

# LGMA Strategic Review - Roles and Responsibilities

## Statement of Common Purpose

The LGMA Federation exists to advance the profession of local government management in Australia . to operate essentially as one at the National, State and Territory level yet reflect the differences and synergies that autonomies in this Federation can deliver; to advocate from the perspective of local government professionals for the betterment of our entire sector; to advance the professional interests and development of all members; and, to function collaboratively and in a complementary manner while avoiding competition - within a framework that is, the **National Strategic Plan**

**These Roles and Responsibilities are to be read and interpreted in this broad, collective and collaborative context.**

It is acknowledged that there is considerable cross-over between National and State office roles and responsibilities in many areas. Therefore, it is a role and a responsibility of all parties to communicate to other relevant parties when there is a new or significant variation in a function or operation planned.

Role or Responsibility	National	Both National and State  It is a fundamental assumption of this document, that unless stated otherwise, consultation and communication is two-way.	States
<p><b>1.0 Advocacy</b> – aims to influence public-policy and resource allocation decisions within the political, economic, and social systems and institutions that the Federation and local government sector operates within and is driven by a motivation of advancing and protecting the interests and perspectives of professionals in the Federation. Advocacy might typically be applied to the outcomes of <u>2.0 Policy</u></p>			

<b>1.1 Advocacy on National Issues</b>	Primary responsibility in concert with States as necessary.		Refer issues to National as appropriate.
<b>1.2 Advocacy on State Issues</b>	Refer issues to States as appropriate.		Primary responsibility in concert with National as necessary.
<b>1.3 Advocacy in common</b>	Principle role with regard to Canberra given the alignment of national interests (with consultation and liaison with States as necessary).	<p>National is responsible for ensuring co-ordinated communication with Federal bodies and the relevant State is responsible for the co-ordination of State- based communication.</p> <p>Neither National or State bodies are prevented from accessing State Governments or Canberra respectively, but this should occur following appropriate communications between National and State CEOs (and vice versa) to ensure each other is informed of the agenda, avoid duplication and, to be aware of sensitivities.</p>	Principle role with regard to home State Governments given the alignment of State interests (with consultation and liaison with National as necessary).
<b>1.4 Representation on State &amp; National bodies</b>		Principle: National should represent on National bodies and States should represent on State bodies unless otherwise agreed. These should be communicated annually or as necessary.	

		Where these matters overlap in interest or responsibility, there should be discussion and agreement on separate, shared or common representation.	
<b>1.5 International relations</b>	<b>Overview</b> - By definition, International Relations exist to expand LGMA's interests and sphere of influence in the international arena; to ensure that its views and perspectives are applied internationally and that scope exists for all members to access facilitated or supported incoming or outgoing opportunities. The particular focus or purpose of any targeted International Relations may be described from time to time by the <b>National Strategic Plan</b> .		
	Primary responsibility with input, consultation and liaison with State Divisions as necessary.		Where appropriate, local modification and implementation can be applied following consultation with National.
<b>2.0 Policy</b> - typically focussing on a deliberate plan of action to guide decisions . by the Federation or others - and achieve rational outcomes. It can include a plan or course of action that may be prudent or tactically advantageous in directing, influencing or espousing a position or perspective that supports, advances or enhances the image, reputation or standing of the Federation, local government professionals or, the local government sector from a professionals perspective. Policies developed under this framework, might typically be advanced under 1.0 Advocacy			
	Where known, and where any Policy position between National and State/s (or vice versa) is significantly different . and most certainly where the interests, integrity or position of National or State/s would be otherwise affected . any Policy or Policy Submission must note the alternate perspective.		
<b>2.1 Policy Development on Federal Issues</b>	Primary responsibility in consultation and liaison with States as necessary.		Where the Policy has State specific aspects or implications and by agreement with National,

