

ABN: 34 728 242 315

**Chairman:**

Mayor Peter Mattey

**Chief Executive Officer:**

Simon Millcock

**Address:**

155 Main North Road

CLARE SA 5453

PO Box 419

CLARE SA 5453

**Telephone:**

0407819000

**Email:**

ceo@legatus.sa.gov.au

**Website:**

www.legatus.sa.gov.au

**Member Councils:**

Adelaide Plains Council

Barunga West Council

[Clare and Gilbert Valleys Council](https://legatus.sa.gov.au/council/clare-and-gilbert-valleys-council/)

[District Council of Mount Remarkable](https://legatus.sa.gov.au/council/district-council-of-mount-remarkable/)

[District Council of Orroroo Carrieton](https://legatus.sa.gov.au/council/district-council-of-orroroo-carrieton/)

[District Council of Peterborough](https://legatus.sa.gov.au/council/district-council-of-peterborough/)

[District Council of the Copper Coast](https://legatus.sa.gov.au/council/district-council-copper-coast/)

[Light Regional Council](https://legatus.sa.gov.au/council/light-regional-council/)

[Northern Areas Council](https://legatus.sa.gov.au/council/northern-areas-council/)

[Port Pirie Regional Council](https://legatus.sa.gov.au/council/port-pirie-regional-council/)

[Regional Council of Goyder](https://legatus.sa.gov.au/council/regional-council-of-goyder/)

[The Barossa Council](https://legatus.sa.gov.au/council/the-barossa-council/)

[The Flinders Ranges Council](https://legatus.sa.gov.au/council/the-flinders-ranges-council/)

[Wakefield Regional Council](https://legatus.sa.gov.au/council/wakefield-regional-council/)

[Yorke Peninsula Council](https://legatus.sa.gov.au/council/yorke-peninsula-council/)

**ANNUAL BUSINESS PLAN AND BUDGET 2019 / 2020**

**Confirmed**

Date: 5 Juy 2019

**Purpose**

1. **Consultation – Business Plan**

Before the 2019/2020 business plan can be adopted it requires consultation with the constituent councils.

1. **Endorsement – 2019/2020 Budget**

Each year the Legatus Group must prepare and submit a draft budget to the constituent councils for the ensuing Financial Year.

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

The business plan was presented to the Legatus Group Audit and Risk Management Committee meeting on 30 April 2019. The budget was to have been presented to the Legatus Group Audit and Risk Management Committee for their meeting on 30 April 2019 before distributing to all constituent councils. This was not achieved although the members of the committee were provided with the budget papers on 6 May 2019 with a request that any comments to be provided by 8 May 2019. There were no comments and as such the budget papers for 2019/2020 are included with this report.

**Background**

The Legatus Group ordinary meeting held on 25 May 2018 at Kapunda endorsed the Legatus Group Strategic Plan 2018-2028 and 3-year Action Plan July 2018 - June 2021.



The Legatus Group endorsed the 2018/2019 budget (which was later updated) and the 10-year long term financial plan.



**Charter**

**Annual Business Plan**

The Legatus Group shall 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.

Consult with the Constituent Councils prior to adopting or amending the Annual Business Plan and ensure contents of the Business Plan is in accordance with the Act.

**Annual Budget**

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.

The Legatus Group may in a Financial Year, after consultation with the Constituent Councils, incur spending before adoption of its Budget for the year, but the spending must be provided for in the appropriate Budget for the year.

The Legatus Group must each Financial Year provide a copy of its adopted Budget to the Constituent Councils within five (5) business days after the adoption of the Budget by the Legatus Group.

The contents of the Budget must be in accordance with the Act.

