

LG Pro Tas Board Strategic Planning Session

Longford Memorial Hall Meeting Room

08:30 am to 1 pm, 3 April 2025

Facilitator: Sally Darke

Present:

Kristen Desmond

Jonathan Harmey

Sam Searle

Kylie Lunson

Cheryl Hyde

Jacci Smith

Gary Davies-Executive Officer

Apologies:

Sam Johnson

Dion Lester

Strategic Planning Session

Kristen welcomed everyone and thanked Sally Darke for facilitating this important strategic planning session. Kristen outlined the importance of this session in setting the way forward for the next 12-18 months.

All Board members introduced themselves and their background in local government in their respective councils and LG Pro to set the scene.

Sally Darke introduced herself to the Board giving her background in local govt, KPMG, as a consultant and on various Boards being currently on the Board of Stadiums Tasmania.

Sally then went on to outline the agenda and timetable for the morning as follows:

- 1) Welcome and objectives.
- 2) Set the scene.
- 3) Review mirror.
- 4) Looking ahead

- 5) Broadly review the vision, purpose and value of LG Pro Tas.
- 6) Member based organisation.
- 7) Voice in Local Government.
- 8) Well governed/ sustainable.
- 9) Risk discussion.

The current version of the Strategic Plan as circulated to Board members was discussed and how up to date it was.

The following was the feedback from the group:

In general form it is not publicly available, needed to go on the LG Pro website.

Generally, the 3 goals were in line with current practice and in line with the purpose, namely;

- 1) A member-focussed organisation
- 2) To be a valued and respected voice in local government
- 3) To be well-governed and sustainable

A lot is still relevant today- could extend the Strategic Plan to 2026.

The Vision probably needed to be amended to be more dynamic and would be done at a later stage.

Nothing to disagree with the Strategic Plan thus need to work out what we need to do to achieve the goals set out in the plan.

It was agreed to leave the Strategic Plan as is to 2026, with a thorough review to be conducted in the next year.

Feedback on any specific wording in the current Strategic Plan that members felt really need to be amended/changed to be forwarded to Gary.

No workplan proper has been in place to drive the strategic plan.

Operational plan was agreed as the correct name to be achieved.

Board to have a work calendar.

All reports needed to be in a template that relates to the current Strategic Plan goals.

Board member induction needs to include the Strategic Plan.

What have LG Pro Tas successfully achieved:

Strengths -Sally asked members for input on what LG Pro Tas has done well over the last 2 years. These were as follows:

- SIG's have gone well. Do have more non-members than members attending, however it was felt that this was important for the sector and does promote and achieve membership. They were also important for networking and exchanging ideas.
- Valuable to members however need to look at improving value for members.
- Introduction to Local Government-currently annually could be done quarterly. Currently online. Scope for groups from specific councils.
- Collaboration with other states.
- Management Challenge/ collaborations with LG Pro South Australia.
- Annual Conference- 90 plus attendees last year.
- Better traction at Minister level-starting to get a voice.-seat at the table. Voice about local government staff/professionals. Make sure we stick to our strategic plan.
- Board has continued to operate in challenging times. Resilient and persistent.
- Achieved networking opportunities- How will this look in the new world.

What are the opportunities for LG Pro Tas:

Sally asked members for their input regarding opportunities for LG Pro Tas which were as follows:

- Advocate better for our sector.
- Understand what the barriers are for professionals and ensure we offer professional development in these areas.
- Due to pressure on executive staff, offer executive training and networking- look at opportunities of where to get that from. Preparedness skills etc to get there compared to the Health and wellbeing. Separate them. Need to understand it better. Work with LGAT to shape this.
- Professional development- managing up.
- Opportunities from the Emerging Leaders Program offering professional development in the form of networking and mentoring program.
- Develop partnerships with LG's across the states.
- Develop and run more training courses- e.g. Finance training.
- Enhance current Special Interest Groups that are offered and look at further possibilities including a Planning Special Interest Group and ad hoc speciality topics.
- Development of an annual program for members covering all events and training so that things can be planned and budgeted for. Calendar to be published well in advance.

- Increase membership of LG Pro across the state, with increase thrust particularly in the South of the state. As of 3 April 2025, membership is 205 individual members of various categories as outlined in the Rules of the Association. Membership opportunities to include;
 - Improved value proposition to members.
 - Membership rewards based on loyalty.
 - A professional organisation, where Councils pay for LG Pro membership.
 - Enhanced types of membership including a type for larger councils to have council membership.
- Raising the profile.
- Engagement of GM's.
- Consistency with communications.
- A full Leadership Program including all levels in local government offered in partnership with other state LG Pro's, Tasmanian Leaders (I Lead) and any other leadership providers that LG Pro currently work with.
- Improved sponsorship. 2 major sponsors at the moment being JLT and Commonwealth Bank. Sponsorship opportunities to include;
 - Increase sponsorship.
 - Improved relationships and propositions with sponsors
 - Annual conference sponsorship opportunity.
 - Website opportunities for sponsors.
- Improved LG Pro website including;
 - The need to be uplifted and making it the "first port of call".
 - Funding and sponsors.
 - Integration with "wild apricot" thereby creating a new website.
 - Provide links.
 - Provide testimonials.

