STRATEGIC PLAN

2020 - 2025

Collectively building stronger communities

LCLGA
Limestone Coast
Local Government
Association

THE LIMESTONE COAST LGA OVERVIEW

The 2020 - 2025 Limestone Coast Strategic Plan sets the pathway for the LCLGA to deliver the regional outcomes our members are seeking.

Our members are the seven Council in the Limestone Coast Region

> City of Mount Gambier

> Wattle Range Council

> Naracoorte Lucindale Council

> Tatiara District Council

> District Council of Robe

> Kingston District Council

> District Council of Grant

One of the significant differences with many industry associations is the LCLGA is constituted under section 43 of the Local Government Act (1999) as a wholly-owned local government subsidiary of the seven Councils in the Limestone Coast, as approved by the Minister.

The LCLGA, therefore, has different legislative and governance arrangements to those that apply to many industry associations, which are often private or not-for-profit firms under the Association Act.

This ownership model also means any value or liabilities we attract are directly attributional to our members.

As an extension of our member's businesses, we are more intimately engaged in working with our member Councils in delivering regional value than many association models.

In our Charter, we are committed to reviewing our strategic plan every five years.

This Strategic Plan builds upon the excellent work of the Association over 134 years of service to our members. It aims to ensure we continue to be contemporary and focused on the value we deliver to our members across the region.

In developing this plan, we engaged extensively with our members and stakeholders to understand what they value about the LCLGA, where we can improve, and importantly, what we should do in the future.

We also explored the externalities that are likely to impact the delivery of this strategic plan. In particular, we note that at the time of drafting this plan, we are at the start of the Covid-19 pandemic. While the underlying strategic direction

remains valid, it is likely there will be a transition period from crisis to business as usual that will require a flexible and agile approach.

In a workshop with our Board (Mayors of the Limestone Coast constituent Councils) and Council CEO's we developed clarity on our "why," this approach is based on the how, what, why method to strategic planning.

The "why" for the Limestone Coast Local Government Association emerged very quickly and resonated strongly with our members and staff.

Our why is working with our members, **"collectively building stronger communities."**

CONTEXT

In developing this strategic plan, it is essential to consider the capability and capacity of the LCLGA (resources, skills, and support) and the external environment, which will impact the delivery of the strategy.

If there is a shift in the external environment or the internal capability of the LCLGA, then the strategic plan should be reviewed and amended. Noting as we are drafting this strategy, the Covid-19 virus pandemic is in its early stages.

External Environment

The external environment for most organisations is increasingly complex. For local government, it has additional layers of complexity due to the close relationship they have with their community and their communities aspirations.

The LCLGA has a complex network of members, stakeholders, partners, and communities we interact with, as shown in the adjacent diagram.

The external environment is much bigger than just the Limestone Coast community. We live in a global community, as evidenced by the nature of our markets, data, and communications, education, tourism, and migration.

Our future trend assessments used data from a range of sources with particular focus on the analysis from the CSIRO, and Earnest and Young Q (EYQ) to inform our thinking on our operating environment.

The emerging trends considered in the development of this plan are summarised in attachment one.

The community we engage with

HOW HAS THE LCLGA PERFORMED?

Over the last five years the LCLGA has been an effective vehicle for our members. The focus for the 2014 / 19 strategic plan was to develop plans and implement projects in the areas of Infrastructure, Environmental Sustainability, Sustainable Economy, Community and Social Well-being, Governance, Leadership and Financial Sustainability.

Of the 34 identified strategies, 90% of outcomes were delivered. There were also decisions made by the Board during the five years to take on a range of additional projects such as coastal mapping and the Limestone Coast Sports Academy.

For every dollar of members fees invested, there was a return of approximately four dollars of external funds to our members and community.

There were 21 discrete advocacies undertaken during the five years.

As illustrated, 97% of our projects benefited multiple members. Because our members are different, not all projects will benefit members equally.

Ensuring an even spread of benefits to our members is essential to sustain members support.

