

# NOTICE OF MEETING

NOTICE is hereby given of the Legatus Group Regional Management Group meeting that will be held at the Clare & Gilbert Valleys Council Chambers 4 Gleeson Street Clare on Friday 10 May 2019 commencing at 10.30am – 2.30 pm. (light lunch provided).

# **AGENDA**

1. **Welcome**
   1. Attendance
   2. Apologies: Mark McShane
   3. Welcome new CEOs
2. **Mid North Sustainability Hub – Final report**

Bridie Meyer-McLean from the University of Adelaide was contracted as the PhD Intern through the AMSI Intern Program to deliver a research project titled “Mid North Sustainability Hub”. Bridie has completed the report which will be distributed prior to the meeting. She will be attending to present to the meeting along with members of the working group.

1. **Notes from previous meeting**

The attached notes from 1 February 2019 meeting were distributed to all CEOs and were provided to the Legatus Group meeting held 15 February 2019.



The Legatus Group noted the report and appointed Dr Helen Macdonald and Wayne Hart to the Legatus Group Road and Transport Infrastructure Advisory Committee.

1. **Local Government Risk Services**

Following the workshop held as part of the 1 February a working group was formed and they workshopped the key areas and further feedback was sought from Legatus Group CEOs. The attached response was received from Andrew Johnson which references the key areas identified.



Andrew Johnson is meeting with the working group on Friday 3 May 2019 to discuss more detail, clarify issues that have been raised in the memo, discuss the background to some of these issues which may assist in providing context to the item raised. Plus, to work out how collectively improvements regarding risk services to the sector can occur to ensure that they can meet the identified needs. An update will be provided at the meeting.

1. **Emergency Management** 
   1. The Local Government Emergency Management Framework.

Adopted in 2017 and since then, there have been changes to state and national emergency management policy that impact upon local government in South Australia. In 2018, the LGA facilitated extensive engagement with councils around emergency management through the Council Ready program, involving more than 550 people from all 68 councils. This consultation provided insights about the strengths and gaps of the local government sector with regard to emergency management. The LGA has initiated a review of the Local Government Emergency Management Framework to provide greater clarity and direction to the local government sector with regard to emergency management. The LGA is seeking feedback on the attached draft update. Feedback will be received until Friday 17 May 2019.



* 1. Council Ready program

The Legatus Group CEO was an active participant in Stage 1 of the Council Ready program which aims to:

1. Support councils with emergency management planning
2. Clarify the roles and responsibilities of local government in emergency management across prevention, preparedness, response and recovery
3. Facilitate strategic whole-of-council approaches that embed emergency management into regular activities across departments
4. Enable consistent approaches to emergency management, including in the hierarchy of plans and use of consistent terminology across the local government sector
5. Support councils to increase community awareness of risk and build community resilience. The program comprises two stages.

Stage 1 (April 2018-March 2019) aimed to develop and implement a local government emergency management health check to:

* Identify individual council strengths and gaps with respect to emergency management planning (prevention, preparedness, response and recovery); and
* Consider the best ways for the LGA to support councils with emergency management planning.

Stage 2 (commencing April 2019) aims to provide practical support to councils with emergency management planning. The approach for doing so will be established through Stage 1. Currently waiting on update from LGA with specific responses to the Legatus Group region with the new officers due to start from the 13th May. No information yet on which officer/s will work with Legatus and it may be a combination of officers, depending on the skill set required and the best outcomes for Legatus.

1. **Digital Maturity**

The final report was distributed via email to the working group and all CEOs on 2 May 2019.

This project aimed to establish a digital maturity baseline and define where to focus in order to transition the digital space for councils. The Digital Maturity Index (DMI) is a measure of progress in digital transformation. There was a 100% response from the Legatus Group 15 constituent councils and this report identifies the current state of the sector among the Legatus Group of Councils and provides a snap shot for regional councils in South Australia.