			<p>direct State input is appropriate.</p> <p>Issues to be referred to National as appropriate.</p>
<b>2.2 Policy Development on State Issues</b>	Issues to be referred to States as appropriate.		Primary responsibility in consultation and liaison with National as necessary.
<b>2.3 Submissions - policy</b>	In accordance with <b>2.1 Policy Development on Federal Issues</b> and 2.2 Policy Development on State Issues as outlined above.		
<b>2.4 Submissions - funding</b>	<p>Primary access to funding opportunities that relate to National programs or matters of a National interest.</p> <p>National would only seek to secure State Government funds at the request of the State/s.</p>	<p>States are entitled to submit directly for National funding on matters of State importance but this should be coordinated with National to avoid competition for scarce funds.</p>	<p>Primary access to funding opportunities that relate to State programs or matters of State interest.</p>
<p><b>3.0 Projects</b> – these can include collaborative enterprises or activities that may involve research or design and would usually be planned (and may include consultation) to achieve a particular aim that is at least consistent with the <del>S</del>Statement of Common Purposeq</p>			
<b>3.1 International Projects (including for example <u>Work in developing countries</u>)</b>	<p>Sole responsibility for initiating new projects; submitting for new funds; and, with regard to implementation, to incorporate, facilitate and coordinate State involvement where this is beneficial.</p>		<p>Pre-existing relationships are to be implemented in concert with National.</p> <p>Any direct approaches for new projects, submissions or general opportunities are to be referred to National.</p>

	Pre-existing relationships are to be respected and managed between National and the particular State/s.		
<b>3.2 National Projects</b> <b>(including for example <u>YoWiLG</u> and <u>ACELG</u>)</b>	Principal responsibility in concert with States for initiating new projects; submitting for new funds; and with regard to implementation, to incorporate, facilitate and coordinate State involvement where this is beneficial. Where national projects require States to deliver parts of the project or where there is likelihood of impact on States, submissions for these projects will require sign off by all Members of the Federation.		Supporting the implementation of National Projects that have been developed in concert with the States including local adaptation and State specific implementation in accordance with the framework and intent of the National Project.
<b>3.3 State Projects</b>	Issues to be referred to States as appropriate. Support for States as necessary and beneficial.		Primary responsibility in consultation and liaison with National as necessary.
<b>3.4 Projects in Common</b> <b>(including for example <u>Secondments</u>)</b>	Primary responsibility for International secondments in concert with States.  May assist to coordinate interstate secondments through States.		Supporting to implement National & international opportunities and primary responsibility for any interstate and intra-state secondments.

<b>4.0 <u>member support</u></b> – focuses on the specific needs of primarily, individual <u>members</u> .			
<b>4.1 Mentoring support</b>			Primary responsibility.
<b>4.2 Legal support</b>			Primary responsibility.
<b>4.3 <u>member services</u> (counselling)</b>			Primary responsibility.
<b>4.4 Model employment contracts</b>			Primary responsibility.
<b>4.5 Career Development (C.V)</b>			Primary responsibility.
<b>4.6 <u>member benefits</u></b>	National may provide support to States in the use of its standing or national power in the negotiation or procurement of benefits.		Primary responsibility.
<p><b>5.0 Professional Development</b> – focusing on the attainment and sharing of skills and knowledge for personal <u>member</u> growth and development; career advancement; increasing the professional capabilities of <u>members</u>; and, growing the capacity of the sector. Professional Development may include but not be limited to the Increase of knowledge or skill through study, travel, research, workshops or courses, sabbaticals, internships, residencies or work with a mentor.</p> <p>In this framework of roles and responsibilities, specific details are limited to those aspects listed from 5.1 to 5.8 but any other aspect could be assessed or determined in accordance with the principles and detail contained herein.</p> <p><b>In all relevant cases, a <u>National Calendar of Events and Activities (including Conferences)</u> shall exist as a logical medium through which all of the principles in this section 5.0 – including ‘conference location’ - will be addressed and resolved. The ‘National Calendar’ will be drafted or reviewed at least annually by the ‘joint CEO’s’ for consideration and adoption by all Boards within the Federation.</b></p>			

<b>5.1 Professional development</b>	<b>Principle – professional development</b> is the acquisition of new skills and knowledge. Professional development is primarily, a State responsibility.		
<b>5.2 Knowledge Sharing</b>	<p><b>Principle – knowledge sharing</b> includes forums for exchange of information and review of practice in a collegiate environment.</p> <p>Knowledge sharing is the responsibility of both National and the States where all parties should be guided by the following principles:</p> <ul style="list-style-type: none"> <li>• Where there is a specific and identifiable National issue and where bringing people together from across Australia is key to the value of knowledge sharing and, will deliver outcomes required . National will play a key role;</li> <li>• The partners(National and States) will seek to add value to each other;</li> <li>• The partners will aim to not clash with pre-existing programs or activities by virtue of content or timing; and,</li> <li>• Events or activities may be held or planned on a case by case basis but require consultation with and support of the relevant parties.</li> </ul>		
<b>5.3 Management Challenge</b>	Primary responsibility with consultation and liaison with the States as necessary.		Promote and encourage local participation and, facilitate and deliver - - Regional Management Challenge finals.
<b>5.4 Rural Management Challenge</b>	Primary responsibility with consultation and liaison with the States as necessary and, with any scope or recognition of growth, in concert with respective States.		Promote and encourage local participation and, facilitate and deliver - Rural Management Challenge where relevant.
<b>5.5 Professional Standards</b>	Primary responsibility for the development of generic frameworks or broad and consistent models with		To embrace National consistency where possible and incorporate consideration, adoption or application of National

