



## ***Legatus – Regional Local Government ambassador and advocate***

### **Legatus Group Strategic Plan 2018-2028**

Date 19 June 2018

The Legatus Group ordinary meeting held on 25 May 2018 at Kapunda passed the following motions:

1. That the Legatus Group endorses the Legatus Group Strategic Plan 2018-2028 and 3-year Action Plan July 2018 - June 2011 subject to the endorsement of the 2018/2019 budget and business plan.
2. That the Legatus Group adopts the draft business plan and budget for 2018/2019 subject to endorsement by all Constituent Councils.

As of 19 June 2018, all Constituent Councils have advised the Legatus Group CEO that they have endorsed the Legatus Group Strategic Plan 2018-2028, 3-year Action Plan July 2018 - June 2011 and the 2018/2019 budget and business plan.

#### **Member Councils**

Adelaide Plains Council  
Barunga West Council  
Clare and Gilbert Valleys Council  
Copper Coast Council  
District Council of Mount Remarkable  
District Council of Orroroo Carrieton  
District Council of Peterborough  
Light Regional Council  
Northern Areas Council  
Port Pirie Regional Council  
Regional Council of Goyder  
The Barossa Council  
The Flinders Ranges Council  
Wakefield Regional Council  
Yorke Peninsula Council

## **Purpose**

The Legatus Group:

- speaks with one voice on what matters most to our communities;
- works together efficiently making the best use of available resources for delivery of services;
- builds partnerships with those who can contribute to stronger and more sustainable communities.

## **Setting Strategic Directions**

The Legatus Group is the peak regional local government organisation that is focused on the interests of its communities. The Legatus Groups primary purpose focuses on the wealth, wellbeing and social cohesion of these communities via a sustainable approach of productive landscapes and natural environment.

Their focus is on the key roles of local government and is broader than that of organisations with a primary focus on economic development or natural resource management. The Legatus Group recognises that there are other regional organisations who's focus complements and supports the role of Local Government. They are important regional partners for the Legatus Group.

The strategic directions for the Legatus Group is based on this review of their Strategic Plan 2015 – 2025. These outcomes require a longer time horizon for realisation and a shorter more flexible timeframe will come from a 3-year Action Plan and an annual business plan with measurable targets and a clear reporting framework.

***Goal One: Speak with a united voice on matters of regional importance.***

### **Strategies**

- 1) Develop and implement a 3-year Action Plan that sets clear regional priorities and guides the budget and annual business plan.
- 2) Develop and implement a Marketing and Communications Plan that ensures Constituent Council elected members and staff are adequately informed and able to actively contribute.
- 3) Maintain sound working relationships with the principal decision makers, policy influences and regional partners that are based on mutual respect and timely communication.
- 4) Build strong positive relationships with state and regional partners to ensure the region has a high profile and is seen as the “go-to” opinion leader on matters of interest to Local Government.
- 5) With other regional partners convene an annual “Regional Forum / Think Tank” that brings together leaders from each of the region’s communities and relevant State and Federal politicians and agencies to present the regional impacts of their plans and policies and the opportunities to work together to address these.

***Goal Two: Support Social Infrastructure and Community Services that meet the region’s needs.***

### **Strategies**

- 1) Actively work with regional providers to gain knowledge to assist with advocating for improvement of health, education, community and social support services.

- 2) Identify and provide sub-regional opportunities for population growth through lifestyle and service delivery that attracts and retains people in the region. Whilst celebrating and growing a diverse population base.
- 3) Support regional leadership and capacity building programs that encourage and contribute to the growth of the region.
- 4) Assist Constituent Councils with their Regional Public Health Plans in partnership with stakeholders.
- 5) Identify and assist with funding and grants that provide regional and sub-regional opportunities to link community infrastructure for events and infrastructure such as walking, cycling and horse riding trails.
- 6) Assist Constituent Councils in progressing their digital strategies and services.

***Goal Three: Support development and infrastructure that contributes to sustainable communities.***

**Strategies**

- 1) Provide a platform to assist with regional planning and consistent regulatory framework across the region to support appropriate economic development.
- 2) Provide a safe, well-maintained, regional integrated and cost-effective road network that includes appropriate routes for freight, tourism and community purposes.
- 3) Maintain and develop both local and visitor amenities that support the growth of regional and sub-regional tourism opportunities including integrated visitor information services.
- 4) Establish regional waste management regimes that reduces the volumes of hard waste going to landfill and minimises costs to Councils and their communities.
- 5) Develop a regional support program for Community Wastewater and Water reuse projects.
- 6) Support the growth of information technology by advocating for services to ensure any digital divides are reduced.