Financially, despite losses in recent years, the financial position of the LCLGA remains strong. Revenue is sourced from members fees, grants, and sponsorships for projects. At present, we have healthy levels of cash reserves.

Without any increases in members fees over the last five years, there has been a real reduction in revenue. This approach creates either the potential for a significant rise in fees in the future to balance income and expenses once member equity reaches minimum cash holdings or a reduction in services and capability.

The proposed minimum cash holdings should be at a level where we avoid a liability to members if the Association is wound up. Minimum cash holdings are based on liabilities plus estimated direct wind-up costs. At the time of writing this strategy and based on our liabilities, the minimum cash holdings are between $200,000 and $170,000.

The Board may decide to allow our minimum cash holdings to be lower, in making this decision they are accepting the risk of a liability to their Council should the Association be wound up.

The Financial Sustainability Model section provides additional information on page 15.

STRATEGIC PLAN REPORT CARD 2014-19

LCLGA
Limestone Coast
Local Government
Association

Community and Social Wellbeing	Sustainable Economy	Infrastructure	Environmental Sustainability	Gov, Leadership & Fin Sustainability
95% complete	**100%** complete	**78%** complete	**80%** complete	**90%** complete

Additional Projects: Coastal Mapping, Sports Academy, Red Meat Cluster, Innovation Hub, Trails.

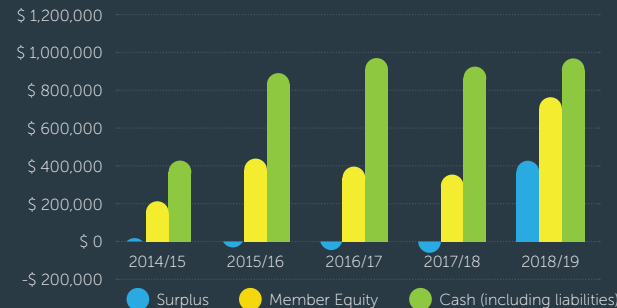## Advocacy Work

- Investment in Roads
- National Broadband
- Mobile Phone Coverage
- Sustainable ground and surface water
- Sustainable unconventional gas exploration
- Waste Management and Recycling
- Migrant resources
- Emergency Services Sector Reform
- SA Productivity Commission Review
- Investment in drainage & bridge networks
- Coastal Alliance and Erosion
- Regional Airports
- Regional Development
- Road Safety
- Education in the Limestone Coast
- 4WD Drive Access to National Parks
- Inquiry into the Forestry Industry in the Limestone Coast
- Regional health services
- Community transport
- Social Wellbeing
- Expanded mental health services

External Funds v Member Fees

Legend: ● External Funds ● Members Fees

Cash, Members Equity and P&L

Legend: ● Surplus ● Member Equity ● Cash (including liabilities)

Projects - Distribution of Benefits 2014-19

	Robe	Kingston	Wattle Range	Tatiara	Grant	Mount Gambier	Naracoorte Lucindale
Infrastructure							
Regional development & growth plan	●	●	●	●	●	●	●
Regional transport plan	●	●	●	●	●	●	●
Special local roads program			●	●	●	●	●
Environmental Sustainability							
Climate change vulnerably & adaption project	●	●	●	●	●	●	●
LC & Coorong coastal action plan	●	●	●		●		
Limestone Coast Watchers	●	●	●				
Lidar mapping	●	●	●				●
Sea level rise flood inundation mapping	●	●	●		●		
Regional waste management strategy	●	●	●	●	●	●	●
Business waste reduction project pilot					●		
LC school waste reduction & recycling challenge	●		●		●		●
Sustainable Economy							
LC regional trails master plan	●	●	●	●	●	●	●
LC economic diversification & growth strategy	●	●	●	●	●	●	●
Marketing mentor program	●	●	●	●	●	●	●
Regional visitor guide	●	●	●	●	●	●	●
Tourism - industry dev & visitor economy plans	●	●	●	●	●	●	●
Regional leadership	●	●	●	●	●	●	●
Industry clusters - red meat, cropping and dairy	●	●	●	●	●	●	●
LC attraction & retention strategy	●	●	●	●	●	●	●
Limestone Coast brand	●	●	●	●	●	●	●
Community & Social Wellbeing							
Head Space service - following advocacy	●	●	●	●	●	●	●
Star club	●	●	●	●	●	●	●
Zone emergency management	●	●	●	●	●	●	●
South East road safety strategy	●	●	●	●	●	●	●
Regional public health & well-being plan	●	●	●	●	●	●	●
Drug & alcohol crisis de-tox and rehab	●	●	●	●	●	●	●
Sports Academy	●	●	●	●	●	●	●
Substance Misuse Limestone Coast	●	●	●	●	●	●	●
Governance, Leadership & Financial Sustainability							
Protection of aboriginal heritage in the South East	●	●	●	●	●	●	●
Shared services	●	●	●	●	●	●	●
Regional heritage services	●	●	●	●	●	●	●
Joint planning boards and regional planning alliance	●	●	●	●	●	●	●
Restructuing our accounts	●	●	●	●	●	●	●

