

# THE LEGATUS GROUP

## *Regional Local Government Ambassador and Advocate*

# STRATEGIC PLAN FRAMEWORK

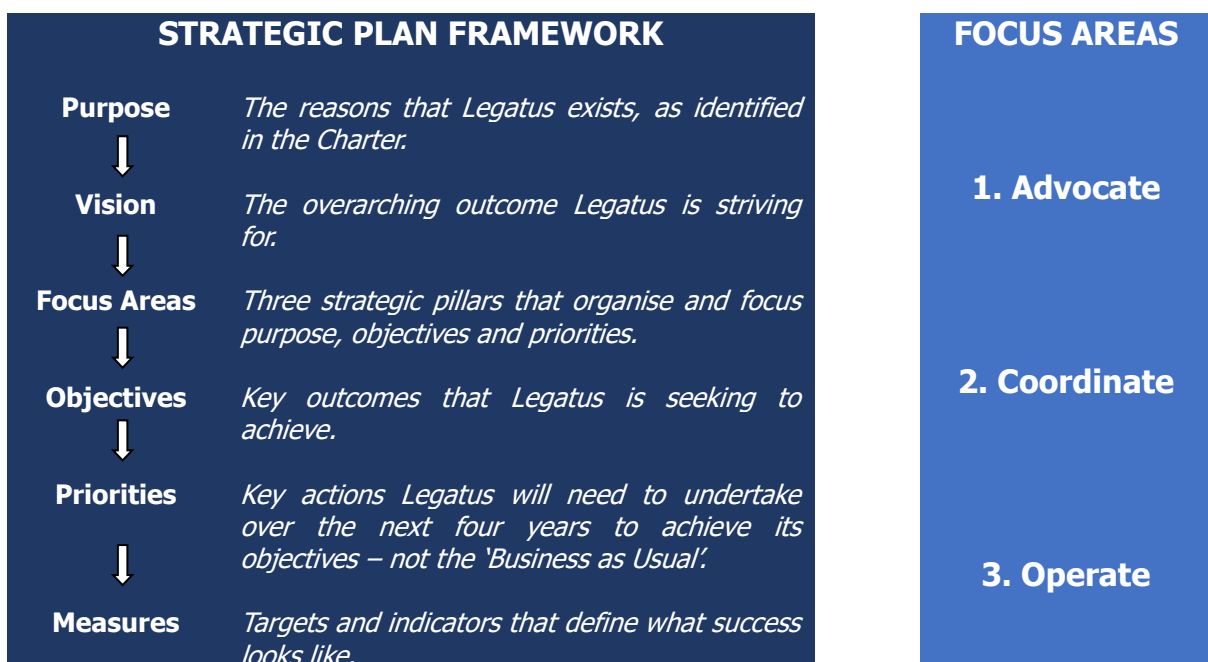
### ABOUT THIS DOCUMENT

This strategic plan framework has been prepared to guide the Legatus Group ('Legatus') through a period of change as it considers and adopts an amended Charter and transitions to a new Business Plan approach from 2024/25. It is, in effect, a new Legatus Strategic Plan that will inform and guide future operational planning.

The need for a new strategic framework emerged during consultation with Mayors and CEOs throughout a strategic review undertaken in August – December 2023. Constituent Councils (members) are seeking a stronger focus on advocacy and a narrower and better-defined set of priorities that are clearly aligned to the organisation's purpose. Members are also seeking a more responsive approach to business planning. Legatus needs to have the capacity to respond to new challenges and opportunities, and the flexibility to move on from activities and projects that are delivering less value to members.

To achieve a more flexible and agile approach, it is recommended that Legatus consolidate its Strategic Plan and Annual Business Plan within a four-year rolling Business Plan that is reviewed and updated annually in consultation with members. This approach will ensure that Legatus is always looking ahead and can more rapidly refocus its strategy and resources on the issues that are of the greatest importance to the region.