**Long Term Financial Plan**

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

Contents

|  |  |
| --- | --- |
| Title | Page number |
| Background | 1 |
| Role of Legatus Group | 4 |
| Vision & Three -Year Targets | 6 |
| Key Priorities and Actions | |
| 1. Board Governance and Operations | 7 |
| 1. Local Government Leadership and Sustainability | 7 |
| 1. Regional and Community Sustainability | 8 |
| Regional Alliance | 9 |
| Budget and key assumption | 9 |
| Three-year plan | 10 |

1. **Role of Legatus Group / Purpose of Plan**

**Local Government Act 1999**

**Introduction and Context**

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 a practical sense, in order to function effectively and efficiently and to meet the expectations of members and stakeholders, it is important that any organisation has a clear purpose a relevant and transparent structure and method of operation, meaningful and well communicated objectives and an agreed methodology for achieving and reviewing those objectives within the framework of operation and structure.

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.

* + - 1. **Role: Central Local Government Region of South Australia (referred to as Legatus Group)**

The Central 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 (“the Act”) by virtue of the provisions of Section 25 of the Local Government (Implementation) Act 1999. In 2016 the Central Local Government Region of South Australia adopted the name of Legatus Group to which it is now referred. The constituent councils (members) of Legatus Group are:

|  |  |
| --- | --- |
| * Adelaide Plains Council * Clare and Gilbert Valleys Council * District Council of Barunga West * District Council of Mount Remarkable * District Council of Orroroo Carrieton * District Council of Peterborough * District Council of the Copper Coast * 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 |

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;
* 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

**Vision & Three-Year Targets**

**VISION**

***‘The Central Local Government Region (Legatus Group) is recognised, respected and supported as a strong and successful region’***

**“Legatus – Regional Local Government ambassador and advocate”**

**THREE-YEAR TARGETS (2019-2021)**

This Business Plan is to be read in conjunction with the report on Legatus Group Strategic Plan review April 2018 and is developed with the Legatus Group 3-year Action Plan.

This Business Plan considers the current formal alliance the Legatus Group has with Regional Development Australia (RDA) Yorke and Mid North and the Northern and Yorke Natural Resource Management boards and the informal alliances with RDA Barossa, Light, Gawler and Adelaide Plains and RDA Far North with regards other regional plans.

Noting that the changes to the Landscape Act has changes the boundaries for the newly formed Landscape Boards which come into effect in 2019/2020.

**BOARD OPERATION AND GOVERNANCE**

Operation of Legatus Group is in accordance with legislative requirements and the boards policies and procedures.

**LOCAL GOVERNMENT LEADERSHIP AND SUSTAINABILITY**

Legatus Group are well regarded by its members and stakeholders as a valid and relevant organisation that assists with regional collaboration and is supportive of actions on key identified regional priorities.

Support members to engage collaboratively to improve service delivery, resourcing and financial capacity including through identified procurement activities.

Increased awareness by key stakeholders and political decision makers of key regional issues.

**REGIONAL & COMMUNITY SUSTAINABILITY**

The long-term regional economic, environmental and social sustainability is fostered through pro-active, innovative, efficient and collaborative approaches to priority issues.

2. **Key Priorities and Actions for 2019/2020**

***1. Board Governance and Operations***

|  |  |
| --- | --- |
| **Target:** | 1. **Operation of Legatus Group is in accordance with legislative requirements and board policies and procedures.** |
| **Actions:** | 1. Ensure all operations are conducted under the charter in terms of legislation and current objectives of members. 2. Undertake a review and update of the policies and procedures. 3. Implement board governance and operations in accordance with legislative and policy provisions through the annual work plan. 4. Develop a system for allowing access to all reports, agendas and minutes electronically for all committees and board members via the Legatus Group website. |