FIGURE 1.0   LCLGA REPORT CARD 2014-2019

LCLGA STRATEGIC PLAN 2020-2025   **5**

WHAT OUR MEMBERS TOLD US

Our members have told us they value the LCLGA and our work. They value a strong and coordinated voice, our facilitation of projects and collaboration across the region.

Our members also recognise the Limestone Coast Region is diverse and that our projects benefit each Council differently depending on the nature of the project.

Specifically, our members told us:

- Collaboration is core to the value that LCLGA provides, and this includes:
  - Creating, linking and facilitating networks
  - Creating partnerships that are not constrained by state borders or boundaries
  - Facilitating the collective knowledge and skills of our members to solve problems and to create insights
  - Enabling collaboration on strategic areas of focus
- Focus on what we can do together to improve services to our community
  - Shared capability in resource models, skills attraction and retention
  - Improved performance through regional procurement and regional solutions to common issues such as waste management and road investments
  - Implement services or projects that are better provided collectively rather than individually such as a Joint Planning Board
- Celebrate wins
- Ensure the LCLGA brand and reputation is strong and trusted to enable effective advocacy
- That the work of our members, thought the LCLGA, is recognised in the community for the value achieved

- Don't say yes to everything; we are disciplined in our work to provide the best value to our members
- Our members agree with trade-offs that occur when new work allocated
- Makes sure our costs are efficient
- Ensure our members have the opportunity to be involved in our work if we are in their area
- Our members were also asked what we should focus on; they identified the following priorities:
  - Effective joint Regional Planning Board (JPB)
  - Sustainable waste management
  - Regional roads strategy
  - Shared capability building and shared access to skills and resources
  - Enabling economic development within the scope of Council's activities
  - Create strong networks and advocacy

HOW DO WE CREATE VALUE?

Our members were asked how do we ensure we get best value and equity from our limited resources and should we be wide and shallow or narrow and deep in our approach to our work?

We agreed our approach would be narrow and deep. To focus on strategic fit, relative value with an awareness of trade-offs from our choices, such as the lost value from not doing another project, delaying projects or the additional investment required.

A three-step approach to creating focus and value is proposed for any activity or project we agree to deliver, as shown in *figure 2.0* below.

What are our values

In executing this strategic plan understanding our values is important as it not only defines the standard of behavior and decision making that we will hold ourselves accountable for, but it also provides guidance on how we will make decisions and work with our members when faced with ambiguity.

