionally applicable.

1. Infrastructure
2. Sustainable Economy
3. Environmental Sustainability
4. Community and Social Wellbeing

The fifth theme focuses on SELGA as an organisation, and relates to internal business practices and efficiency.

5. SELGA governance, leadership and financial sustainability

The Role of the Association

The Charter identifies a broad range of roles to deliver the Objects of the Association. Given the available resources for SELGA, it is necessary to closely define the role of SELGA relative to each of the above themes. The various roles are defined below.

Role	SELGA will...
Regional Leadership	Initiate action and lead regional activity Set the agenda and direction
Advocacy	Represent the region, and pursue outcomes on behalf of the Constituent Councils and the region
Council Coordination	Coordinate the activities of Constituent Councils Act as the central organisation for shared Local Government responsibilities Provide a single point of contact to the region's Local Government
Partnership	Join with other stakeholders to deliver a service or project
Delivery	Initiate, develop proposals and implement projects with a dedicated budget, staff member or resources

For priority actions under each theme, SELGA will focus its efforts by taking on a defined role, as below.

Theme	SELGA Role				
	Regional Leadership	Advocacy	Council Coordination	Partnership	Delivery
Infrastructure					
Sustainable Economy					
Environmental Sustainability					
Community and Social Well-being					
SELGA Governance					

Regional Strategies

Five Regional Strategies will guide the work of SELGA over the next five years.

1. Infrastructure

Regional leadership and advocacy to ensure that regional infrastructure is fit for purpose and has the capacity to meet the region's current and future needs.

2. Sustainable Economy

Regional leadership and advocacy to promote a thriving and sustainable economy capitalising on our diverse resources, sustaining growth, prosperity and employment throughout the region.

3. Environmental Sustainability

Advocacy and partnerships to responsibly manage our natural environment and resources, ensuring sustainability and diversity.

4. Community and Social Wellbeing

Advocacy and partnerships to enhance the quality of life, health and opportunities for our regional communities.

5. SELGA governance, leadership and financial sustainability

Regional leadership and effective Constituent Council coordination to ensure that SELGA continues as an efficient and well governed regional organisation.

Under each Regional Strategy, the following section defines the Regional Outcomes, SELGA's role and the Priority Actions for SELGA in the next five year period. These Priority Actions will form the basis of the Annual Business Plan and guide the Work Plan of the SELGA Executive Officer.

1. INFRASTRUCTURE

Desired Regional Outcome	SELGA Role	SELGA Priority Actions
Existing and future regional infrastructure is fit for purpose and has the capacity to meet the region's needs.	Regional Leadership	<p>Lead the process to develop a needs-based Regional Infrastructure Plan, objectively prioritising all major infrastructure development required in the region. Lead and coordinate input of key regional organisations. Advocate on behalf of the region for funding to implement priority infrastructure projects.</p> <p>Lead the implementation of the SELGA 2030 Regional Transport Plan.</p>
	Advocacy	Advocate for appropriate State and Australian Government investment in the upgrade, maintenance and operation of the South East drainage and bridge network, in partnership with the South East Natural Resources Management Board, Regional Development Australia Limestone Coast and the South Eastern Water Conservation and Drainage Board.
	Council Coordination	Effectively coordinate regional submissions for the Special Local Roads Program to maximise investment in regional road infrastructure.
Councils to protect built heritage, heritage spaces and the region's cultural heritage	Council Coordination	Effectively coordinate and manage a regional Heritage Advisory Service for the benefit of Constituent Councils and private owners.
Development of a regional approach to the maintenance and provision of improved and new infrastructure and utility services	Advocacy	<p>Advocate for the region for improved and sustainable services from State and Australian Governments in meeting our regional needs for:</p> <ul style="list-style-type: none"> Roads Power and water Broadband internet Mobile phone coverage Community infrastructure Education facilities <p>Partner with Regional Development Australia to raise the profile of regional infrastructure projects and advocate for State and Federal Government investment.</p>

Guiding Regional Documents:

SELGA 2030 Regional Transport Plan

Green Triangle Freight Action Plan

Regional Development Australia Limestone Coast Regional Roadmap

2. SUSTAINABLE ECONOMY

Desired Regional Outcome	SELGA Role	SELGA Priority Actions
A growing and diverse economy, based on the region's natural assets and innovative community, under the priorities of: <i>Premium Food and Wine from our Clean Environment, and Growing Advanced Manufacturing.</i>	Regional Leadership	Lead the Limestone Coast Economic Diversification Project. Convene the Limestone Coast Economic Diversification Group, and lead the implementation of the Limestone Coast Economic Diversification Group Work Plan.
	Advocacy	Strongly advocate for investment, projects, legislation/policy review or development to promote economic growth in the region.
	Partnership	Partner with Regional Development Limestone Coast, State Government agencies, the South Australian Economic Development Board, the South East Natural Resources Management Board and community leaders and other relevant/interested bodies to promote and deliver economic development projects in the region.
A thriving and well-supported tourism industry, growing the region's status as a visitor destination	Advocacy	Advocate for State Government investment in industry support, marketing and projects to enable the growth of the region's tourism industry. Advocate for the South Australian Tourism Commission to successfully market the Limestone Coast to increase visitor numbers. Advocate for and support industry leadership within regional tourism.
	Council Coordination	Coordinate Constituent Council investment in Regional Tourism Industry Development.
A sustainable population base with the skills and capability to grow regional economic development	Advocacy	Assist key regional bodies and the South Australian Government with their objective to grow our population and develop our regional workforce, and to build skills and capability in our communities. Advocate for the infrastructure and services required to both attract and service a growing and diverse population, in particular recognising changing demographics.

Guiding Regional Documents:

Limestone Coast Economic Diversification: Building a more prosperous future 2012

Limestone Coast Destination Action Plan 2013

Regional Development Australia Limestone Coast Regional Roadmap

3. ENVIRONMENTAL SUSTAINABILITY

Desired Outcome	SELGA Role	SELGA Priority Action
Well-managed and sustainable ground and surface water resources, supporting the regional economy and environment.	Advocacy	In partnership with the South East Natural Resources Management Board, advocate for the sustainable management, monitoring and research into the valuable ground and surface water resources of the South East, to ensure social, environmental and economic sustainability.
A regional approach to landfill minimisation and innovative waste management.	Council Coordination	In partnership with Constituent Councils, develop a Regional Waste Management Strategy to facilitate a regional approach to waste management. Coordinate shared resources (funding and/or a regional waste management officer) for a regional approach to waste management.
Well-managed and protected terrestrial, wetland, coastal and marine environments, with active partnership from all responsible organisations	Advocacy	In coordination with the Local Government Association of SA, advocate for the effective and accountable delivery of regional natural resources management, and in particular the effective on-ground delivery of projects funded under the NRM Levy.
	Partnership	Partner with coastal councils, the State Government and the community to implement the Limestone Coast and Coorong Coastal Action Plan. Partner with the South Australian Department of Environment, Water and Natural Resources to access external funding to deliver coastal projects in the region, targeting biodiversity conservation, sustainable use strategies, and community engagement.
Integration of environmental sustainability practices in Constituent Council decision making and operations.	Council Coordination	Coordinate and support Constituent Councils to integrate environmental sustainability practices into decision making (for example, development planning and codes) and operations (for example, waste management, native vegetation management).
Local Government is a key partner in the sustainable management of the environment and natural resources in the region.	Advocacy and Partnership	Advocate regionally and through the LGA on priority regional environmental issues, ensuring that Local Government input is effective and reflects the needs of local communities. Maintain strong relationships and collaboration with: <ul style="list-style-type: none"> The South East Natural Resources Management Board The South Eastern Water Conservation and Drainage Board The Department of Environment, Water and Natural Resources The Native Vegetation Council SA Water Community environment and sustainability groups

Guiding Regional Documents:

South East Natural Resources Management Plan

Limestone Coast and Coorong Coastal Action Plan

Regional Waste Management Strategy (under review)

