

Strategic Plan

2016 - 2026

Vision

Adelaide's Eastern Metropolitan Councils working together to better serve their communities.

Mission

To secure a sustainable lifestyle, excellent services and facilities for our communities and to advance the interests of Adelaide's Eastern Metropolitan Region.

Strategic Plan

Introduction

The Eastern Region Alliance (ERA) is a group of six eastern Adelaide Councils that collaborate for the benefit of their local communities and the region as a whole, based on a Memorandum of Understanding developed in 2008 (and updated in 2017). The ERA Councils are the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Unley, and the Town of Walkerville. The region generally enjoys higher than average income levels, quality urban form and amenity, and good economic and social opportunity.

ERA Councils, under the strategic guidance of the ERA Mayors and CEOs, have worked together collaboratively on a wide range of initiatives, some inclusive of all ERA Councils, some targeted at the needs of subgroups of Councils, and others in partnership with non-ERA Councils. Priorities have encompassed long-term future planning (e.g. water initiatives and economic development), efficiencies and cost savings (e.g. corporate services) and positioning Eastern Adelaide more strongly with State and Commonwealth Government. ERA Councils maintain direct affiliation with the Local Government Association of South Australia. Similarly, ERA Councils can work on projects with other ERA Councils without ERA involvement or endorsement, and can work with Councils outside of the Eastern Adelaide region. Most importantly, while this strategy includes exploration of future structure, ERA Councils are clear that ERA is not a conduit to amalgamation.

One of ERA's greatest assets is the collaborative nature of its member relationships, which allow for ideas and initiatives to be raised and actioned quickly. This fluidity contributes to the social capital 'glue' which makes the group interesting and provides value to ERA Councils who can initiate projects as needed. This flexible approach worked very well in the early years of ERA and contributed to good working relationships. However, with ERA now developing into a more mature organisation, is it timely to develop a Strategic Plan so that the time and financial investment of ERA Councils can drive greater efficiencies, improved capability and better services to Eastern Adelaide communities.



The Eastern Region

Within ERA the resident population is 199,122, while the 2011 census showed that those employed within ERA's boundaries number 103,084. The economic contribution of ERA is estimated to be \$9.72 billion, approximately 10.4% of the Gross State Product, making ERA a significant force within Greater Metropolitan Adelaide.

Since signing an MOU in 2008, the six ERA Councils have been working towards improved co-operation, resource sharing, more effective working relationships and joint actions to agree and address strategic priorities between any two or more of the six councils.

With the goal of securing a sustainable lifestyle, excellent services and facilities for its constituent communities, ERA aims to:

- Improve cooperation, collaboration, and coordination across the ERA Councils.*
- Establish a robust operational framework to deliver effective and efficient services*
- Be successful in attracting state and federal government funding for regional initiatives.*
- Increase awareness, and the influence, of ERA within the three spheres of government*

The CEOs of the six Councils meet monthly to discuss issues of mutual interest, while the Mayors and CEOs meet quarterly. Chairing of these meetings is rotated annually, alphabetically by Council name.



ERA's goals for 2026

1. Governance Framework

2. Influence

3. Regional Services and Programs

4. Engagement

What do we want these goals to achieve?

A strong, purposeful, high achieving collaboration that enjoys active participation and support within ERA Councils, and provides an excellent ROI to ratepayers

Goals

Objectives

1. *Governance framework*

Within two years, ERA Councils will review ERA's governance framework with the aim of ensuring that the framework is appropriate and effective for the achievement of ERA's objectives.

2. *Influence*

ERA Councils will have a 'place at the table' with LGA, State and Commonwealth Government in policy formation that affects eastern Adelaide.

3. *Regional services and programs*

Regional service delivery programs will be managed by the ERA Councils, delivering cost-effective services within an accountable governance framework.

4. *Engagement*

Elected Members, Council Staff and our communities will recognise ERA for the quality and cost-effectiveness of shared services for local government in this region.

Within two years, the ERA Councils will review ERA's governance framework with the aim of ensuring that the framework is appropriate and effective for the achievement of ERA's objectives.