***Goal Four: Work together to manage the sustainability of communities within their natural environment.***

**Strategies**

- 1) Maintain and strengthen partnerships with NRM Boards to support programs and projects that address the most significant issues for regional communities.
- 2) Protect areas of significant biodiversity conservation value, such as roadside and remnant vegetation, river, coastal and marine environments and fragile soils.
- 3) Support the collaborative approach to climate change adaptation through the Regional Climate Change Sector Agreements and monitor measures at the relevant regional or sub-regional level.
- 4) Support the Constituent Councils with Emergency Management Planning.

**Goal Five: Manage a robust and financially sustainable model that underpins our operations.**

**Strategies**

- 1) Maintain a strong and robust governance model.
- 2) Develop and implement a sustainable resourcing model for the management of the organisation and its activities.
- 3) Provide skills training and developmental support to Constituent Council's both elected and administrative to enable their effective contribution to the region.
- 4) Identify opportunities for resource sharing and support to Constituent Councils through regional and sub regional activities that add value and build capacity.

**Attachments:**

**A – 3-year Action Plan**

**B - Background**

## Attachment A

### 3-year Action Plan July 2018 – June 2021

Goal	2018-2019	2019-2020	2020-2021
<b>I: Speak with united voice on matters of regional importance</b>			
3-year action plan	Q1 & 2 monitor Q3 – review Q4 – develop budget / business plan	Q1 & 2 monitor Q3 – review Q4 – develop budget / business plan	Q1 & 2 monitor Q3 – review and draft new 3-year action plan Q4 – develop budget / business plan
Marketing and Communications Plan	Q1 – update current website & develop communications plan Q2 – develop e-newsletter Q4 – review the effectiveness of communications plan	Q1 – implement recommendations from review Q4 – review the effectiveness of communications plan	Q1 – implement recommendations from review Q4 – review the effectiveness of communications plan
Working relationship	Attendance and proactive partner including attending or hosting forums / workshops  Q3 – survey of constituent councils and regional partners (use to develop strategies for 19/20)	Attendance and proactive partner including attending or hosting forums / workshops  Q3 – survey of constituent councils and regional partners (use to develop strategies for 20/21)	Attendance and proactive partner including attending or hosting of forums / workshops  Q3 – survey of constituent councils and regional partners (use to develop strategies for 21/22)
Profile of Legatus Group	Q2 – Review all alliance and partnerships Q3 – Report to Board & implement recommendations	Q2 – Review all alliance and partnerships Q3 – Report to Board & implement recommendations	Q2 – Review all alliance and partnerships Q3 – Report to Board & implement recommendations
Regional Forum	Q1 – Review of the 2018 regional forum Q2 – Planning for 2019 regional forum Q3-4 Staging of 2019 regional forum	Q1 – Review of the 2019 regional forum Q2 – Planning for 2020 regional forum Q3-4 Staging of 2020 regional forum	Q1 – Review of the 2020 regional forum. Plan for Regional SA Conference in region Q2 – Planning for 2021 regional forum Q3-4 Staging of the regional 2021 forum and 2021 Regional SA Conference in Legatus region
<b>2: Support Social Infrastructure and Community Services</b>			
Regional Health	Q3 – Analysis of regional health plans for the coming year and support where required	Q3 – Analysis of regional health plans for the coming year and support where required	Q3 – Analysis of regional health plans for the coming year and support where required
Population growth	Q1 – Partner with RDA's and Constituent	Implement outcomes	Implement outcomes

	<p>Councils to analysis the outcomes from SA Regional Workshop June 2018</p> <p>Q2 – Identify the role for Legatus Group including communication platforms re attraction and retention for staying connected with the region.</p>		
Reconciliation	<p>Q1 – Workshop on Reconciliation Action Plans (RAP)</p> <p>Q2 – Develop a Legatus Group RAP - support individual councils</p> <p>Q3 – Adopt a Legatus Group RAP</p>	Implement and monitor RAP	Implement, monitor and review RAP
Diversity	<p>Q3 – Partner with RDA’s and Constituent Councils on identifying programs to support celebrating and growing diverse population base.</p>	Support the delivery of programs and identify opportunities such as sister cities.	Review programs and identify changes.
Leadership	<p>Q2 – Review the current outcomes of the 3 sub-regional leadership programs</p> <p>Q3 – Provide report on Commonwealth grant.</p> <p>Q3 – Support a regional emerging leaders program.</p>	<p>Support, monitor and review programs.</p> <p>Q1 – Develop and implement a regional scholarship program to support members of constituent councils in regional leadership.</p> <p>Q2 – Develop and implement a regional local government mentor / leadership program for the region.</p>	<p>Support, monitor and review programs.</p> <p>Q1 – Review and implement a regional scholarship program to support members of constituent councils in regional leadership.</p> <p>Q2 – Review and implement a regional local government mentor / leadership program for the region.</p>
Grants	<p>Q1 &amp; Q2 – Identify long term community infrastructure projects that have a regional focus and develop partnership that link to funding programs.</p> <p>Q3 – Identify a priority list and develop business cases where needed.</p>	Regularly monitor and support applications for funding based on these projects.	<p>Q1 Review the projects</p> <p>Regularly monitor and support applications for funding based on these projects.</p>