4. COMMUNITY AND SOCIAL WELLBEING

Desired Outcome	SELGA Role	SELGA Priority Action
Regional social infrastructure and services support an improved quality of life for Limestone Coast communities	Advocacy	Advocate for the needs of the community for investment and provision of social infrastructure and services. Partner with relevant regional organisations to advocate for regional services, in particular health services, community transport, migrant resources, education, and other services to improve social wellbeing.
Regional communities have access to appropriate health and education services and facilities.	Advocacy	Advocate for expanded mental health services and support in the South East. Encourage and support the initiatives of Constituent Councils to be expanded regionally, particularly regarding suicide prevention and other priority issues with significant impacts on regional areas.
Regional communities have access to programs and facilities promoting a healthy lifestyle	Partnership and Delivery	Partner with the Office of Recreation and Sport to promote well run and active sporting clubs in the region, for example through the STARCLUB Program. Explore opportunities to undertake regional projects to provide facilities or infrastructure for community recreation and amenity (for example, regional trails).
Local Government is a key regional partner in Emergency Management, road safety and other community safety programs.	Council Coordination	Assist to coordinate Constituent Councils' role in Zone Emergency Management to ensure transparent, consistent and appropriate role for Local Government in emergency response and recovery.
	Partnership and Delivery	Partner with the Motor Accident Commission, and work with relevant State agencies and community road safety groups to implement the South East Road Safety Strategy, including the engagement of a Regional Community Road Safety Officer to coordinate regional efforts to reduce road crashes and trauma.
Recognition and protection of Aboriginal and Torres Strait Islander heritage.	Advocacy	Recognise, advocate and promote heritage matters in support of local Aboriginal and Torres Strait Islander communities in the South East. Advocate for the protection of Aboriginal heritage in the South East.

Guiding Regional Documents:

South East Zone Emergency Management Plan

South East Road Safety Strategy

5. SELGA GOVERNANCE, LEADERSHIP AND FINANCIAL SUSTAINABILITY

Desired Outcome	SELGA Role	SELGA Priority Action
SELGA is recognised as the regional leadership body which provides a framework and coordination for other regional groups.	Regional Leadership	<p>Lead regional advocacy and action on priority issues, and actively engage and coordinate partner organisations' action on common regional issues.</p> <p>Facilitate active engagement and participation of Constituent Councils on issues and decisions that impact their communities.</p>
Regional Local Government is effective and cost efficient	Council Coordination	<p>Identify and coordinate practical opportunities for joint investment, shared services and resources between Constituent Councils and the LGA that improve service delivery and provide cost savings.</p> <p>Coordinate and convene specialist SELGA Working Groups to address and take action on regional issues of common interest to Constituent Councils, in particular to create efficiencies.</p>
A well-governed regional organisation	Delivery	<p>Coordinate Constituent Councils and the LGA to develop and implement sound governance and decision making practices that are open, accountable and comply with relevant legislation.</p> <p>Review and update the SELGA Charter as a priority in 2014, and then at least every four years, to ensure that the objects and requirements of the organisation are consistent with the needs of the Constituent Councils.</p>
SELGA maintains its reputation with State and Australian Governments as a leading Local Government body and effective advocate for the Limestone Coast	Advocacy	<p>Lead effective and targeted advocacy campaigns on priority regional issues, in partnership with Constituent Councils, the LGA and regional organisations as appropriate.</p> <p>Ensure effective use of SAROC and the LGA to support SELGA's advocacy on regional issues.</p> <p>Lead the region's response and input to the State and Australian Governments on key issues and opportunities, acting as a single point of contact for regional visits and requests.</p>

Desired Outcome	SELGA Role	SELGA Priority Action
<p>Effective communications with Constituent Councils, partner organisations and the community.</p>	<p>Delivery</p>	<p>Communicate regularly and openly with Constituent Councils on all decision making and relevant operational matters.</p> <p>Act as an effective conduit between the region’s Local Government and other regional, state or Commonwealth organisations.</p> <p>Undertake actions to raise the profile of the Association within the region, including the use of media, website and other formats.</p> <p>Ensure effective SELGA representation on key outside organisations.</p>
<p>SELGA financial processes are transparent and efficient, ensuring a sustainable financial position.</p>	<p>Delivery</p>	<p>Implement an annual program of budget development, consultation, adoption and review.</p> <p>Ensure that the SELGA Board is provided with bimonthly financial and performance reports, and an Annual Report.</p> <p>Explore approaches to attract funding for SELGA to deliver or partner on priority regional projects.</p>

Guiding Regional Documents:

The South East Local Government Association Charter 2008 (under the Local Government Act)
 SELGA Annual Business Plan

Strategic Plan Implementation and Review

Under the SELGA Charter, the Association must develop an Annual Business Plan which links the core activities of SELGA to strategic, operational and organisational requirements. The Business Plan provides supporting financial projections. The Business Plan will provide specific actions and targets, against which SELGA's activities can be monitored.

End.