The DMI looks at: 1. Strategic Direction 2. Digital Policy and Initiatives 3. Customer-facing Digital Technologies 4. Public Digital Interaction with Council 5. Implementation of Internal Digital Technologies 6. Digital Interaction between Council Staff 7. Performance Metrics 8. Australian Government Digital Service Standard

Analysis of digital maturity across the eight index areas is presented in the report and a comparison across sub regional clusters. This serves to identify particular focus areas for cluster groups. Analysis of user experience across websites is also presented as a guide to future website developments. The study identified key areas of focus, in particular:

* Recognition within all councils that implementation of digital technologies is an organisational change management project not an IT project. Awareness program to ensure that Executive Management of councils appreciates the potential impact of digital technology on their core business.
* Establish an Adoption of Digital Technology project to guide all councils in appropriate digital technologies to enhance their business operations.
* Provide access to relevant expertise and investigate opportunities to address resource limitations which is the major barrier to adoption of digital technologies.
* Assess customer (business and community) needs for digital interaction with councils.
* Develop template strategies and policies that can be readily adopted by councils and modified to suit their level of digital maturity.
* Investigate opportunities and barriers to shared expertise and shared services around digital technology across the group.
* Establish a Legatus IT group to share experiences and encourage in conjunction with Local Government Information Technology South Australia a regional group for their meetings.

1. **Road / Transport**

The Legatus Group Road and Transport Infrastructure Advisory Committee met on 10 April and the minutes from that meeting are attached.



Key areas of discussion were:

1. Legatus Group 2030 Regional Transport Plan Phase 2 & SLRP – All councils were forwarded a copy and this along with recommended / prioritised roads for SLRP 2019/2020 were requested to submit their final applications by 10 May 2019 to Legatus Group CEO – verbal report will be provided at the meeting on the responses. Appears that there is still further work needed on ensuring the regional plan is up to date and reflective of the current requirements and an information session will be included as part of the upcoming forum.
2. Horrocks Highway – DPTI representative is anticipated to be at 31 May 2019 Legatus group meeting to outline progress and also to attend the forum.
3. Scoping exercise unsealed road functionality for Restricted Access Vehicle Route Assessment Tool – This was received after the meeting and has been distributed for comments from the committee.
4. Legatus Transport / Heavy Vehicle Access Forum – Planning underway for this to occur Friday 21 June 2019 in Clare as foreshadowed during the October workshop and targeted at elected members and council staff. Key topics:

* Accountability by councils associated with heavy vehicle access and roles under the Heavy Vehicle National Law specifically work hours and documentation, and chain of responsibility.
* Legatus Group Regional Road Transport Plan update – identify progress for 2019/2020.
* RAV RAT unsealed roads.
* Horrocks Highway / Barrier Highway upgrades.

1. **CWMS**

The committee met on 15 March 2019 and their minutes are attached:

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* Paul Chapman the Legatus Group Project Officer has commenced updating the audit of the various schemes.  This process is still underway and is linked to the information gathering as part of PhD Intern Project by Harsha Sapdhare on the Sludge Processing Plant Viability Investigation.
* Preparations are underway for the up-coming 2019 Legatus CWMS Conference on 23rd August. The over-arching theme is “regional problems and local solutions” and speakers are being approached.
* The Committee is investigating means to reduce the costs of regulatory compliance. Based on discussions with the regulatory agencies, a paper has been prepared, including options and recommendations to be put to the next CWMS sub-Committee meeting.
* The Learning Guide for TAFE Certificate 3 (Operate and control wastewater processes) has been reviewed and informal interviews are being conducted with three participants from Legatus Councils regarding the relevance and usefulness of the course.

1. **Visitor Information Services**

Leonie Boothby & Associates Pty Ltd has been appointed to deliver a report on the status and opportunities for tourism visitor information services (VIS) for the Legatus Inc. local government region.  The report will provide a region-wide review of VIS; comparing the current offering against best practice and emerging trends and developing a set of recommendations for consideration by member Councils.

They are nearing completion of the research and data gathering phases of the project. Progress to date:

1. Undertaken an audit of current VIS delivery including:

* digital, physical assets, resourcing, staffing (both paid and volunteers) for the region;
* identification of the current local government, community and industry contribution and involvement; and
* identification of relevant localised strategies and future plans.

Whilst it has been challenging remotely accessing this information (due largely to the inherent challenges of email communication to a large number of people and finding the right people to respond) they have the majority of the data required. Remaining data gaps continue to be addressed.