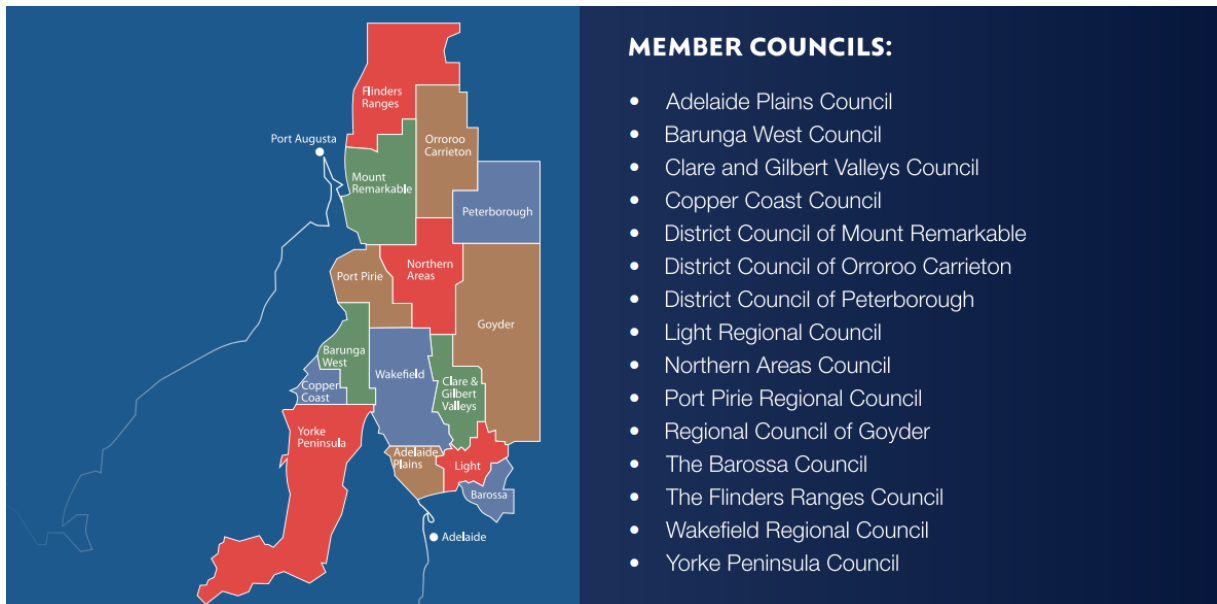
The strategic plan framework has been developed to guide and inform the preparation of the first iteration of the new Business Plan in 2024/25. The key elements of the new strategic framework are outlined below.



## ABOUT THE LEGATUS GROUP

The Legatus Group is a regional subsidiary established in 1998 by fifteen Councils to provide a forum for local government in the region to work together and advocate for better outcomes for councils and the community.

Legatus covers a large and diverse geographic area, comprising almost one third of South Australia's incorporated areas. Collectively known as the Northern and Yorke region, Legatus includes Councils from across the Adelaide Plains, Barossa, Mid North, Yorke Peninsula and Southern Flinders Ranges.



The purpose of Legatus is set out in its Charter, which has been reviewed and is subject to adoption by members:

- Undertake advocacy, representational and coordinating roles on behalf of the Constituent Councils at a regional level.
- Provide strong advocacy in developing policy positions and speaking with one voice on issues and matters that affect Constituent Councils and the communities within the Region.
- Work collaboratively with the Local Government Association of South Australia and other regional local government bodies for the benefit of Constituent Councils.
- Liaise, work with and make representations and submissions to the State and Commonwealth Governments and their instrumentalities on a regional basis for the benefit of the Region.
- Undertake projects and activities that benefit Constituent Councils and the Region
- Act as a forum for discussion, information sharing and consideration of matters relating to the powers, functions and duties of the Constituent Councils under the Act and other statutory provisions in relation to the Region.
- Develop and facilitate further co-operation and collaboration between the Constituent Councils for their benefit and the benefit of the Region.
- Develop and manage policies and plans which guide the conduct of regional programs with the objective of securing the best outcomes for the Region.
- Build partnerships with those who can contribute to the development and delivery of projects and activities that benefit Constituent Councils and the Region.