<i>Action</i>	<i>Outcome</i>	<i>KPIs</i>
<p>1. The ERA Councils will review ERA's governance structure to ensure that the structure remains appropriate and effective for the achievement of ERA's objectives.</p>	<p>The governance framework is agreed by all ERA Councils and any changes to the framework are implemented.</p>	<p>2016/17: LGA R&D funding has been sought to enable engagement of external resources to undertake a review of ERA's structure.</p> <p>2018/20: The structure, membership, operating arrangements and resources have been identified and agreed.</p>
<p>2. The Strategic Plan sets out actions and directions and is regularly reviewed to ensure ERA is responsive in a dynamic environment.</p>	<p>'Achievements against the Strategic Plan' is a standing agenda item, and the Plan undergoes a formal 'rolling review' tied to the Local Government election cycle.</p>	<p>2019/20 and 2023/24: A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade.</p>
<p>3. A 'directions' workshop to underpin the delivery of the Strategic Plan will be undertaken within 12 months after the conclusion of each periodic election.</p>	<p>The mechanisms for discussion, debate and progress monitoring will be kept relevant and fresh.</p>	<p>A workshop will address the question "is this the best way of working?" within 12 months after the conclusion of a periodic election, and implement changes if required.</p>
<p>4. A Business Case Framework will be developed to assist in the evaluation & tendering of regional service delivery initiatives including, but not limited to, Waste, Health, HR, WHS, IT, Payroll and Regional Development Assessment Panel.</p>	<p>ERA Councils are in agreement about the criteria to be used by the CEOs group to assess potential projects, and ERA Councils continue to support efficiency gains in key operational areas.</p> <p>ERA Councils are committed to resource sharing.</p>	<p>2015/16: Business Cases for key projects are produced, and project implementation is approved by the CEOs.</p>

5. Processes for structural secondment, professional and career development are developed and implemented.	Improved career development opportunities are available, reducing the cost of key employee turnover, and making the region an 'employer of choice' for Local Government.	Agreements are in place for secondment and staff development, and CEOs are encouraging staff participation.
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ERA Councils will have a 'place at the table' with LGA, State and Commonwealth Government in policy formation that affects eastern Adelaide.

<i>Action</i>	<i>Outcome</i>	<i>KPIs</i>
1. Demonstrable cohesiveness saves ERA Councils' time through facilitating information sessions by Agency Heads and other key stakeholders.	Agencies understand regional strengths and issues and receive coordinated feedback about the implications of State and Commonwealth policies and initiatives.	Opportunities for presentations to individual Councils are extended to all ERA Councils.
2. Monitor and coordinate the provision of interpretation of State and Commonwealth policy and consultation drafts for ERA Councils.	ERA Councils are informed about new policy agendas and 'calls for comment', and ERA facilitates a regional response where appropriate.	A mechanism is in place to provide timely information about policy and initiatives, and facilitate a regional response where this provides benefit to ERA Councils.
3. Demonstrate leadership in Local Government in South Australia by working with State Government in the achievement of key agendas.	State Government consults with ERA Councils, ensuring opportunities for response to emerging policy agendas.	ERA Councils influence the design and implementation of State Government agendas to ensure the best outcome for Eastern Adelaide communities.
4. Monitor and provide value to State and Commonwealth Government reform agendas.	Knowledge, delivery capacity, and sound partnering ethos is valued.	2020/21: ERA provides the opportunity for local knowledge sharing, funded service delivery, and intergovernmental collaboration.

<p>5. ERA Projects are showcased regularly at Local Government events eg ALGA, LGA AGM.</p>	<p>There is increased awareness of ERA activities at state and national levels.</p>	<p>2020/21: At least one presentation per annum on ERA initiatives is given at both state and national levels. 2020/21: The ERA Councils are represented on Local Government boards.</p>
<p>6. ERA's biannual report is included in agendas of ERA Councils.</p>	<p>There is greater awareness of and among Elected Members and residents.</p>	<p>Biannual report is presented after Mayors and CEOs meetings.</p>

The Strategy

3. Regional Services and Programs

Regional service delivery programs will be managed by the ERA Councils, delivering cost-effective services within an accountable governance framework.

Action	Outcome	KPIs
1. Priority projects including Ageing, Smart Region and Water Security will continue.	A consistent effort is applied across the region for the benefit of the ERA Councils and their communities.	Projects demonstrate achievement against their individual plans.
2. Scheduled review and renewal of existing contractual arrangements (e.g. East Waste and EHA) .	The design and implementation of the new structure benefits from sunset arrangements with existing service contracts.	2016/17: A review of regional contracts determines timelines for key decisions about the use of ERA Council subsidiaries for regional services.
3. Assess the feasibility of a regional approach to programs (such as Economic Development or Rec and Sport Assets), with a single regional manager rather than duplication of management roles in a number of ERA Councils.	Integrated regional programs will provide stronger direction, save management costs, and better position the region to attract grant funding.	2018/19: At least one regional program has been developed and is operating, with monitoring and review processes in place.
4. A regional service delivery framework is established and focuses on key areas including: economic development, waste, health, back of house, civil works, tree pruning, payroll, call centre, records management and street sweeping.	There are increased efficiencies and ROI for ERA Councils and demonstrable benefits for ratepayers.	2016/17: As opportunities present themselves, all ERA Councils consider membership of regional services initiatives such as EHA and East Waste. 2020/21: A regional service delivery framework is adopted and enacted.