1. Undertaken research (local, interstate and international) to identify VIS best practice, future trends and case studies relating to the delivery of VIS and the role of local government.
2. They are currently in the process of analysing and documenting the data and research findings and developing areas for discussion at a key stakeholder workshop (please refer below). This includes exploring key themes and shared challenges and opportunities to improve the capacity, efficiency and effectiveness of service delivery for all stakeholders involved. They are also developing a gap analysis (current versus potential VIS delivery) that will further inform workshop discussion.
3. A number of key stakeholder interviews have been undertaken including with representatives of SATC, the Accredited VIC Network and TiCSA. Further interviews will be undertaken as needed should key people be unable to attend the key stakeholder workshop.
4. A key stakeholder workshop is scheduled for Friday 17 May in Clare to discuss key findings; including how the findings can be applied for future VIS provision and seeking feedback on the impacts of 'doing nothing'.
5. Following the workshop, they will utilise the consultation and research findings to develop a set of recommendations; including identifying opportunities for collaboration with industry and key stakeholders and development of partnerships. Recommendations will be provided for each council within the Legatus region as well as for potential collaborative initiatives e.g. by tourism region or based on shared needs.
6. Finally, they will develop a report that will include a summary of research and consultation undertaken, as well as key findings and options for consideration in the future delivery of VIS within the Legatus region.
7. **Coastal**

The Legatus Group CEO is on the working group for the SA Coastal Council Alliance project. This is funded through LGA Research and Development scheme and led by the Limestone Coast LGA with Anita Crisp as the Project Coordinator. The aim is to identify common issues, needs, gaps in coastal management from local government perspectives and establish an Alliance which will advocate for coastal councils and help improve coastal management across the state. There was a 15-minute presentation and the first engagement exercise at the booth at the LGA OGM. There is working group meeting being held on 15 May 2019 which will review feedback from councils and drafting the governance options for the Alliance.

There are 2 concurrent projects being managed by Legatus Group:

* 1. Legatus Group Coastal Strategic Priorities Project
  2. Northern & Yorke Coastal Management Action Plan – funding via NRM

The PhD Intern has recently withdrawn from the agreement re project 1 and this will be absorbed into project 2.

Greening Australia and Brian Hales as Project Manager have been contracted to deliver the majority of the work and there have been 4 project team meetings since 28 March with the focus on:

* Confirmation of team roles
* Finalising project milestones and work scheduling
* Identifying and accessing source material
* Preparing a communications plan

1. **Project Team**

* Greening Australia – project deliverables
* Brian Hales – project manager

1. **Steering Committee**

* Membership – Andy Sharp (NRM), Max Barr (NRM), Simon Millcock (Legatus), Mick Durant (Greening Australia), Stephen Goldsworthy (Yorke Peninsula Council), Brian Hales (Legatus)
* Initial meeting scheduled for 8 May

1. **Consultation & engagement**

Meetings have been held with:

* Andy Sharp – to clarify project deliverables and consultation participants and techniques
* Anita Crisp - Executive Officer, Spencer Gulf Cities – to discuss relevant work being undertaken including that of the Coastal Councils Alliance
* Sharie Detmar – (A/Team Leader, Coastal Monitoring and Evaluation Coastal Management Branch |Climate Change Group Department for Environment and Water) – to access GIS data and photography

A communications and engagement plan is currently being prepared.

1. **Audit and Risk Committee**
   1. **Membership / exemption**

All councils were requested in February 2019 to respond to the Legatus Group proposal to seek an exemption from the Minister for the need to have an audit committee. The committee met on 30 April 2019 and were advised that due to the Mount Remarkable Council being the only council to respond they are not supportive of the exemption it is not possible to gain an exemption as it requires all councils to agree. This will be an agenda item at the 31 May 2019 Legatus Group meeting.

The Legatus Group Audit and Risk Management Committee noted the current vacancy of a professionally qualified officer from a constituent council other than Port Pirie Regional Council and Flinders Ranges Council and will request that the Legatus Group recommend a Legatus Group CEO be appointed to this position.

* 1. **Legatus 2019/2020 Business Plan and Budget**

Both the business plan and the budget will be presented to the Legatus Group ordinary meeting to be held on 31 May 2019.

Before the 2019/2020 business plan can be adopted it requires consultation with the constituent councils and each year the Legatus Group must prepare and submit a draft budget to the constituent councils for the ensuing Financial Year. Plan was that they would both been presented to the Legatus Group Audit and Risk Management Committee meeting on 30 April 2019 and distributed.