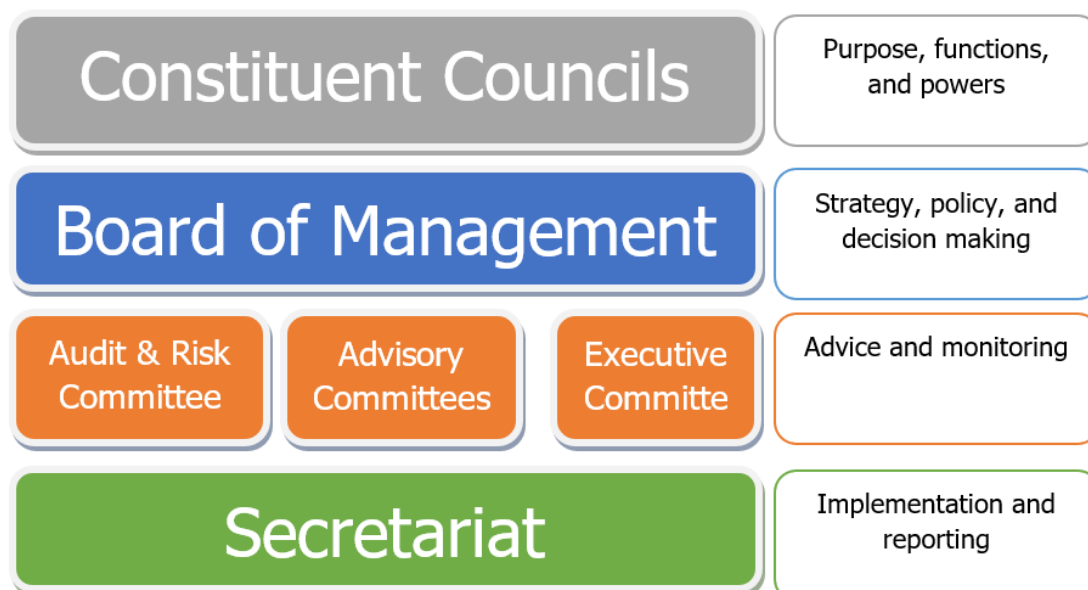
## BUSINESS PLANNING FRAMEWORK

It is proposed that Legatus transition to a new business planning framework in 2024-25, which will introduce a rolling four-year Business Plan that is reviewed annually. The Business Plan will incorporate the functions of a Strategic Plan, Action Plan, Long-Term Financial Plan and Annual Business Plan and be used to inform an annual Budget. This framework complies with the requirements of the Local Government Act 1999 for a regional subsidiary and provides a dynamic and responsive approach to business planning.

Legatus Business Planning Framework					
Charter	Business Plan	Annual Budget	Operational Plans and Policies	Regional Plans	Annual Report
Prepared under the <i>Local Government Act 1999</i> to establish purpose, structure and rules. Reviewed at least once every four years.	Rolling four-year Business Plan identifying objectives, priorities, measures and resourcing. Reviewed annually in consultation with members.	Prepared annually in conjunction with Business Plan review and in consultation with members. Alignment of Business Plan to resourcing.	Plans and policies endorsed by the Board that detail how Legatus will achieve the objectives of its Business Plan – such as an Advocacy Plan.	Legatus has prepared or partnered in a suite of plans guiding regional action in areas such as transport, waste, climate change and regional development.	Prepared annually to report against the performance measures outlined in the Business Plan and includes audited financial statements.

## GOVERNANCE STRUCTURE

As a regional subsidiary, Legatus is subject to the direction of its Constituent Councils through its Charter. The Board of Management is responsible for setting the strategic directions, adopting policy and making decisions and may establish Committees to assist with or advise on these functions. The Secretariat, led by a Principal Officer, is responsible for the implementation of the Board's decisions.



## BUSINESS PLANNING CONTEXT

A Business Plan needs to respond to the key external and internal influences that will create challenges and opportunities for Legatus in achieving its purpose. The strategic context for Legatus over the next four years includes:

- Federal and State Elections to be held in 2025 and 2026, providing opportunities for strong coordinated advocacy to attract funding and services to the region.
- Increased access to Federal and State funding for roads and transport infrastructure remains a significant priority for members to improve regional productivity and safety and relieve pressure on Council budgets.
- Australia's housing crisis creates significant challenges for the region. Access to health, education and childcare services are also major barriers to growth and social and economic wellbeing for regional communities. Local government nationally is exploring ways that it can be a partner in the solution by advocating and working together at a regional level.
- Climate change is here and now. Councils in the region need more funding and support to mitigate climate risk, build resilience and achieve net-zero targets.
- Increasing government fees and charges and the cost of complying with regulatory requirements is a significant financial burden for Councils. Legatus can initiate and support strong sector-wide advocacy to address these issues.
- Rising inflation and interest rates are creating significant cost of living pressures, which have flow on effects for Council budgets and financial sustainability.
- Legatus Business Plan and Budgets need to recognise the real and significant financial constraints facing its members and focus on the priorities and actions that deliver the most value.
- Budget repair at the Federal and State level restricts opportunities for 'new' funding. The region needs to maximise its opportunity and capacity to benefit from the funding streams and grant programs available.
- The State Planning Commission is leading a Regional Planning program, providing opportunities for coordinated engagement and advocacy to align State planning instruments to the needs of the region.
- Legatus is a leader of or partner in a suite of regional plans and strategies for transport, waste, regional development, climate change and drought resilience. These documents guide priority actions for Legatus where they are needed and supported by members.
- The Local Government Association is reviewing its Constitution, providing an opportunity for Legatus to strengthen its role and influence in state-wide forums.
- Councils elections in 2026 may result in new members requiring induction to Legatus.
- Initiating and embedding an amended Legatus Charter and other proposals arising from the 2023 review will require resourcing and focus.

## KEY FOCUS AREAS

Legatus Members are seeking more succinct and focussed Business Plan that directs resources to the priorities and actions of greatest need. To achieve this, a Business Plan should be built around three strategic pillars that organise and focus the organisation's objectives, priorities and measures. The following is a strategic plan for Legatus that will guide forward business planning, including the allocation of resources to member priorities.

Advocate

Coordinate

Operate

## Focus Area 1 - ADVOCATE

*Legatus harnesses and leverages the strength of fifteen Councils speaking together with a united and powerful voice to advocate for better outcomes of the region.*

Objectives	Priorities	Measures
<ol style="list-style-type: none"> <li>1. Through relationships and engagement with members, develop a deep understanding of the collective advocacy needs and priorities of local government in the region.</li> <li>2. Implement a planned and strategic approach to targeted and tactical regional advocacy to achieve the region's priorities.</li> <li>3. Focus advocacy efforts on attracting more funding and services to the region.</li> <li>4. Work collaboratively with the Local Government Association and SAROC to initiate and support sector-wide advocacy and achieve greater influence for Legatus members.</li> <li>5. Build third party support for the region's advocacy priorities through beneficial alliances, partnerships and relationships.</li> <li>6. Legatus has a reputation with Federal and State Governments and their agencies as a 'go to' organisation for consultation and advice on matters relevant to local government.</li> </ol>	<ul style="list-style-type: none"> <li>• Develop and implement an Advocacy Plan and Framework to set priorities and guide a targeted and tactical approach to regional advocacy with a focus leading or supporting:               <ul style="list-style-type: none"> <li>○ <i>Increased and fairer allocation of funding for roads and transport infrastructure</i></li> <li>○ <i>Increased Commonwealth Financial Assistance Grants</i></li> <li>○ <i>Reducing the cost impact of government fees and charges</i></li> <li>○ <i>Removing barriers to accessing State and Federal grant programs</i></li> <li>○ <i>Improving housing supply and affordability</i></li> <li>○ <i>Increased funding for tourism and better promotion of the tourism assets in the region</i></li> <li>○ <i>Increased funding for regional waste infrastructure.</i></li> <li>○ <i>Better access to health, education and childcare services in the region</i></li> </ul> </li> <li>• Develop Federal and State Election advocacy campaigns for the region and provide members with a campaign toolkit to amplify regional priorities through local advocacy.</li> <li>• Prepare an annual State Budget submission in accordance with the adopted Advocacy Plan.</li> </ul>	<ol style="list-style-type: none"> <li>1. Advocacy Plan adopted by the Legatus Board by September 2024.</li> <li>2. 100% delivery of annual actions identified in the adopted Advocacy Plan each year.</li> <li>3. Achieve a minimum 20% increase in the combined total amount of State and Federal road and transport infrastructure investments in the region by the end of 2027/28.</li> <li>4. 100% of Council items of business supported by Legatus and referred to the LGA or SAROC are adopted as state-wide positions.</li> <li>5. Legatus election campaign materials are used by all member councils in their local advocacy.</li> </ol>