Having completed a look at what has been successfully achieved by LG Pro Tas and what opportunities there are for the association Sally Darke asked members to determine what LG Pro Tas needs to do in the next 20 months focussing on each of the goals as set out in the current Strategic Plan. The results together with the key performance indicators are captured in each of the tables below:

A member-focussed organisation

Actions	Key Performance Indicators
1) Increase value proposition as professionals.	
A) Ensure quality events	
1) Develop an annual calendar of events.	Deliver and implement the 25/26 calendar of events by the start of the financial year.
2) Hold the Annual Conference.	Successfully deliver the annual conference by increasing the attendance numbers.
3) Undertake the Management Challenge.	Deliver the management challenge at least every 2 years.
4) Undertake Special Interest Groups.	<ul style="list-style-type: none"> a) Deliver the current 4 face to face and on-line Special Interest Groups(innovation and digital transformation, risk, legal and property, human resources and community services quarterly. b) Develop and deliver other Special Interest Group projects/ subjects as required. Initiate a trial planning special interest group in 25/26.
5) Undertake the Introduction to Local Government workshops.	<ul style="list-style-type: none"> a) Deliver 2 Introduction to Local Government workshops annually (currently run in partnership with LG Pro Victoria). b) As part of that program develop and deliver our own introduction to local government workshop by the 25-26 financial year.
6) Undertake the Emerging Leaders Program.	Deliver 2 emerging leaders programs in 25/26. Asses the annual need thereafter.
7) Develop and undertake intermediate leadership programs that are quality and at discounted rates for members only.	<ul style="list-style-type: none"> a) Develop intermediate leadership programs in partnership with LG Pro South Australia, the Planning Institute of Australia, Tasmanian Leaders (I-Lead) and any other leadership development provider's which we currently work with to provide training and SIG's. b) Deliver intermediate leadership programs annually to members of LG Pro.

8) Undertake members only events .	Deliver members only events annually as and when required.
9) Undertake a project mainly aimed at the South of the state to determine what will add value and drive membership.	Deliver a project that targets general managers to achieve their “buy in” by determining “what will add value for them”. Project to be recommended to the Board by the Executive Officer and initiated within 6 months.
B) Enhancing Communication	
1) Improve and enhance LG Pro website	Deliver an enhanced and engaging website. In order to ensure it is part of our “Wild Apricot” system engage with LG Pro South Australia to deliver a product similar to theirs. (They also use “Wild Apricot”).
2) Ensure regular newsletters	Deliver 8 newsletter per year.
3) Ensure we use Facebook and Linked-In more effectively.	Advertise on Facebook and Linked-In.
C) Improved Partnerships	
1) Develop and undertake the Executive Leadership Program in partnership and co-branded with LG Pro South Australia.	Deliver an Executive Leadership Program.
2) Improve mutually beneficial sponsorship opportunities.	Deliver a 10% increase in sponsorship and revenue.

To be a valued and respected voice in local government

Actions	Key Performance Indicators
1) Participate (voice at the table) in “professionals” activities	
A) Ensure participation in key activities.	
1) Be invited to the table of influencers.	Ensure meetings with the Minister for Local Government, with Ministers advisors and with the Office of Local government.

2) Invite the Minister for Local Government to LG Pro Board meetings	Ensure the Minister for Local Government is invited to 2 face to face LG Pro Board meetings.
3) Be represented at the Premiers Council of Local Government.	Ensure obtaining a seat at the Premiers Council of Local Government.
4) Ensure succession planning for participation and representation.	Ensure succession planning of the President and Vice-President of LG Pro is in place.

To be well-governed and sustainable

Actions	Key Performance Indicators
1) Ensure the Association is well-governed and sustainable.	
A) Ensure the Rules of the Association are appropriate and consistent with the direction of LG Pro Tas.	
1) Assess past membership proposals to achieve the best model required currently.	Board members and Executive Officer to assess out of session.
2) Simplify the membership model wherever possible.	Actions 2-4 to be developed into a Board paper for discussion at the next Board meeting. The right membership model to be finalised by the Board by September.
3) Ensure the best value proposition for members.	
4) Ensure a sustainable Association.	
5) Review the Rules of the Association into a Constitution	Review in an out of session Board Teams meeting and deliver a draft constitution for approval at the AGM.

B) Ensure the budget (revenue and operating expenses) appropriate and consistent with the direction of LG Pro Tas.	Develop an appropriate budget for the 2025-26 financial year.
C) Ensure an Operational Plan is developed for LG Pro Tas.	Develop and implement an Operational Plan for 25-26 for LG Pro Tas.

In the final session of the morning, Sally Darke asked members to list the current strategic risks for LG Pro Tas.

Strategic Risks

- Not delivering financial stability.
- Decisions lead to member decrease.
- Training Courses not profitable.
- Don't have the member numbers required.
- Lose Executive Officer-single person dependency.
- Lose President/Vice President- single person dependency.
- Number of Board members and commitment.
- Skill set/diversity of Board members.
- Not achieving sponsorship required.
- Record keeping and document security.
- Transition to a new Executive Officer.
- Interest in Special Interest declines.