	consultation and liaison with the States as necessary.		frameworks or models modified only to suit specific State circumstances.
<b>5.6 Best practice – sharing of experiences and knowledge and application of models and tools</b>		Shared responsibility . no boundaries or limitations exist to the sharing of best practice knowledge and information although duplication is to be avoided through communication.	
<b>5.7 Conferences</b>	<b>Principle</b> . all conferences presented by National or States will focus on relevant issues that reflect their jurisdictions. All parties will seek through information and consultation regarding content, timing and location to avoid direct conflict, competition, duplication of unique elements and clashes with the established conference program.		
	Primary responsibility for Conferences with identifiable national and international interest and issues and may also include references to, or inclusion of, local or State matters or content that has National relevance from time to time.		Primary responsibility for Conferences with a primary focus on State members needs and issues. National and international content may be incorporated in-line with the Conferences Principle.
<b>5.8 Awards/recognition</b>	Primary responsibility for awards and recognition at National level		Primary responsibility for awards and recognition at State level. States can provide direct support to LGAs and their own Members in pursuit of National awards or recognition.



<p><b>6.0 Marketing and Communication</b> – the conveyance of the Federation’s products, services, intellectual property and promotional material to its common membership or any sector or other interests. It may include the consideration, development and implementation of strategies in the sale, communication, promotion or distribution of Federation products or services.</p>		
<p><b>6.1 Journals/magazines and Occasional Papers</b></p>	<p><b>Principle</b> . LGMA National and States have regular journals/magazines. Each is responsible for its own. The dates of publication of these journals/magazines should be shared to provide maximum opportunity for dissemination of relevant information and news.</p>	
		<p>Occasional Papers - shared responsibility for the timely creation and distribution of professional papers that advance the professional interests of members.</p>
<p><b>6.2 Communication with <u>m</u>embers</b></p>	<p><b>Principle :</b>  Communications with members is the primary responsibility of the States but does not preclude National communications being sent directly as part of sector communications to achieve or promote national presence. To ensure maximum coordination and to build the LGMA brand with members, it is agreed that all States should be aware ahead of time about National industry or event communications that will reach their members and these should be co-ordinated with the State/s. National should have access to and be cognisant of pre-existing State member communication and modes and frequencies to minimize conflicts of communication in terms of timing and content and to make it possible for National, where appropriate, to access State based communications for information dissemination.</p> <p>*To facilitate coordination, dates of regular communications and communication plans for major activities should be included in the <b>National Calendar of Events &amp; Activities</b>.</p>	
<p><b>6.3 Branding</b></p>	<p>Primary responsibility however the investment and current, local</p>	<p>Responsibility to be cognisant of National Branding while</p>

	branding and image of the States is to be respected and incorporated.		maintaining any unique State identity.
<b>6.4 Sponsorships/Assisted Attendance</b>	Primary responsibility for <b>Scholarships/assisted attendance</b> for/at National events.	<b>Scholarships/assisted attendance</b> - annual and occasional sponsorship proposals to be canvassed among all Chief Officers.	Primary responsibility for <b>Scholarships/assisted attendance</b> at a State level.
<b>6.5 Developing Strategic Alliances</b>	Nationally and internationally.	Shared responsibility.	Within and between States.
<b>6.5 Attracting and retaining <u>m</u>embers</b>			Primary responsibility.
<b>6.6 Corporate sponsorship/commercial relationships</b>	Primary responsibility for Corporate sponsorship/commercial relationships for National events and programs	<b>Corporate sponsorship/commercial relationships</b> proposals to be explored by CEOs to ensure/maximise optimal outcomes and avoid any exclusive or other arrangements that may disadvantage other members of the federation, in particular the state in which National Congress is being held.	Primary responsibility for Corporate sponsorship/commercial relationships for state events and programs.