This is due to the charter requiring that the Legatus Group must before 30 April of each year prepare and submit a draft Budget to the Constituent Councils for the ensuing Financial Year (or, if appropriate, part Financial Year) in accordance with the Act for endorsement by the Constituent Councils. The Legatus Group must adopt after 31 May and within six (6) weeks of endorsement of the draft Budget by all of the Constituent Councils in each year, a Budget in accordance with the Act for the ensuing Financial Year consistent with the approval given by the Constituent Councils pursuant to Clause 5.1.1.

Whilst the business plan was completed and received by the Audit Committee the draft budget was not completed in time for the meeting and the Legatus Group CEO is waiting on receiving this from the Finance Officer. Once received and provided to the Audit Committee for comment it will be distributed.

1. **Reconciliation Action Plans**

To enhance regional conversation on Reconciliation Action Plans (RAP) the Legatus Group CEO is seeking to develop a regional forum to allow councils to consider their current and future approaches of reconciling Australia. A RAP is a plan that uses a holistic approach to create meaningful relationships, enhance respect and promote sustainable opportunities for Aboriginal and Torres Strait Islander Australians.

In developing a Reflect RAP the Local Government Association (LGA) of South Australia committed to completing future RAPs which will identify relationships, respect and opportunities actions specific to our business and our sphere of influence.

Discussions on RAPs will need to involve consultation with elected members and staff across the region including Aboriginal and Torres Strait Islander staff and/or stakeholders to consider what the vision for reconciliation would be. Local Government acknowledges and recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and accepts its role, with the other spheres of government, in supporting Aboriginal and Torres Strait Islander communities (LGA Policy Manual 2012).

Local Government is ideally placed to put reconciliation sentiments into positive and meaningful actions. Initial research has found there is limited RAPs within or by the Legatus Group and the constituent councils. The Natural Resources Northern and Yorke is finalising an Aboriginal Engagement Strategy. There are six Aboriginal nations across the Legatus Group boundaries.

1. **Regional Alliance / Landscape Board Boundary changes**

Legatus Group is a member of the Mid North and Yorke Regional Alliance with RDA Yorke Mid North and Northern and Yorke NRM. This is an alliance between the 3 lead regional organisations for Local Government / Economic Development / Natural Resources Management. This involves the alliance working collaboratively on:

1. Yorke Mid North Regional Plan
2. Yorke Mid North Regional Forum
3. Yorke Mid North Climate Change Sector Agreement

Quarterly meetings between the organisations Chairs and CEOs are held and collaborative projects and issues are discussed.

The Landscape South Australian Bill establishes a new framework for managing the state’s natural resources and will result in the eight regional NRM boards being replaced with nine new regional landscape boards.

The Flinders Ranges council area will now form part of the South Australian Arid Lands region and the Barossa, Light, Gawler and Adelaide Plains will form part of the Northern and Yorke region.

This matter has been raised by the Legatus Group CEO as an agenda item for the Alliance meeting which is being held on 6 May 2019 and an update will be provided of the discussions.

1. **Brighter Futures**

The Legatus Group CEO was approached by the Regional Coordinator, Engagement and Grants, Community Services from the Department of Human Services SA Government re funds of $15,000 being available in their 2018/2019 budget for expanding further programs in the Legatus Group region. This was on the back of their delivery of the Brighter Futures projects in Peterborough and the expansion into the Hummocks/Barunga Ranges program.

These are trial projects by the Department of Human Services and these grassroots community development and grants schemes are helping our communities to build skills for grants and community projects and are delivering projects that benefit their community.

The Legatus Group’s strategic plan includes goal two to support social infrastructure and community services that meet the region’s needs. This includes actively working with regional providers to gain knowledge to assist with advocating for improvement of health, education, community and social support services.

Discussions were held with the Flinders Ranges and Orroroo Council Mayors and CEOs to consider a partnership approach. An offer by the Legatus Group CEO to provide in-kind the administrational requirements along with a cash contribution of $5,000 and both councils would look to fund a minimum of four projects (2 per council) each to the value of up to $2,000 for their communities was made.

This proposal has been accepted in principal by the Department of Human Services and the Legatus Group Audit and Risk Committee have recommended to the board that they allocate $5,000 towards this program following a commitment by both Flinders Ranges and Orroroo Councils. final contractual arrangements will need to occur for this project to commence.

The Brighter Futures program is included in the 2019/2020 Legatus Group’s Business Plan and as part of our three-year action plan and the Legatus Group CEO is seeking to discuss extending a partnership with the SA Government to help make this happen.

