

# Strategic Plan 2022–26

December 2022



# Acknowledgement of Country

The New South Wales Government acknowledges the Traditional Custodians, the First Peoples of Australia, and pays respect to Elders past, present and emerging. We recognise that Aboriginal people have unique cultural and spiritual relationships to place and their rich contribution to Country

Indigenous Australian hands touching earth  
Credit: Shutterstock

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Cover image: Shellharbour Civic Centre, Shellharbour

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# Message from the Deputy Secretary Crown Lands and Local Government



**Melanie Hawyes**  
Deputy Secretary Crown Lands  
and Local Government

I am proud to present the Office of Local Government's Strategic Plan 2022-2026.

The Strategic Plan provides a clear roadmap for the Office of Local Government (OLG).

It defines our short and long-term vision, priority goals and the strategies that will help us achieve them.

The OLG is a key conduit between the NSW Government and the local government sector, serving as regulator and trusted advisor to our state's local councils, county councils and joint organisations.

By supporting our councils and helping grow their capacity we can ensure a robust and sustainable local government sector, which will ultimately deliver strong and vibrant communities for people across NSW.

# Message from the Executive Director Office of Local Government



**Ally Dench**  
Executive Director  
Office of Local Government

Our aim is to strike the right mix of monitoring, intervention, capability improvement and engagement activities

I am excited to deliver the Office of Local Government's Strategic Plan 2022-2026, outlining our vision, goals and strategies that will guide our agency over the next four years.

The plan has been developed to ensure our agency is in the best possible position to become a trusted regulator and capacity builder for the Local Government sector. We want to enable councils to better serve their communities and this plan will underpin our efforts to deliver effective and targeted initiatives to strengthen their capacity

The Office is committed to stronger collaboration with local councils, county councils, joint organisations and peak sector bodies to help inform the Government's policy and regulatory frameworks. We will build strong relationships and partner in the delivery of important Government initiatives and State priorities across NSW communities.

This strategic plan provides a framework and serves as an important guide to help the agency succeed in the face of many challenges ahead and by living the values, we will foster unity and find opportunities to strengthen our capacity to proactively manage the risks we face.

Over the next four years, our six goals will help us focus on promoting the sound development of policy and regulatory frameworks, build capacity, deliver positive customer experiences, manage risks, value, and invest in our people, systems and processes and build strong stakeholder relationships in all that we will do.

Our aim is to strike the right mix of monitoring, intervention, capability improvement and engagement activities and through investing in our people, we will build a professional and accountable organisation with a strong reputation for delivery and excellence.




I would like to thank my staff for contributing to our new plan, and for their ongoing dedication and commitment to serving the people of NSW.

# Our Vision, Goals and Strategies




## Our Vision

A trusted regulator and capacity builder enabling councils to better serve their communities.