Our values, developed by our employees, and endorsed by the Board are:

- We respect and value people
- We are honest, truthful and trusted
- We are accountable for our actions, choices and decisions
- We are ambitious and purposeful for our members and our community

1. Should we do it?

- › Benefits more than one member?
- › Is it consistent with our why?
- › Should others do this?
- › Are we the best to do this work?
- › Do we have the resources?
- › Are the risks acceptable?
- › Endosred by member Councils

2. Relative value
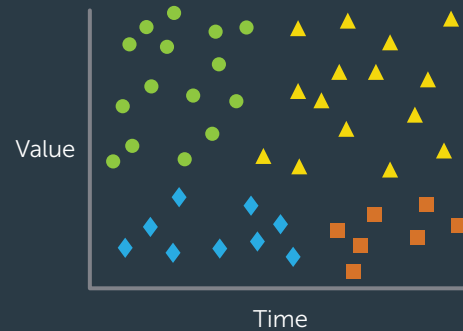
- › Fit with why?
- › Number of members?
- › Significane of benefit?
- › Effort required
- › Start date = Time

} = Value

- 🟢 Highest value, shortest time
- 🔷 Low value, quick wins
- 🔺 Average value, average time
- 🟧 Least value, longest time

3. Opportunity cost / tradeoff

Impact of saying YES

- › What is the lost value by saying yes?
- › What additional costs are involved?

FIGURE 2.0   CREATING FOCUS AND VALUE

LCLGA STRATEGIC PLAN 2020-2025   **7**

LCLGA NEXT PHASE

The 2014/19 strategic plan focused on growing the LCLGA capability, securing increased external resources and developing specific strategies and actions as approved by the Board, they were:

> Regional Growth Strategy

> Regional Growth Action Plan

> Limestone Coast Climate Adaptation Plan

> Limestone Coast Region Waste and Resource Recovery Infrastructure Plan

> Limestone Coast Regional Trails Master Plan and Implementation Plan

> Limestone Coast Priorities to grow the regional economy by 2020 Strategy (being refreshed)

These strategies and action plans set a priority framework for the LCLGA. They were developed with our members and stakeholders and approved by the LCLGA Board. Many of these strategies were approved in the last 12 months. Therefore, delivering these plans, keeping them relevant and focused on member value should be a priority for the next planning horizon, as illustrated below.
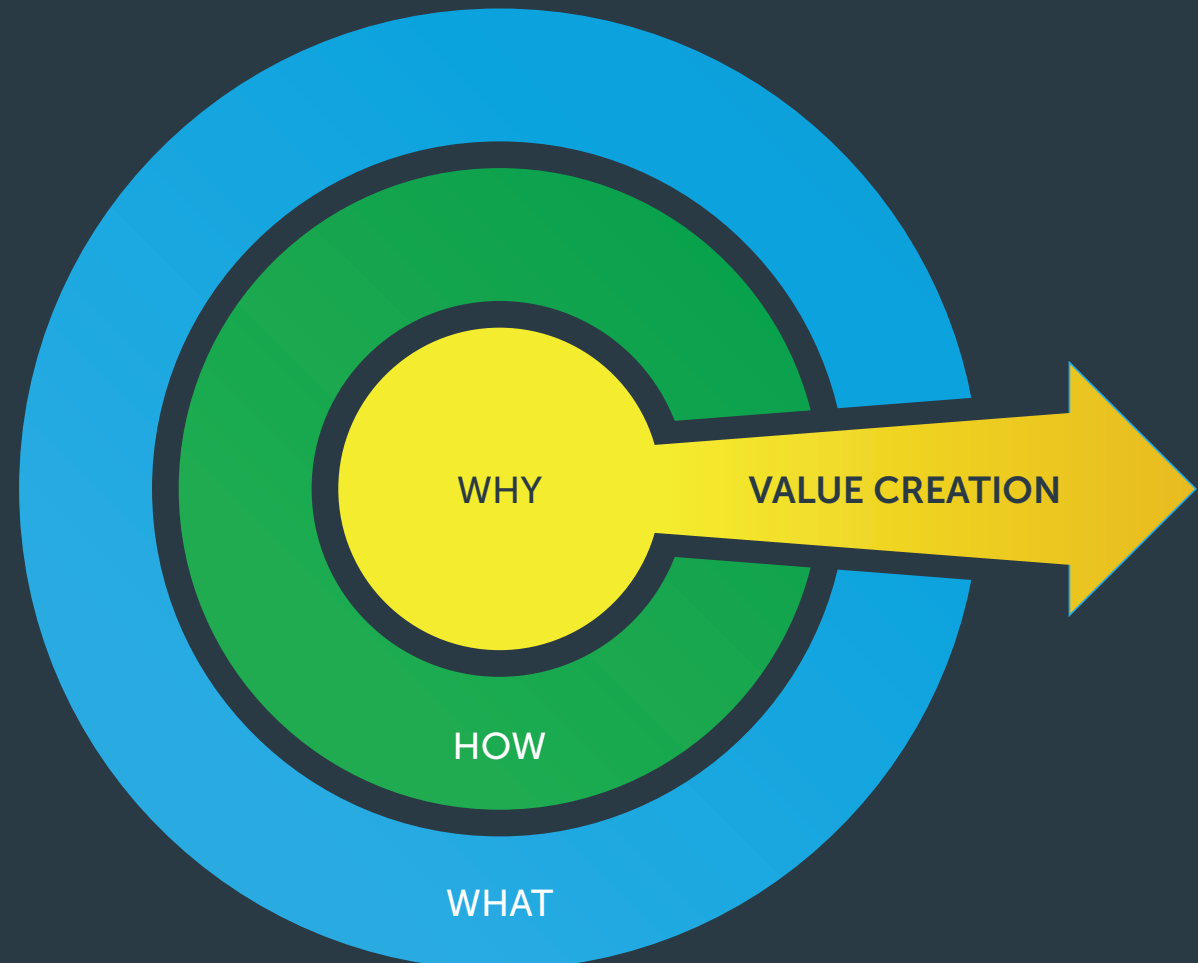
Establish