***2. Local Government Leadership and Sustainability***

|  |  |  |  |
| --- | --- | --- | --- |
| **Targets:** | | 1. **Well regarded by members and stakeholders as valid and relevant through regional collaboration and undertaking or supporting actions on identified priorities.**      1. **Support members to collaboratively improve service delivery, resourcing and financial capacity.** 2. **Increased awareness by key stakeholders and political decision makers of the key regional issues.** | |
| **Actions:** | | 1. Implement and review the actions identified in the Legatus Group Strategic Plan and the 3-year Action Plan and foster regional priorities through collaboration with members and stakeholders and agreed actions and/or support in regional alliance plans. 2. Speak with a united voice on these identified regional priorities.      1. Support activities of the state and national Local Government Authorities and regularly present the views of Legatus Group to these organisations. 2. Review the current YMN Regional Alliance given the changes to the Landscape Board boundaries and continued partnerships RDA Barossa, Light, Gawler and Adelaide Plains and RDA Far North and develop further partnerships with those who can contribute to stronger and more sustainable communities. 3. Support and help implement solutions for members sustainability and assist with community capacity building programs including volunteering programs either regionally or sub-regionally. 4. Implement actions from the 2019 Digital Maturity report regrading communications to members and stakeholders via digital platforms of engagement. 5. Work with the LGA to advance the recommendations from the 2018 Rating Equity report. 6. Implement and lobby on the recommendations from the 2018 NDIS report. 7. Assist with the progress for constituent councils with the SA Coastal Council Alliance and finalise the Yorke Mid North Costal Management Action Plan. 8. Support and work with Regional Emergency Management Officer/s to identify areas requiring support. 9. Monitor and gather data on the impacts and support programs re the drought to constituent councils. | |

***3. Regional and Community Sustainability***

|  |  |
| --- | --- |
| **Target:** | 1. **Economic, environmental and social sustainability is fostered through pro-active, innovative, efficient and collaborative approaches to priority issues.** |
| **Actions:** | 1. Actively participate in initiatives to increase collaboration, service delivery and efficiencies between regional organisations. 2. Be a proactive partner in the monitoring and implementation of the Yorke Mid North Regional Plan with Regional Development Australia (RDA) Yorke Mid North and Northern and Yorke Natural Resource Management (NRM). 3. Be a proactive partner for monitoring and implementing of other regional plans with RDA Barossa and RDA Far North. 4. Support initiatives to secure the future sustainability of regional communities, including infrastructure, service provision, population growth and leadership development. 5. Be an active partner in regional leadership programs. 6. Identify and provide support for regional funding programs. 7. Support opportunities for greater partnerships through research organisations such as Universities to increase opportunities to build Social Infrastructure, Community Services and Sustainable Economic Development. 8. Support to be provided to progressing regional health plans. 9. Support the development of social capital through regional forums. 10. Implement actions and review the Legatus Group 2030 Regional Transport Plan. 11. Lead the Regional Climate Change strategies as outlined in the 3-year action plan and sector agreement. 12. Finalise and review the 2-year Regional Community Waste Management support program. 13. Identify regional and local opportunities for waste reduction. 14. Progress actions with regional agencies on the development of a regional sustainability centre. 15. Collaborate on regional water issues. 16. Lead dialogue regarding Reconciliation Actions Plans. |

**Regional Alliance**

The Legatus Group is a member of the Mid North and Yorke Regional Alliance in partnership with Regional Development Australia Yorke and Mid North and the Northern and Yorke Natural Resources Management Board to work more collaboratively on strategic issues of importance to the region. The primary role is to provide a mechanism for regional partner organisations to work closely together, share information and resources and promote better coordination and collaboration on initiatives that may have a better long-term benefit for the community if addressed from a triple bottom line perspective. The membership to the Mid North and Yorke Alliance comprises the Chair and Executive Officer (or their proxy) of each organisation.

The Legatus Group also covers three member councils of RDA Barossa, Light, Adelaide Plains and Gawler and one-member council of RDA Far North.

The Port Pirie Council is also a member of the Legatus Group and the Upper Spencer Gulf Common Purpose Group (trading as ‘Spencer Gulf Cities’).

The proposed changes to the boundaries of the new Landscape Board will see the Adelaide Plains, Light and Barossa Councils joining with the 11 councils who are part of the Northern and Yorke NRM. This would see also the Flinders Ranges Council as the only Legatus Group council not in the new proposed Landscape region.