	Regularly monitor and support applications for funding based on these projects.		
Digitally mature	<p>Q1 – Survey councils on their current digital and on-line community engagement strategies and identify any capacity building projects.</p> <p>Q2 – Seek LGA R&amp;D funding to deliver business case on developing digital maturity, service standards and design</p> <p>Q3 – Manage the R&amp;D program funding</p> <p>Q4 – Launch the findings from the R&amp;D project.</p>	Support the implementation and monitor and review programs.	Support the implementation and monitor and review programs.
<b>3. Development and Infrastructure</b>			
Regional Planning	Monitor the regional approaches being considered for planning and support where required.	Deliver a regional planning forum / conference that focuses on support to economic development.	
Road Network	<p>Q1 &amp; Q2 Finalise phase 2 of the Legatus Group Regional Transport Plan</p> <p>Q3 – Adopt the Legatus Group Regional Transport Plan</p> <p>Q4 – Applications for SLRP funding reviewed and submitted</p>	<p>Support the implementation and monitoring of actions from the Regional Transport Plan</p> <p>Q4 – Applications for SLRP funding reviewed and submitted</p>	<p>Support the implementation and monitoring of actions from the Regional Transport Plan</p> <p>Q4 – Applications for SLRP funding reviewed and submitted</p>
Visitor Information Services	<p>Q2 – Survey of current digital visitor and volunteer base re information services being provided across the region.</p> <p>Q3 – workshop the findings of the survey.</p> <p>Q4 – Provide report with recommendations.</p>	Support the implementation and monitoring of actions from report.	Support the implementation and monitoring of actions from report.
Waste Management	Q1 – Develop report on the findings of the sub-regional CWMS workshops and develop ToR for regional steering group. Contract Project	Implement and monitor the actions / recommendation from the business case on processing plant and the outcomes from the waste workshops.	Implement and monitor the outcomes from previous 2 years.

	<p>Officer and commence compiling the regional list of systems. Assist with the development of a State CWMS forum in the region.</p> <p>Q2 – Form the steering group and hold sub-regional workshop to discuss the findings of the regional list of systems. Support the development of a common compliance template. Workshop on regional waste approaches.</p> <p>Q3. Draft business case for a regional processing plan.</p> <p>Q4. Finalise business case and hold sub-regional CWMS workshops.</p>	<p>Q2 Hold regional CWMS forum. Report on what regional resource sharing has occurred.</p> <p>Q3 Hold subregional workshop and review the progress of CWMS joint services arrangements</p> <p>Q4 Report on the way to progress with joint CWMS Service Arrangements. Develop the business case for extension of the Project Officer.</p>	
Information Technology	<p>Q1 Develop project brief and secure funding from LGA R&amp;D grant to undertake research on the current capabilities and gaps for constituent councils.</p> <p>Q2. Secure contractor for the delivery of the report and commence project.</p> <p>Q3. Finalise report.</p> <p>Q4. Progress recommendations.</p>	Implement and monitor the actions / recommendation from the IT report.	Implement and monitor the actions / recommendation from the IT report.
<b>4. Sustainability within natural environment</b>			
Regional Climate Change	Refer to the 3-year action plan associated with the Sector Agreement – Subject to securing funding for Project Officer to assist with implementation.		
Partnerships	Maintain the partnerships with NRM through the regional alliance and partnering on regional and local forums.		
Protect areas of biodiversity	<p>Q1 Formation of the Legatus Group Coastal Council Alliance – linkage with State and National council coastal alliances.</p> <p>Q2 Develop a working / advisory group to investigate the</p>	Secure funding and implement and monitor the actions / recommendation from report.	Implement and monitor the actions / recommendation report.



	alignment between Constituent Councils and NRM programs. Q3 Report on regional biodiversity projects and identify funding streams and partnerships.		
Emergency Management Planning	Q1 Advocate for a Regional Project Officer to be appointed for the Legatus Group region and be hosted at the Legatus Group office. Assist with the delivery of outcomes and deliverable for the regional project officer.	Assist with the delivery of outcomes for the regional project officer.	Assist with the delivery of outcomes for the regional project officer. Q1 Review the progress.
<b>5. Manage a robust and financially sustainable model.</b>			
Strong robust governance and sustainability models	Refer to the Legatus Group Audit and Risk Committee work plan which is designed to comply with the Legatus Group Charter.		
Skills training and support for Constituent Councils	Q1 – Undertake a survey of council administration on skills training requirements and develop and assist with the implementation of programs. Q3 – Following Council elections undertake a survey of elected members and types of training required and develop program.	Q1 – Undertake a survey of council administration on skills training requirements and assist with the development and implementation of the programs.	Q1 – Undertake a survey of council administration and elected members on skills training requirements and assist with the development and implementation of the programs.
Identify opportunities for resource sharing.	Q2 – Develop a report on the impacts of rate capping (subject to State Govt outcomes) that includes what resource share is occurring and identify opportunities. Q3 Workshop with Constituent Councils on the opportunities identified and develop an action plan.	Implement and monitor outcomes from action plan.	Implement and monitor outcomes from action plan.