> Advocacy

> Collaborate

Plan & Grow

> Advocacy

> Collaborate

> Projects

> Strategies

> Shared Value

Focus & Deliver

> Shared Capability

> Focused

> Innovation Enabling

> Agile Capability

> Advocacy

> Collaborate

> Coordinate

> Project Delivery

Value

2014   2019   2025

FIGURE 3.0   LCLGA DIRECTIONS 2020 - 2025   LCLGA STRATEGIC PLAN 2020-2025   8

WHY, HOW AND WHAT

The why, how and what model focuses on understanding why we exist.

Most organisations understand what they do and how they do it; very few know why they do it. It is why we are passionate about what we do and why our members, stakeholders, partners and employees are excited by what we do as well.

The why is more than a purpose, vision or mission, it is the fundamental core of our organisation. It's the reason we exist and are excited by the future. It is the core of what we stand for and therefore everything we do should be aligned and linked to our **"why"**.

By taking an inside out perspective, once we understand our **"why"** the **"how"** and **"what"** becomes the activities and strategies of the LCLGA.

WHY

VALUE CREATION

HOW

WHAT

FIGURE 4.0   WHY, HOW AND WHAT MODEL   LCLGA STRATEGIC PLAN 2020-2025   **9**

WHY, HOW AND WHAT

Why

Working with our Board, Council CEO's and our employees our "why" emerged very clearly.

Our why is: **"Collectively building stronger communities"**

What does our why mean? It's a simple phrase with complex connotations, it was agreed with our members our why means:

> **"Collectively"** is collaborating, connecting, facilitating and delivering value to our members, stakeholders and the Limestone Coast Community.

> **"Building"** is growing something better, it implies creating capacity and foundations, securing resources and actively engaging in the change process to create something new. Importantly it is active and not passive.

> **"Stronger Communities"** are communities that thrive and prosper, are sustainable and can meet the future with confidence. They are communities who share the rewards with all our citizens recognising our collective is, in reality, a grouping of many diverse smaller communities. Our diversity is a valuable strength to be embraced and nurtured.

How and What

Our what focuses on three areas to collectively building stronger communities, within the scope of our members responsibilities.