1. **Youth into Volunteering project**

Legatus Group have secured a Building Better Regions Fund for a project titles “Building a culture for encouraging regional youth into volunteering”. The project is due to commence in May 2019 will undertake research on youth volunteering in the Mid North region of South Australia. The research outcomes will be utilised to implement plans for creating a youth volunteering culture in the region. The key activities are:

* + A research study outlining existing volunteer participation and its value to the region, youth volunteering programs and service delivery models in South Australia, the demand and barriers associated with youth volunteering and training and education opportunities for volunteers.
  + Case studies of local government-based youth volunteer programs.

To develop a strategy / pathway that will be used to develop a culture for encouraging regional youth into volunteering.

Currently in discussions with Universities and the target region covers Wakefield, Clare and Goyder Council areas. The working group has yet to meet.

1. **Waste**

Waiting on TafeSA to provide response to the Waste Management training proposal with advice that they are investigating interstate for appropriate resources for the course. They apparently have tracked about half, so bit by bit we move forward.

The Legatus Group had been actively involved in the Regional Waste Management Strategy although in the past 3-4 years has not been active. This is recognised in the 2019/2020 draft business plan which can include revisiting this strategy.

1. **SAROC / LGA topics**

Reports will be provided to the Legatus Group meeting 31 May 2019 on: (1) NDIS socio – economic impact to regional councils and (2) Rating Equity. The final Rubble Royalties payment is due for the period January – June **2019.**

**18. Regional Partnerships**

* Yorke Mid North Regional Planning Day was held on Friday 22 March in Kadina and the Legatus Group CEO coordinated and facilitated a session with the following presenters:
  + Lyndsey Jackson “Asset based community development”
  + Matthew Gordon / OurSay “Update on the local government digital maturity project”
  + Nick Crowther from Freerange Future

Legatus will be the host organisation for the 2020 regional forum and the Legatus Group CEO is seeking topics of interest.

* The Regional Development South Australia Conference is being held at The Bend Tailem Bend with a focus on the Food Industry 23-24 May 2019. The master class session which is being facilitated by the Legatus Group CEO on Friday 24 May will include:
  + Joan Martí’s Deputy Director of Cluster Development at ACCIÓ, the Catalan Agency for Competitiveness, Catalonia Government.
  + Warwick Powell Chairman BeefLedger Blockchain with South Australian beef into China.
  + Warrick Duthy Chairperson at The Clare Valley Alliance and involved with the Watervale Hotel, Kilakanoon Wines and Vestey Vineyards.
* Regional Employment, Creative Industries and Music Industry Forum. A Creative Industries Fourm and Regional Accelerator Music Program (RAMP) Roundtable workshop was held in Port Pirie Barossa in December 2018. The Legatus Group CEO is working with Lisa Brock the Regional Employment Facilitator, Music SA and RDA Yorke and Mid North on a Creative Industries Forum and RAMP Roundtable to be held in Port Pirie on Wednesday 13 March 2019.

1. **Drought**

The lobbying support the Legatus Group undertook with others over the past few months has been successful with both Flinders Ranges and Peterborough being successful in obtaining $1m each of the drought assistance. There has not been a response to the follow up on extension of timing of the roll out and its impact on SA Councils ability to deliver due to being advised.

An initial workshop was held with Alliance members and PIRSA regarding the drought and this is a topic for the next Alliance meeting on Monday 6 May and a verbal update will be provided. The 2019/2020 Legatus Group draft business plan has identified a possible project to monitor and gather data on the impacts and support programs re the drought to constituent councils.

1. **LED Street Lights – Update Andrew Cameron (held over from last meeting)**

Yorke Peninsula Council have prepared a business case for upgrade of street lights to LED, with significant savings predicted over a 20-year period on all models presented. They plan to workshop that with their new Council and then get them to consider formally via a Council report early next year. If that is endorsed, they will commence the procurement process and formalise the contract with SAPN, targeting July next year. Seeking interest from other councils who may want to partner in the procurement process and possibly also the negotiation process with SAPN to enable some economies of scale. There was some work done around 12 months ago by the former Legatus Group procurement officer in this space.

1. **Illegal Dumping - to be left on the agenda.**
2. **Other Business**
3. **Next meetings**

* Friday 16 August
* Friday 15 November

1. **CLOSE**