## Attachment B

### Background

The Legatus Group (Central Local Government Region of SA) is formed under Schedule 2, part 2, clause 24 of the Local Government Act 1999 and the most recent version of its charter can be found in the South Australian Government Gazette 14 March 2018.

This charter requires at item 5.3 for a Long Term Financial Plan with the following requirements:

5.3.1 The Legatus Group must prepare and submit to the Constituent Councils for their approval a Long Term Financial Plan covering a period of at least ten (10) years in a form and including such matters which, as relevant, is consistent with Section 122 of the Act and the Local Government (Financial Management) Regulations 2011 as if the Legatus Group were a council.

5.3.2 The Legatus Group may at any time review the Long Term Financial Plan but must undertake a review of the Long Term Financial Plan as soon as practicable after the annual review of its Business Plan and concurrently with any review of its Strategic Plan.

5.3.3 In any event, the Legatus Group must undertake a comprehensive review of its Long Term Financial Plan every four (4) years.

5.3.4 The Long Term Financial Plan will be taken to form part of the Legatus Group's Strategic Plan.

NOTE: No other Regional Organisations of Councils require a Long Term Financial Plan over 10 years

Item 6.1 of the Charter requires that to be consistent with the Long Term Financial Plan set out above, the Legatus Group must:

6.1.1 prepare and adopt a Strategic Plan with a minimum operational period of ten (10) years which sets out the goals, objectives, strategies and priorities of the Legatus Group over the period of the Strategic Plan;

6.1.2 prepare an Asset Management Plan, with detailed financials for the first ten years;

6.1.3 submit the Strategic Plan to the Constituent Councils for their approval.

Note: That Legatus doesn't have any assets apart for a motor vehicle.

Item 6.2 requires that the Legatus Group shall:

6.2.1 prepare an Annual Business Plan linking the core activities of the Legatus Group to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period;

6.2.2 consult with the Constituent Councils prior to adopting or amending the Annual Business Plan; and

6.2.3 ensure contents of the Business Plan is in accordance with the Act.

Schedule 2, part 2, clause 24 of the Local Government Act 1999 relates that in consultation with each of its Constituent Councils, a regional subsidiary must prepare and adopt a business plan and must set out:

- The performance targets the subsidiary is to pursue
- A statement of the financial and other resources as well as internal processes that will be required to achieve the subsidiary's performance targets
- The performance measures that are to be used to monitor and assess performance against targets

In order to maintain relevance, measure progress against its targets and meet the requirements of the *Local Government Act 1999*, this plan should be reviewed on an annual basis.

NOTE: The act requires that in consultation with the Constituent Councils that Legatus Group prepare and adopt a business plan which is to be reviewed annually. It does not stipulate a 10-year business plan is required.

The Central Local Government Region was established in 1998 under Section 200 of the Local Government Act 1934 as a controlling authority and continues in existence and as a regional subsidiary of its establishing councils under Part 2 of Schedule 2 of the Local Government Act 1999 by the provisions of Section 25 of the Local Government Act 1999. In 2016 the Central Local Government Region of South Australia adopted the name of Legatus Group to which it is now referred.

Consistent with the charter, the role of Legatus Group is to:

- undertake co-ordinating, advocacy and representational roles on behalf of the members at a regional level;
- facilitate and co-ordinate activities of local government at a regional level related to community and economic development with the object of achieving improvement for the benefit of the communities of the members;
- develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
- develop further co-operation between the members for the benefit of the communities of the region;
- develop and manage policies which guide the conduct of programs and projects in the region with the objective of securing the best outcomes for the communities of the region;
- undertake projects and activities that benefit the region and its communities;
- associate collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
- provide strong advocacy speaking with one voice on what matters most to the communities of the members;
- work together to make the best use of available resources;
- collaborate to deliver effective services;
- build partnerships with those who can contribute to stronger and sustainable communities; and
- develop and implement a robust Business Plan.

The Legatus Group provides an opportunity for members to:

- have a cohesive point of view;
- have a combined and collective voice;
- work collaboratively to achieve common goals;
- attract funding and resources;
- be proactive and responsive to regional matters of interest; and share experiences and information.