Our **"what"** is grouped into three key result areas:

1. **Building a stronger economy**
2. **Building sustainable communities**
3. **Building our member capability**

Our how is the type of activities we intend to do to deliver the Why. *Figure 5* shows the relationship between our Why, How and What.

FIGURE 5.0   LCLGA WHY, HOW & WHAT MODEL

BUILDING A STRONGER ECONOMY

A strong economy relies on human capital (skills, knowledge and innovation), financial capital (investment), productivity (more from less), realising local competitive advantages, entrepreneurialism, value clusters, increased supply chain value capture from exports, capturing local value (buy local) and attracting spend from outside our area (investment and visitation).

Local Government Context

Our members role in building a stronger community includes:

> Provision of enabling infrastructure and services

> Strategic land use planning

> Collaboration and facilitation with other economic development groups

> Advocacy and positioning the region with political, investors, communities and markets

> Specific projects to stimulate growth in high value-added sectors

> Advocacy for funding from the private and government sectors

Objectives

> The outcomes of the regional growth strategy and action plan are achieved

> Waste is a source of economic growth and competitive advantage

> Regional land use planning is effective and agile

> The required investment in regional road infrastructure is achieved

> The value of tourism to the region continues to increase

> Mutually beneficial Green Triangle partnerships are developed

Key Performance Indicators

> Economic growth strategy actions are up-to-date and delivered

> Economic growth is on track to achieve an additional $700m in gross added value by 2026

> The Regional Planning Board is formed, and the regional plan is developed

> Targeted regional roads funding is secured

> Tourism strategy actions are delivered

> Visitation and expenditure is increased to $479m pa

> Green Triangle Region relationships are rated by members as effective

> The Net Present Cost of member Waste Management is lower than 2019 -2025 pathway

Strategies

Deliver, review and implement the:

> Limestone Coast Regional Growth Action Plan

> Limestone Coast Regional Waste and Recycling Action Plan

> Limestone Coast Regional Roads Strategy

> Limestone Coast Destination Tourism & Marketing Strategy (including regional events)

> Green Triangle Freight Action Plan

> Implement a Regional Planning Board, regional plan and assessment panel.

> Complete funded and approved projects; and review for priority and value.

> Regional Brand

> Red Meat Cluster

> RDALC Projects

BUILDING SUSTAINABLE COMMUNITIES

A sustainable community has resilience, leadership, a healthy environment, optimistic mind set, community well-being, connected and inclusive communities, built environments where we want to live and that others want to join.

Local Government Context

Our members role in building a sustainable community includes:

> Land use planning and policy settings

> Creation of "places" including virtual spaces

> Councils provide a wide range of services to their communities that can also vary from Council to Council

> Seed funding initiatives to allow community innovation and connection

> Supporting activities that connect communities

> Advocating for essential services

> Investment in projects to sustain assets and services, such as coastal erosion projects

> Communicate with the community and enable communication between stakeholders and the community.

Objectives

> The regional climate adaptation strategy outcomes are achieved

> Government policy and investment reflect our members priorities

> Regional health plan outcomes are achieved

> Incubator projects are successful and self-sustaining

Key Performance Indicators

> Regional climate adaptation strategy action plan is implemented

> Regional health action plan is implemented

> Incubator projects are completed (with failures and successes)

> Member rating on the effectiveness of the LCLGA Advocacy

Strategies

> Review and implement the LC Climate Adaptation Strategy and action plan which includes the requirements to manage coastal erosion planning and mitigation

> Develop and implement a LC Regional Health Plan

> Proactive advocacy in agreed areas, as agreed with the Board, such as education, infrastructure, health, early learning services, migration, timber industry, roads, drought and coastal

> Support approved incubator projects to sustainability and/or completion

> Regional Leadership

> Substance Misuse

> Sports Academy

> Coastal Alliance

> Complete funded and approved projects; and review for priority & value

> Star Alliance

> Road Safety

> Coastal Connections

BUILDING OUR MEMBERS CAPABILITIES

LCLGA
Limestone Coast
Local Government
Association

Building our capability focuses on increasing the availability and access to resources, reducing costs, improving performance, developing new skills and knowledge, leveraging our member's abilities for collective benefits; and developing and growing our employee's capabilities across our region.