## Focus Area 2 – COORDINATE

*Councils and partners work together through Legatus on issues, actions and outcomes that can be sensibly, efficiently and effectively progressed at a regional level to provide benefits to members.*

Objectives	Priorities	Measures
<p>7. Encourage and support members to share information, identify common solutions and learn from each other's best practices.</p> <p>8. Coordinate and manage the region's requirements for the Special Local Roads Program.</p> <p>9. Keep regional plans, strategies and partnerships under review and evaluate their effectiveness and value to member councils.</p> <p>10. Provide information and resources to Councils to support service delivery and compliance, where there has been a clear and consistent need for Legatus assistance established across the region.</p> <p>11. Collate research, data and case studies that provide a strong and compelling evidence-base for the region's priorities identified in the Advocacy Plan.</p> <p>12. Identify and apply for grants that are directly linked to the delivery of the Legatus Business Plan.</p>	<ul style="list-style-type: none"> <li>• Implement, monitor, review and update the Legatus Group 2030 Regional Transport Plan.</li> <li>• Implement, monitor and evaluate the Legatus Group Waste and Resource Recovery Strategy and a Waste Management Action Plan 2021.</li> <li>• Implement, monitor, support and evaluate the Northern and Yorke Climate Change Sector Agreement and Regional Drought Resilience Plan.</li> <li>• Transition state-wide CWMS roles to the LGA and facilitate regional collaboration and information sharing on CWMS through an informal network of interested members.</li> <li>• Work with regional partners to convene on annual 'Regional Forum' with thought leaders and decision makers.</li> </ul>	<p>6. Achieve a member satisfaction score of at least 75% for the coordination of the Special Local Roads.</p> <p>7. Achieve a member satisfaction score of at least 75% for the value of regional plans and strategies managed or supported by Legatus.</p> <p>8. Complete a major review of the Legatus Group 2030 Regional Transport Plan completed by end February 2025.</p> <p>9. Complete a major review of the Legatus Group Waste and Resource Recovery Strategy and Action Plan by end December 2025.</p> <p>10. At least 70% of grant applications submitted or coordinated by Legatus receive funding.</p> <p>11. The Regional Forum achieves a maximum capacity audience each year.</p> <p>12. Year on year increase on the baseline number of visits to the Legatus website and the number of times resources on the website are downloaded.</p>

## Focus Area 3 – OPERATE

*The Legatus Group operates effectively in accordance with legislative requirements and delivers value to its members.*

Objectives	Priorities	Measures
<p>13. Member satisfaction is a priority and is regularly measured and monitored.</p> <p>14. Constituent Council elected members and staff are well informed of what Legatus is doing and able to actively contribute to regional initiatives.</p> <p>15. Legatus is financially sustainable and has robust financial management in place.</p> <p>16. The Legatus Business Plan is reviewed and updated annually and gives priority to the issues and outcomes that matter most to member Councils.</p> <p>17. The Legatus Board makes good decisions that are in the best interest of the region by carefully evaluating the potential benefits and risks of each item of business.</p> <p>18. Legatus is committed to continuous improvement and systematically reviews and evaluates its operations and outcomes.</p>	<ul style="list-style-type: none"> <li>• Implement the adopted outcomes of the 2023 Strategic Review, including a new Charter and strategic framework.</li> <li>• Implement a change of name to the Northern and Yorke Local Government Association (NYLGA)</li> <li>• Introduce an annual member satisfaction survey to be completed by Constituent Council elected members and staff.</li> <li>• Prepare and adopt position descriptions for officer bearers of the Board.</li> <li>• Review the Terms of Reference of all Advisory Committees at least once every two years.</li> <li>• Review the Legatus Charter at least once every four years.</li> </ul>	<p>13. Adopt a new Charter and implement a change of name to the Northern and Yorke LGA to take effect by 1 July 2024.</p> <p>14. All fifteen Councils in the region continue to be financial members of Legatus.</p> <p>15. Year on year increase in overall member satisfaction with a target to achieve a satisfaction score of 75%.</p> <p>16. Achievement of all financial metrics adopted by the Board.</p> <p>17. 100% compliance with all requirements of the Act and Charter.</p> <p>18. The Legatus CEO or President attend a meeting of each Constituent Council at least twice during each four-year Council term.</p>