**Budget 2019/20****20**

It has been recognised that many of the carry over reserves have been long standing projects and programs that have been acquitted with some dating back several years. These amounts have been rolled into general reserves allowing them to be utilised over the coming years for allocations to specific projects. This can allow for leveraging in partnership with councils and or others for grants. The Rubble Royalties reserves in keeping with previous recommendations is being allocated towards regional road and transport initiatives.

***Key Assumptions***

1. Membership fees have a 1% increase.
2. LGA regional capacity grant of $40,000 continues with no other annual funds from LGA.
3. LGA R&D funding has yet to be applied for.
4. RDAYMN unlikely to provide and NYNRM have yet to confirm climate change contribution.
5. CWMS funding for 2nd year is confirmed.
6. Australian Government confirmed $17,000 Youth into Volunteering Project.
7. State Government yet to confirm Brighter Futures funding.
8. Rubble Royalties will be approximately 50% of previous years and cease from 2020/2021.
9. There would be no contracts entered for project officer roles or commencement of projects until funding secured.
10. There will be a carry over for some funds from the NRM and confirmed funding of $28,000 for the Coastal Management Action Plan.

Attached: 2019/2020 Budget Worksheet / Reference / Statements and Long-Term Financial Plan worksheet



**3-year Action Plan July 2019 – June 2022**

|  |  |  |  |
| --- | --- | --- | --- |
| **Goal** | **2019-2020** | **2020-2021** | **2021-2022** |
| **1: Speak with united voice on matters of regional importance** | | | |
| 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 / review strategic plan  Q3 – finalise new strategic plan  Q4 – develop budget / business plan |
| Marketing and Communications Plan | Q1 – Develop communications plan and 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 at council meetings twice per year and proactive partner including attending or hosting forums / workshops | Attendance and proactive partner including attending or hosting forums / workshops  Q4 – survey of constituent councils and regional partners (use to develop updated strategic plan in 21/22) | Attendance and proactive partner including attending or hosting of forums / workshops |
| Profile of Legatus Group | Q1 – Review all alliance and partnerships with reference to new Landscape boundaries  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 Forums | Q1 – Review of the 2018 Yorke Mid North regional forum and Regional Development SA Conference  Q2 – Planning for 2020 regional forums  Q3-4 Legatus Group responsible for the delivery of 2019 Yorke Mid North (possibly include Barossa/Light/Adelaide Plains). Support RDSA Conference. | Q1 – Review of the 2020 regional forum  Q2 – Planning for 2021 regional forum  Q3-4 Staging of 2021 regional forums | Q1 – Review of the 2021 regional forum.  Plan for Regional SA Conference in region  Q2 – Planning for 2022 regional forum  Q3-4 Staging of the regional 2022 forums. |
| **2: Support Social Infrastructure and Community Services** | | | |
| Regional Health | Q1 – Progress actions from 2018 NDIS report.  Q2 - Identify support required based for LG Wellbeing Officer program being trialled in other regions. | 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 | Q2 - Liaise through LGA and SAROC on the role of Local Government to impact policy on regional population growth. | Implement outcomes | Implement outcomes |
| Reconciliation | Q1 – Implement actions for workshop on Reconciliation Action Plans (RAP)  Q2 – Develop support for individual councils and or LG re adoption of RAPs | Implement and monitor RAP | Implement, monitor and review RAP |
| Diversity | Q2 - Support the delivery of cultural programs and identify opportunities for friendship cities / regions. | Review programs and identify changes. | Review programs and identify changes. |
| Leadership | Q2 – Review the current outcomes of the regional leadership program  Q3 – Provide report on opportunity for local government  emerging leaders program. | Support monitor and review programs.  Q1 – Develop and implement a regional scholarship program to support members of constituent councils in regional leadership.  Q2 – Develop and implement a regional local government mentor / leadership program for the region. | Support, monitor and review programs.  Q1 – Review and implement a regional scholarship program to support members of constituent councils in regional leadership.  Q2 – Review and implement a regional local government mentor / leadership program for the region. |