Local Government Role

> Provide services in a cost effective and timely manner

> Ensure sustainable services are constantly improving to meet the changing needs of our communities

> Access grants and other resources to sustain and provide services

> Develop the knowledge and skills of employees and elected members to provide sustainable services

Objectives

> Members can access scarce or hard to source skills and expertise

> Members capabilities are increased through collaboration and sharing knowledge and skills

> Local employees' skills and expertise are developed and retained in the region

> Members are well positioned to respond to outcomes of the SA Productivity Commission

Key Performance Indicators

> Members value and benefits exceed $4 for every $1 of members fees

> The LCLGA programs benefit at least 70% of all members

> The benefits are equitable across members

> Members operational costs are reduced in real terms from the 2019-2025 estimated base

> Priority employees and skills are retained in the Limestone Coast Region

Strategies

> Support and facilitate member forums

> Create an elected member learning and networking event

> A sourcing and procurement strategy is developed to:
> > Make use of existing tools
> > Develop local solutions to allocate risk and benefits appropriately to drive value

> Assess the benefits of a resource-sharing model for scarce resources and skills

> Collaborate on the regional implications from the SA Productivity Review

> Analyse the opportunities for LC Regional Councils to collaboration on developing technologies

> Develop a skills and resource sharing and development model

RESOURCE REQUIREMENTS

The current model for funding the LCLGA is on a year by year basis via an approved business plan which aligns with the strategic plan.

The business plan provides for core funding to cover administration, fixed costs and overheads with projects funded separately.

Members can choose which projects they support with a general acceptance that due to the diversity of members, the benefits will vary across and over the life of a project.

Benefits to members may be direct or indirect depending on the nature of the project. Our members accept that provided there is equity across our portfolio of projects; they are happy to support our work.

With this understanding, members have traditionally supported a suite of projects as approved by the Board and presented in our annual Business Plan.

Over the last five years, we have not increased our member's fees resulting in successive losses. In real terms, this represents a decrease in members fees.

This approach is acceptable where there are healthy cash reserves and agreement that we are deferring and accumulating a liability for the future.

Members equity provides an opportunity to secure external funding. Therefore the financial requirements need to be assessed on year by year basis.

If losses continue and members fees don't reflect changes in our fixed costs, then we will draw down to a minimum cash position.

If we reach our minimum cash position, there will be four options available to members.

1. **A significant increase in members fees to return to break even.**
2. **A significant reduction in LCLGA costs and overheads to achieve breakeven with an agreed reduction in services,**
3. **A combination of 1 and 2 or**
4. **Wind up the association.**

A further compounding factor is the loss of rubble royalty funding refunds, which will reduce annual income for LCLGA regional projects by around $40,000 pa.

FINANCIAL SUSTAINABILITY MODEL

A sustainable financial model for the LCLGA has the following attributes:

1. **Our costs and operations are effective and efficient**
2. **Our operations are flexible and scalable**
3. **Non-project fixed costs are fully funded and does not use members equity**
4. **Project costs are fully funded including realistic on-cost recovery**
5. **Multi-year grants include an appropriate escalator or agreement that our members are willing to fund the gap**

With these assumptions in seven years' time we will reach the minimum cash holding position.

Legend:
- Members Subscriptions
- Profit and Loss
- Members Equity

The current budget does not match the financial sustainability model. For instance most of our grants do not include annual escalators and members equity has been funding the resulting shortfall, on-cost arrangement for each project vary and in the current budget there is a small draw on members equity to cover fixed costs.

It is proposed to progressively transition the financial model over the strategic planning period to a funding model that reflects the above principles.

If we do not change the financial model, then even with cost of living increases and sustaining the current funding mix with the loss of Rubble Funds we will draw down to our minimum cash position in seven years. If we invest members equity above the current level then this will be reached sooner.