## Goals and Strategies

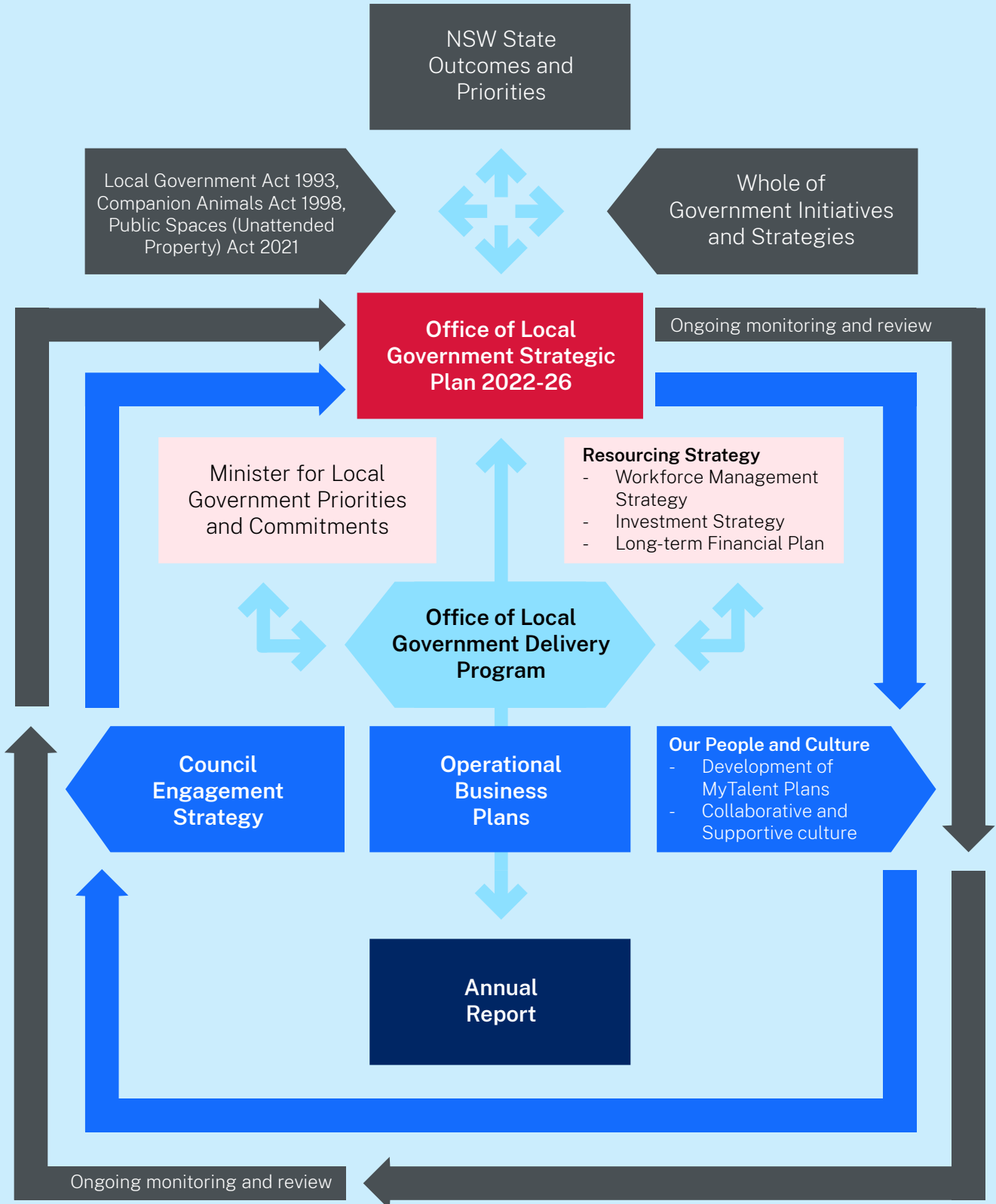
Goals	Strategies	Outcome
 <b>1. Develop and influence policy and regulatory frameworks</b> that enable councils to deliver a strong and liveable NSW	1.1 Gather and use knowledge of local governance issues to inform policy outcomes	Local government preserving its powers
	1.2 Provide policy and regulatory solutions that address issues and opportunities within the local government sector	Positively influenced decision making
	1.3 Influence state government policies, programs and communication that impact local government	
 <b>2. Build capacity</b> to support a strong, effective local government sector	2.1 Seek out and share best practice in local government	Councils operating to high performance standards
	2.2 Deliver tools, guidelines, workshops and other capability-building initiatives for councils and councillors	Enabling councils to be robust and sustainable
	2.3 Support council election processes	
	2.4 Support joint organisations to effectively deliver regional and rural priorities	
	2.5 Build council capability to implement policy and regulatory changes of Government	
 <b>3. Deliver positive customer experiences</b> for councils and communities accessing targeted programs and services.	3.1 Administer government grant funding programs to Council	Improved service delivery and engagement
	3.2 Increase the efficiency of grant application processes and management	Greater community satisfaction
	3.3 Provide information to communities on dealing with local council issues	
	3.4 Promote responsible pet ownership	
	3.5 Develop and manage the NSW Pet Registry	

# Goals and Strategies continued

Goals	Strategies	Outcome
 <b>4. Proactively manage risks</b> to local government performance and integrity	4.1 Refine, promote and measure the criteria for a high performing council	Through Interventions, improve the performance of councils
	4.2 Monitor and report on performance and compliance to regulation	
	4.3 Undertake council risk profiling to better target our interventions	Greater local government compliance through capacity building
	4.4 Provide governance advice on good practice	
	4.5 Take early action on poor performance	
	4.6 Intervene in Councils when warranted and appropriate	
 <b>5. Value and invest in our people, systems and processes</b>	5.1 Conduct structured business and resource planning	Professional, accountable organisation with a strong reputation for delivery and excellence
	5.2 Maintain a resilient, collaborative, high-performance and supportive culture	
	5.3 Utilise effective systems, processes and technologies to support our work	Great customer experience through user-friendly processes and technology
	5.4 Recognise and celebrate our achievements	
 <b>6. Build strong State Government, Local Government and stakeholder relationships</b> in all the work we do	6.1 Define the role OLG plays in the local government sector	Excellent integration and connection between all levels of Government and the community
	6.2 Proactively engage with councils to identify needs, opportunities and solutions	
	6.3 Leverage State Government relations to better engage with councils, joint organisations and peak bodies to understand policy and regulatory issues and develop solutions	Collaborative environment sharing insights and identifying issues early

# Our Strategic Framework

through an Integrated Planning and Reporting perspective





# The Way We Work



## Our Core Capabilities



**1**

Committing to customer service



**2**

Working collaboratively



**3**

Delivering results



**4**

Being accountable



**5**

Acting with integrity



## Our Values (DPE values)



Daring



Collaborative



Creative



Kind



Inclusive

# How we will implement

## Working with others through supporting strategies

This plan is intended to complement the NSW State Plan and NSW Premier's Priorities to ensure every local council has access to the support and advice required to deliver appropriate administration of their local government area.

The plan also supports the Intergovernmental Agreement between State and local Government with the commitment to Councils for funding to assist infrastructure and services to communities and in support of the Premier's Priorities.