| Community - Youth - Volunteering | Q1 – Delivery of Youth into Volunteering and Brighter Futures Projects  Q3 – Review the Youth into Volunteering and Brighter Futures Projects  Q4 – Identify a priority list and develop business cases where needed.  Regularly monitor and support applications for funding based on these topics. | Regularly monitor and support applications for funding based on these projects. | Q1 Review the projects  Regularly monitor and support applications for funding based on these projects. |
| Digitally mature | Q1 - Q2 - Support the implementation and monitoring of recommendations from the report. | Delivery a review of the Digital maturity report based on the actions from 2019/2020 | Support the implementation and monitor and review programs. |
| Coastal | Q1 Finalise the Local council assessments / asset protection plans and settlement action plans  and regional coastal management plans.  Q2 Assist with finalising the SA Coastal Councils Alliance project. Finalise the Yorke Mid North Costal Management Action Plan.  Q3 Hold a LG Coastal workshop to identify key recommendations from reports and iddnetify funding opportunities.  Q4 Progress with recommendations. | Support the implementation and monitor and review programs. | Support the implementation and monitor and review programs. |
| Rating Equity | Q1 Review the progress by LGA of the recommendations. |  |  |
| Drought | Q1 Identify / research the impacts to LG councils from the drought conditions and partner with other regional organisations on support programs.  Q2 Hold a LG workshop on the findings for the research and develop recommendations and programs.  Q3 & 4 Implement and or assist with progress of any recommendations | Support the implementation and monitor and review programs. |  |
| **3. Development and Infrastructure** | | | |
| Regional Planning | Monitor the regional approaches being considered for planning and support where required. | Deliver a stream on planning as part of the regional forum that focuses on support to economic development. |  |
| Road Network | Q1 Update the LG Regional Transport Plan  Q3 – Adopt the updates of the Regional Transport Plan  Q4 – Applications for SLRP funding reviewed and submitted | Support the implementation and monitoring of actions from the Regional Transport Plan  Q4 – Applications for SLRP funding reviewed and submitted | Support the implementation and monitoring of actions from the Regional Transport Plan  Q4 – Applications for SLRP funding reviewed and submitted |
| Visitor Information Services | Q1 – Adopt recommendations of current digital visitor and volunteer base re information services being provided across the region.  Q 2 & 3 Support the implementation and monitoring of actions from report. | Support the implementation and monitoring of actions from report. | Review the VIS recommendations. |
| Waste Management | Q1 & 2 Implement and monitor the actions / recommendation from the report on sludge plant and the outcomes from the wastewater conference.  Q2 Hold regional waste forum and identify local and or regional programs for waste reduction.  Q3 (1) Hold subregional workshop and review the progress of CWMS joint services arrangements  (2) progress business cases for waste projects identified from the forum.  Q4 Report on the way to progress with joint CWMS Service Arrangements.  Develop the business case for extension of the Project Officer. | Implement and monitor the outcomes from the previous years. | Implement and monitor the outcomes from previous 2 years. |
| **4. Sustainability within natural environment** | | | |
| 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 | Q1Continue the LG Coastal Council Alliance – linkage with State and National council coastal alliances.  Q2 Develop a working / advisory group to investigate the alignment between Constituent Councils and NRM programs.  Q3 Report on regional biodiversity projects and identify funding streams and partnerships. | Secure funding and implement and monitor the actions / recommendation from report. | Implement and monitor the actions / recommendation report. |
| Emergency Management Planning | Support the 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. |
| **5. Manage a robust and financially sustainable model.** | | | |
| 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 and councillors on the types of training required and develop program.  Q 3 & 4 Deliver the program | Q3 Undertake a survey of council administration on skills training requirments and assist with the development and implementation of the programs. | Q1 – Undertake a survey of councillors on skills training requirments and assist with the development and implementation of the programs. |
| Identify opportunities for resource sharing. | Q2 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. |