Please note the figures in the table opposite are real (not nominal), assumes cost escalators are recovered in funding and factors in the loss of Rubble Royalty funding.

ORGANISATIONAL RESOURCES

The skills required in delivering this strategy are administration, facilitation, communication, engaging with members and stakeholders, contract management, managing projects, strategic political, financial, sourcing, policy and stakeholder advocacy.

Where new or specialist skills are required, they will typically be sourced externally with an assessment made on the most cost-effective way to secure these skills.

Structurally LCLGA has all employees currently reporting directly to the Executive Officer. Historically the Executive Officer has also taken on many of the office management, administration and payroll functions supported by a part-time Executive Assistance.

With the growth of the LCLGA, this approach is no longer practical from an internal control, effectiveness and efficiency perspective.

The LCLGA has also made decisions in recent times towards less part-time loadings towards less staff with more full- time loadings while continuing to provide flexible arrangements with tools like TOIL to allow employees to balance work and family commitments.

LCLGA roles and responsibilities

It is proposed that the organisational structure on the next page is adopted to ensure there is clarity and focus on roles and responsibilities. The main changes include:

> shifting from an Executive Assistant to an Office Administration function

> shift in administrative tasks from the Executive Officer to the Office Administration

> a shift in grant contract administration away from Project Managers to the Office Administration

> a dedicated resource to work with all our strategic project committees and to research and develop proactive advocacy positions

> project managers form a team to enable greater redundancy and consistency in planning

Although not listed in this structure, the Executive Officer may also take on an additional role with the JPB.

We are not proposing any new employees and note a small reduction in FTE from the current structure, which will be reviewed each year to ensure it remains a useful model. The proposed structure is shown in *Figure 6*.

ORGANISATION STRUCTURE

Board

Audit and Risk

Executive Officer

> Strategy
> Governance
> Stakeholders
> Member engagement

> Advocacy
> External relationship
> Agile capabilty
> Risk and compliance

> Team development
> Performance management and reporting

Office Management & Administration

> Finance system and operations
> Statutory reporting and compliance
> Payroll
> Contract admin (incl. grants)
> Internal reporting
> Office utility
> Ex Officer support
> Board Agenda

Programs and Policy

> Project develop, coordination & delivery with steering committees such as Growth, Waste, Roads etc.
> Policy position development (proactive and reactive)
> Grant applications and management

Project Delivery

> Project Team strategy, planning, development, redundancy and delivery where we have allocated staff and incubator projects
> Review and development and performance reporting
> Grant applications and management

ORGANISATIONAL RESOURCES

LCLGA
Limestone Coast
Local Government
Association

Place

Much of our work is across the Limestone Coast region from a central location in Mount Gambier and includes frequent engagement with stakeholders in SA and Western Victoria.

Whilst we do need a physical place, in developing this we should also support our development of our virtual space. Increasingly our value to our members will be realised in having an effective physical and virtual space for meetings, engagement and collaboration.

In delivering this strategy, and in discussion with our members the following criteria is proposed when assessing our needs for our place.

> A functional, flexible and modern space that enables the team to function properly
>> Employees (open plan)
>> Break out areas
>> Sound proof areas
> Flexible meeting area with suitable technology to help reduce the need for our members and stakeholder to travel and to work and connect through technology
> Hot desk for member employees and elected members to work from to access printers, internet etc.
> Possible co-location for LGA employees or small project teams (procurement, risk and emergency)
> Accessible
> Limited public access – very accessible to members.
> Efficient heating and cooling systems
> Adequate car parking
> Minimal make good costs
> Is affordable
> Has high speed broadband and can accommodate efficient systems.

Systems

To continue to operate efficiently and effectively, we need to update our systems to include:

> Member communications
> Video conferencing and virtual collaboration
> Record and resource management
> Financial
> Project and team management
> Compliance
> Resource sharing with members
> Remote access
> Performance reporting

In developing our systems strategy, it is essential we are compatible with our members and leverage their knowledge and skills to ensure we make prudent investments.