In addition, it also complements the Minister for Local Government priorities of strong engagement of stakeholders in the administration of local government, provision of support to local government communities and improvement of local government levels of integrity and performance.

## Measuring, reporting and evaluation

The Office of Local Government will regularly report and evaluate progress towards the six goals and supporting strategies. The Office of Local Government reports regularly to the NSW Government on priority outcomes through NSW Treasury State Outcomes and Program Performance measures. These relate to the State Outcome of create a strong and liveable NSW.

Progress reporting will be contained within the agency's annual report and on the Office of Local Government's website.



# Key facts about NSW Councils



**Open Space**  
83,362.5 Ha



**Public Halls**  
1,786



**Public Pools**  
471



**Roads**  
167,258 km



**128**

Number of Councils  
FY20-21



**1,293**

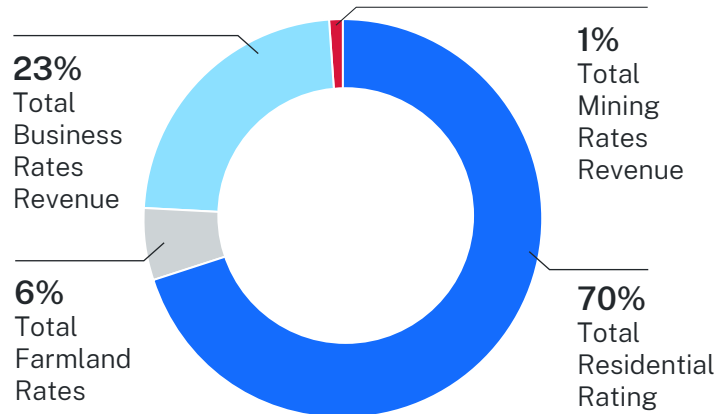
Number of Councillors



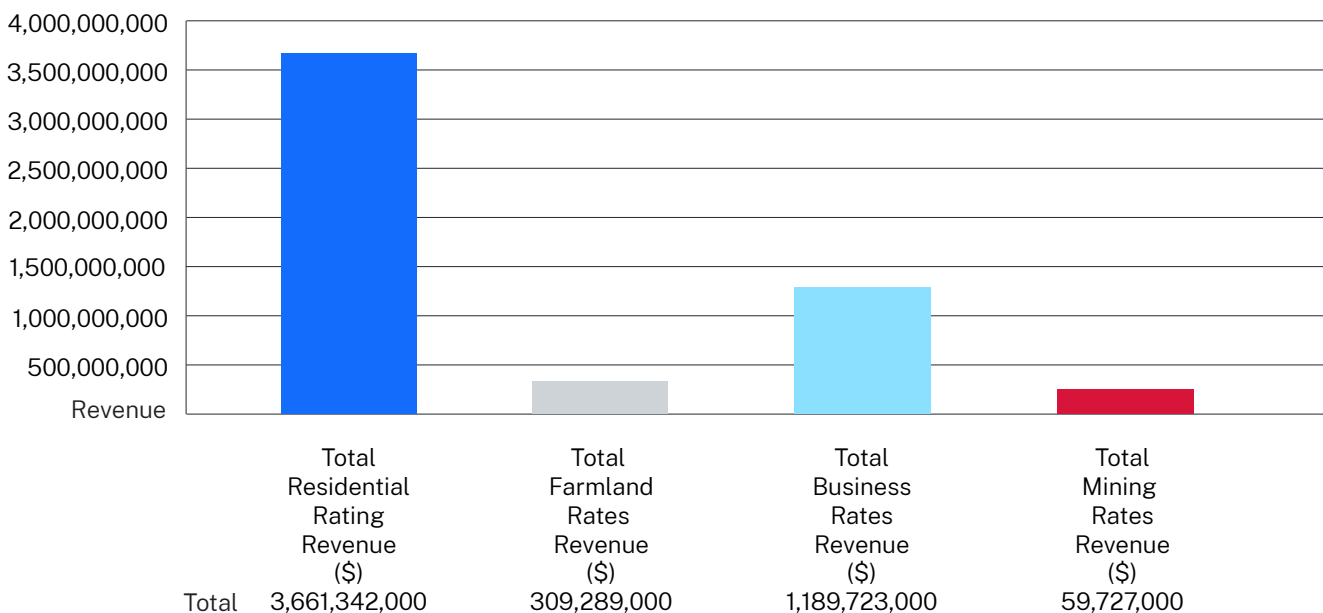
**48,133**

Equivalent Full Time Staff

## Rating Income FY2020-21 Percentage (%)



## Rating Income FY2020-21 Monetary (\$)



**Street address:**  
5 O'Keeffe Avenue,  
Nowra NSW 2541

**Postal address:**  
Locked Bag 3015,  
NOWRA NSW 2541

**T:** (02) 4428 4100  
**E:** [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au)  
**W:** [olg.nsw.gov.au](http://olg.nsw.gov.au)