The Strategy

4. Engagement

Elected Members, Council Staff and our communities will recognise ERA for the quality and cost-effectiveness of shared services for local government in this region.

<i>Action</i>	<i>Outcome</i>	<i>KPIs</i>
1. ERA Councils include regional implications as a standing item on all Council reports.	Staff and Elected Members are required to think regionally.	2016/17: All Council reports include discussion of regional implications.
2. ERA Councils will produce and promote a biannual update report to inform Elected Members and Council staff about ERA's activities and achievements.	Council staff and Elected Members know about the ERA's goals and achievements and support further development of regional initiatives.	2016/17: A process is in place for regular updates including the biannual reports.
3. ERA Councils will develop a communications and reporting plan to provide transparency and promote regional benefits to communities and stakeholders.	Constituent communities and stakeholders understand the value of regional initiatives and encourage Councils to progress this approach.	2016/17: The communications plan has been developed, endorsed and implemented. 2017/18: ERA's branding is used to promote regional projects.
4. Council staff are engaged with ERA's projects and portfolio areas. Mayors and CEOs actively participate in ERA.	ERA's projects provide professional development, succession and leadership opportunities, and staff think regionally in designing and delivering Council services.	2017/18: All Council staff are aware of ERA and how their specific roles are influenced by regional initiatives. The biannual report details meeting attendances.

<p>5. Implement shared services initiatives to achieve cost efficiencies and increased service levels for ERA Councils.</p>	<p>ERA Councils pursue operational efficiencies and projects leading to reductions in red tape and providing a direct benefit to our communities.</p>	<p><i>2015/16:</i> ERA Councils demonstrate leadership in shared services outcomes. <i>2019/20:</i> ERA Councils implement a range of shared service programs.</p>
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KPI Summary

<i>Financial year ending</i>	<i>Action</i>
Ongoing / Annual	<p>1.3 A workshop will address the question "is this the best way of working?" within 12 months after the conclusion of a periodic election, and implement changes if required.</p> <p>1.5 Agreements are in place for secondment and staff development, and CEOs are encouraging staff participation</p> <p>2.1 Opportunities for presentations to individual Councils are extended to ERA Councils</p> <p>2.2 A mechanism is in place to provide timely information about policy and initiatives, and facilitate a regional response where this provides benefit to ERA Councils</p> <p>2.3 The ERA Councils influence the design and implementation of State Government agendas to ensure the best outcome for Eastern Adelaide communities</p> <p>2.6 Biannual report is presented after Mayors and CEOs meetings</p> <p>3.1 Projects demonstrate achievement against their individual plans</p>
2015/16	<p>1.4 Business Cases for key projects are produced, and project implementation is approved by the CEOs</p> <p>4.5 The ERA Councils demonstrate leadership in shared services outcomes</p>
2016/17	<p>1.1 LGA R&D funding has been sought to enable engagement of external resources to undertake a review of ERA's structure</p> <p>3.2 A review of regional contracts determines timelines for key decisions about the use of the ERA Council subsidiaries for regional services</p> <p>3.4 As opportunities present themselves, all ERA Councils consider membership of regional service initiatives such as EHA and East Waste</p> <p>4.1 All ERA Council reports include discussion of regional implications</p> <p>4.2 A process is in place for regular updates including biannual reports</p> <p>4.3 The communications plan has been developed, endorsed and implemented</p>

2017/18	1.1 The structure, membership, operating arrangements and resources have been reviewed and agreed. 4.3 ERA's branding is used to promote regional projects
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Strategic Plan

<i>Financial year ending</i>	<i>Action</i>
	4.4 All Council staff are aware of the work of ERA and how their specific roles are influenced by regional initiatives
	4.4 The biannual report details meeting attendances
2018/19/20	1.1 The reviewed structure, membership, operating arrangements and resources have been implemented 3.3 At least one regional program has been developed and is operating, with monitoring and review processes in place
2019/20	1.2 A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade 4.5 ERA Councils implement a range of shared service programs
2020/21	2.4 ERA provides the opportunity for local knowledge, funded service delivery, and inter-governmental collaboration 2.5 At least one presentation per annum on the ERA initiatives is given at both state and national level 2.5 The ERA Councils are represented on Local Government boards 3.4 A regional service delivery framework is adopted and enacted.
2023/24	A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade