

EYRE PENINSULA LOCAL GOVERNMENT ASSOCIATION

MANAGEMENT PLAN 2013 - 2016



Adopted 28 June 2013

Reviewed 27 June 2014

INTRODUCTION

As a regional subsidiary under the Local Government Act 1999, the Eyre Peninsula Local Government Association is required to have a Business Plan and Budget each financial year. Under Clause 24 of Schedule 2, the Business Plan continues in force for the period specified in the plan or until a new Plan is adopted. It must be reviewed annually. This draft is a result of a review undertaken by the Executive Officer which is now presented for further debate & discussion by member Councils.

The Business Plan of a subsidiary may be seen as similar in role to a Council's Strategic Plan. As such it is good practice to review it on an annual basis.

To avoid some confusion between the Business Plan prepared by a Council, the EPLGA uses the term "Management Plan." This "Management Plan" is for 2013 to 2016 but will be reviewed annually and have an updated annual work plan & budget included for the current year.

The value of EPLGA has historically been mostly limited to providing a united voice for Member Councils keen to advocate on legislation and policy changes made by other spheres of government and to lobby collectively on such issues. This primary role has largely been unchanged since the organization began in 1938.

In more recent years, the pressures on member Councils arising from the need for a much higher standard of governance, risk management, planning and reporting, community engagement and the broadening of core duties has meant that EPLGA also has a growing role in assisting in coordinating a range of activities seeking efficiencies for Councils at the operational level. Added to this is the agreement with the LGA of SA to undertake the "Outreach Services" pilot program which concludes on 30 June 2015. A case study is being prepared as the "Outreach Services" pilot program is rolled out. At the conclusion of the pilot program the case study will allow the LGA of SA to assess the suitability of the model and methodology used for the rolling out of "Outreach Services" across the other local government regions. This pilot program is funded by the LGA of SA and takes 40% of the Executive Officers time.

This Management Plan has been slightly modified from previous year's presentations to better reflect the business the EPLGA now undertakes. It is time to review this document as presented to ensure it reflects the strategic directions (Management Plan) the EPLGA wishes to take and the directions/ projects/ tasks (Annual Work Plan & Budget) it wishes to take for the next twelve months 2013/14.

VISION

"To be a strong voice and forum for the delivery of community services across Eyre Peninsula"

MANAGEMENT PLAN

1. ACTIVELY ASSIST MEMBERS BY REPRESENTING THEIR COMBINED INTERESTS

- 1.1 Seek invitation to provide responses to legislative and policy changes that materially impact our region
- 1.2 Seek the mandated preparation of regional impact statements prior to any state legislated changes likely to affect our region
- 1.3 Prepare coordinated submissions to relevant inquiries and proposals on behalf of members and where possible jointly with the RDAWEP and/or other relevant regional organisations.
- 1.4 Take an active interest in regional waste management, water planning, marine parks, mining, food security, climate change, local workforce planning and any activities that could impose changes to our region.
- 1.5 Continue to advocate for roads funding opportunities.
- 1.6 Develop a coordinated approach to the Commodity Freight Routes across the region, being mindful of divergent needs between Councils.

2. BUILDING STRONG PARTNERSHIPS FOR THE PROMOTION OF OUR SECTOR AND OUR REGION

- 2.1 Ensure we are represented at SAROC, State Executive Committee meetings and the General Meetings of the LGA.
- 2.2 Ensure regular information flows to our member Councils via Meeting summaries & minutes, website updates, media announcements and personal contacts.
- 2.3 Seek reports from regional partners at EPLGA Board Meetings and forums
- 2.4 Actively seek direct engagement with state government partners in order to allow bottom up, and more streamlined, planning and engagement.
- 2.5 Seek opportunities to partner with industry and community groups to promote the economic and social prosperity of Eyre Peninsula, including the development of an EP Regional Statement in partnership with the RDAWEP.
- 2.6 Work with member Councils to facilitate economic expansion by coordinating the approach to structure planning, ensuring consistency with the principles contained in the Eyre and Western Plan and investigating one regional development plan.
- 2.7 Work with state departments and regional partners to better coordinate Infrastructure Planning consistent with the principles in the Eyre and Western Plan.
- 2.8 Investigate ways to encourage the state government to streamline its regional consultation processes to avoid multiple meetings that duplicate effort.

3 RAISE THE PROFILE OF THE ASSOCIATION BY GREATER MEDIA PRESENCE.

- 3.1 Issue a media release after each Board meeting and at any occasion where deemed appropriate.
- 3.2 Consider the nomination of media representatives to present a coordinated and endorsed approach to all media.

4 ASSIST MEMBER COUNCILS BY COORDINATING REGIONAL INVESTIGATIONS OF OPERATIONAL ISSUES

- 4.1 Actively participate in meetings that promote Continuous Improvement activities in Councils.
- 4.2 Continue to promote regionally delivered training opportunities to assist Councils to up skill workforce.
- 4.3 Facilitate Shared Services investigations and discussions at either the regional or sub regional level, where appropriate.
- 4.4 Liaise with the LGA program managers to assist in linking funding opportunities to Council activities.
- 4.6 Continue to coordinate a regional or sub regional approach to road upgrades required for resource sector expansion and link this to relevant strategies.
- 4.7 Prepare the Eyre Peninsula Road Strategy & continue to have the Special Local Roads Program applications individually assessed prior to submitting.
- 4.8 Prepare regional submissions to fund combined approaches to governance activities required of Councils, where agreed by Members.

5 DEVELOP WAYS TO DIRECTLY ENGAGE WITH BOTH STATE AND FEDERAL GOVERNMENTS TO ASSIST IN REGIONAL PROMOTION

- 5.1 Include funding in the Annual Business Plan to allow deputation to both State and Federal Parliaments on key issues that arise.
- 5.2 Liaise with other regional LGA's and RDAs where combined lobbying best represents our interests.
- 5.3 Seek opportunities to strengthen working relationships with the senior levels of state government.

6 PARTICIPATE IN THE "OUTREACH SERVICES" PILOT PROGRAM IN PARTNERSHIP WITH THE LGA OF SA.

- 6.1 Continue the reparation of a case study of the pilot program for future reference.

MEASURING PERFORMANCE

While the measurement of performance is a key component of planning, the nature of the workload for the Executive Officer has typically made KPI setting and measuring difficult. Much of the day-to-

day operational activity remains reactive and in response to legislated and policy changes that routinely emerge. However, I believe the following measurement may be an indication of performance for each year. A comment on the past years performance against the target score is included. It is recommended that the same targets are kept for the 2014/15 year.

KPI	MEASURED BY	TARGET SCORE
Member General Satisfaction	Number of formal complaints	Target:- Zero complaints from members 2013/14 Results:- Zero complaints
Member attendance at meetings , workshops, training	Number of members who are represented	Target:- All relevant members, usually 11 2013/14 Results:- All attended and if not apologies were received.
Competitive funding secured for projects	Dollars secured	Target:- Equal to M'ship \$145k 2013/14 Results:- \$146.5k
Achieved annual work plan		Target: - All items either achieved or timeframes for completion, and process, in place. 2013/14 Results: - Majority completed, those not subject to external funding or a change of priority by Board.
EPLGA is represented at LGA regions meetings (SAROC)	Number of meetings attended	Target:- 100% 2013/14 Results:- President, Vice Presidents or Executive Officer present at all LGA SAROC meetings
Co-ordinate regional training activities on EP	Number of days training per year	Target:- At least 6 training days held in region. 2013/14 Results: - At least 10 regional days were held
Annual review of Executive Officer	Satisfactory report from panel	Target:- Executive Officer attains satisfactory rating for performance at his annual review. 2013/14 Results:- Personal evaluation undertaken by EPLGA Executive and satisfactory outcomes to both parties achieved.
Greater media activity	Number of interviews and media releases	Target:-At least one interview per month. Media releases at least every 2 months. 2013/14 Results: Target met but is dependent on media interest in topics or issues

WORKPLAN

A number of project items are scheduled for the 2014/15 financial year and the following schedule details them. Some are related to operational governance requirements, periodic reviews of regional strategic documents, current projects the EPLGA is pursuing and the "Outreach Services" pilot program.

Functional Area	Action	Commence Date	Completion Date	Participants	Priority	Comments
Council Visits	Twice per year				High	
Work Plan	Revise Regional Work Plan & sign off by LGA, EPLGA Board CEO's & EPLGA Board	1/07/2014	30/06/2015	EO, CEO's, EPLGA & LGA CEO	High	
Committees & Working Groups	Establish Internal Control user group	1/08/2014	Ongoing	EO & CEO's	High	
	Maintain Roads Working group for Regional Plan.	1/07/2014	30/06/2015	EO	Medium	
	Establish other Working Groups as needed.	Sept EPLGA Board Meeting	Ongoing	EO & CEO's	Low	
Board Meetings	Agendas, Minutes etc. 4 times pa	Mar, June, Sept & Dec	Ongoing	EO & President	High	
Regional Planning	Regional Roads priorities & review ranking & prioritisation criteria for SLR Program annually & have a regional plan for all roads in hierarchy order.	1/07/2014	Annually	EPLGA Board, Roads Working Group, Consultant	High	Meeting of Roads Working Group 14 Oct 2013. Council data going into SMEC. 2014/15 SLRP application submitted (May 2014).
	Regional Infrastructure Plan - review regional priorities - review other plans with RDAWEP	1/07/2014	30/06/2015	EO/ RDA/EPLGA Board	Medium	Joint submissions & input into RDAWEP Planning.
	Continued involvement with Regional Climate Change Adaptation Plan development with EPNRM	1/07/2014	30/06/2015	EO/EPICCA/EPLGA Board	Medium	Attending workshops in development of plan. Plan now released.

	Regional Development Plans & CDAPs - establishment/ investigation of sub- regional plans in place of individual Council plans & CDAPs	1/07/2014	30/06/2015	EO, CEO's Committee, Consultant , EPLGA Board	Low	On hold due to boundary adjustment submission in Lower EP.
Asset Management Plans	Regional Audit & Action plan for compliance - follow up	1/01/2015	30/06/2015	EO, CEO's, Governance & Finance & Technical Services Working Groups & Consultant	Low	J Comrie report delivered. CEO Mtg discussion on future actions. Internal audit required by CEO group on progress.
Emergency Planning	Individual Council plans - develop/ review	1/10/2014	30/06/2015	Individual Council, EO & Consultant	High	Tenders called
	Assist in Zone Emergency Planning	1/07/2014	30/06/2015	EO, EPLGA Board & State Agencies	Low	ZEMC up and going again. Regional Risk Assessments & Treatments being undertaken.
Economic Development	Regional Skills Initiative -EO advisory role to RDAWEP	1/07/2014	30/06/2015	EO & CEO RDAWEP	Low	Extension of Agrifoods project
	Tourism - seek review into regional delivery of tourism assistance & development. Include Tourism Funding as part of EPLGA subs from each Council.	1/07/2014	30/06/2015	RDA & EPLGA Board	High	RDAWEP to lead discussion with Councils. Addressing Industry matching LG Funding & reporting against KPI's.
Environment	Coastal RV & Caravan Camping & management strategy	1/07/2014	30/06/2015	EO, CEO's Committee, RDAWEP (Tourism) & EPNRM	High	
Conferences & Forums	Planning assistance to EPLGA Conference	1/08/2013	1/02/2014	EO & City of Whyalla	Low	
EPLGA Board Executive	Meetings as required. Meet regularly with President	Monthly	Ongoing	EO, President & Vice Presidents	Medium	

Finance	Long Term Financial Planning - Regional Audit & Action plan for compliance - follow up	1/01/2015	30/06/2015	EO, CEO's & Consultant	Low	J Comrie report delivered. CEO Mtg discussion on future actions. Internal audit required by CEO group on progress.
Governance	Exec Officer to develop regional submissions where possible to assist Councils - majority position taken.		Ongoing	EO, CEO Group & EPLGA Board	Low	Undertaken on a needs basis. E.g. Emergency Management Legislative review. RDAWEP & EPLGA undertake joint submissions as needed.
	Review EPLGA Board Policies & Procedures	1/07/2014	Ongoing	EO, EPLGA Board	Medium	
Human Resource Management	Consolidate all Councils training plans to identify opportunities to attract cost effective training to the region. e.g. LGA programming, Legal Firms free training offers, cooperative arrangements including inviting other organisations to relevant training to ensure training occurs	1/07/2014	Ongoing	EO, CEO Group & EPLGA Board	High	Difficulty encountered not all Councils have training plans. EO coordinating training with LGA - seen increase in numbers attending e.g. Code of Conduct, ICAC etc. Held regionally. Working well. More regional training occurring. LGA training & EPLGA planning a Regional Training program based on Council's needs.
	Develop a Regional Training Program with LGA	1/07/2014	Ongoing	EO, LGA	High	
Lobbying/ Advocacy	Australian, State Governments as needed.	Ongoing		President & EO	High	
Management Plan	Revise Management Plan 2013 - 2016 - annually	1/07/2014	Ongoing	EO, CEO Group, EPLGA Board	High	

EPLGA Meeting Outcomes	After each meeting distribute a wrap on the meeting outcomes - to Councils & media	1/07/2014	Ongoing	EO	High	Send out Meeting Wraps after each meeting - to replace newsletters. More suitable & effective. ONGOING
Office Accommodation	Undertake a future needs assessment	1/03/2015	30/06/2015	EO & EPLGA Board	Low	RDAWEP Signed extension to lease for 12 months only
Outreach Services	Report to LGA on pilot & case study progress	Quarterly	30/06/2015	EO, LGA CEO & EPLGA Board	High	Ongoing
	Meet with LGA on future of Outreach Services - extension?	1/01/2015	30/06/2015	EO, CEO of LGA, President EPLGA	High	
Procurement	Regional procurement model implementation	1/07/2014	30/06/2015	EO, CEO's Committee		LG Procurement developed model for region.
Regional Statement	Prepare a regional profile & statement including demographics, economic value to the economy of State with view to leveraging more funding, better service delivery outcomes & getting State Agencies to deal cooperatively with Councils of the region on a more collaborative basis.	1/07/2014	31/08/2014	EO, RDAWEP	Low	RDAWEP have major component completed.
Risk Management	In partnership with MLS - develop improved risk management policies, plans & practices.	1/07/2014	Ongoing	EO, CEO Group, RRC's	Low	Working with RRC's. Sharing information - risk frameworks & policies
Shared Services/ Regional Alliances	Encourage Councils to investigate opportunities	Ongoing		EO & Individual Councils	High	

	Collaborate with other Regional EO's on a monthly basis through SAROC	1/07/2014	Ongoing	EO, EPLGA Board & Central Region	High	Regions Matter - Regional Exec Officers meet bi-monthly prior to SAROC meetings.
Sport & Recreation	Review regional strategy	1/07/2014	30/06/2016	EO, CEO Group, EPLGA Board & Consultant	Low	
Waste Management	Review regional strategy	1/07/2014	30/06/2015	EO, CEO Group, EPLGA Board & Consultant	Medium	LGA - Frank Brenan - undertaking an investigation on progress made in waste management for future strategy.
Mining	Establish a Mining Taskforce & have it resourced.	1/07/2014	Ongoing	EO & CEO Group	High	

ANNUAL BUDGET 2013- 2014 AND FORWARD ESTIMATES

BUDGET COMPARISONS

as 17 June 2014

		2013/14	2013/14	2014/15	2015/16
		Budget	Actuals YTD	Estimate	Estimate
Income					
Estimated Surplus/Deficit c/f		72633		0	0
Grants LGA of SA	Regional Capacity	37225	37225	38000	38250
	Outreach Service	70000	70000	70000	0
LGA of SA Project Funding	Assets Management Plans & LTFP	12500	12500	0	0
	Shared Services - Lower EP	14000	14000	0	0
	One Regional Development Plan	0	0	30000	0
	Mining Taskforce	0	0	10000	
	CWMS Users Group	30000	0	15000	15000
	Human Resource Shared Service	0	0	67500	63800
Joint Project Income - EP Councils	Shared Services - Lower EP	15000	15000	0	0
	Procurement Road Map	35000	35000	0	0
	Cert IV Group	9776	9776	0	0
	CWMS Users Group	0	0	15000	15000
Grants - Other	Emergency Management Plans	0	0	73334	0
Interest Received		10000	9768	9000	7500
Membership Subs		145600	145600	151424	157481
Other income		0	0	0	0
Reimbursements		0	1484	0	0
		451734	350353	479258	297031

BUDGET COMPARISONS		2013/14	2013/14	2014/15	2015/16
as 17 June 2014		Budget	Actuals YTD	Estimate	Estimate
<u>Expense</u>					
<u>Exec Officer Employment Costs</u>					
Salary	(including \$15k for own Vehicle)	118132	113636	118132	82692
Work cover		2599	153	2599	1819
Employer Super		11813	11364	11813	8269
<u>Admin & Office Expenses</u>					
Admin General		4100	705	4150	4200
Audit		2200	1530	2400	2800
Bank Charges		800	468	825	850
Insurance		5545	0	5878	6172
IT		2000	707	5000	1500
Meeting Expenses - Board		6500	2860	7000	7500
Office Rental & Other costs- RDA		8755	8500	9105	9469
Reimbursable Expenses		0	644	0	0
President's Allowance		1750	1750	2000	2250
Projects - LGA Funded		26500	26547	55000	15000
Projects - Council Funds		59776	12600	50000	15000
Projects - EPLGA Regional Capacity		215000	72437	230500	143000
Projects - EPLGA Board Funded		8000	8000	0	0
Projects - Other		0	0	73334	0
Projects - not allocated		0	0	0	0
Secretarial Services - RDA		17000	17000	17680	18741
Telephone		850	730	950	1000
Training & Professional Development		1000	0	500	500
Travel other than Private Vehicle		8500	9604	10000	10700
		500820	289235	474322	238682
Total Expenses		500820	289235	474322	238682
Total Income		451734	350353	479258	297031
		-49087	61118	4936	58349
Equity:					
Opening Balance	3895	3895	3895		
Retained Earnings	246217	249347	249347	314360	319296
Net Income	3130	-49087	61118	4936	58349
Total Equity	253242	204155	314360	319296	377645

Project Funding (Regional Capacity etc.)		2013/14	2013/14	2014/15	2015/16
		Budget	Actuals YTD	Estimate	Estimate
Income					
Carried Forward		14963	14963	18880	-141120
LGA of SA - Project funds*		56500	26500	122500	78800
EPLGA Project Funds **		59776	59776	15000	15000
LG Research & Development (Regional Capacity) ***		37225	37225	38000	39000
Grants - Other		0	0	73334	0
		168464	138464	267714	-8320
Expenses					
LGA of SA - Project funds*	Assets Management Plans & LTFP	12500	12500	0	0
	Shared Services - Lower EP	14000	14000	0	0
	One Regional Development Plan	0	0	30000	0
	Mining Taskforce	0	0	10000	
	CWMS Users Group	0	47	15000	15000
EPLGA - Joint Project Funds **	Shared Services - Lower EP	15000	12000	0	0
(Individual Councils Funding)	Procurement Road Map	35000	0	35000	0
	Cert IV Group	9776	600	0	0
	CWMS Users Group	0	0	15000	15000
EPLGA Board Funded projects	Assets Management Plans & LTFP	12500	11454	0	0
(Regional Capacity Building)	Mining Taskforce	10000	0	50000	50000
	Lobbying	5000	0	5000	5000
	Emergency Management Planning	10000	110	15000	0
	Special Local Roads Prioritisation	10000	7300	10000	10000
	Regional Roads Strategy/ Hierarchy	47500	9886	38000	10000
	EPLGA Committees & Groups Mtgs	5000	0	7500	8000
	One Regional Development Plan	20000	0	10000	0
	Charter Review	5000	7901	0	0
	Regional Waste Strategy Review	20000	0	50000	0
	Regional Sport & Rec Strategy Review	0	0	0	50000
	RDAWEP Organisational Review	15000	15000	0	0
	Regional Statement Development	20000	20000	10000	10000
	Procurement Road Map	35000	786	35000	
		0	0	0	0
EPLGA Board Funded projects	Birdseye Memorial	8000	8000	0	0
(NOT Capacity Building)		0	0	0	0
Projects - Others	Emergency Management Planning	0	0	73334	0
Unallocated Project Funding	Board decision	0	0	0	0
		309276	119584	408834	173000
Balance to c/f		-140812	18880	-141120	-181320

Project Funding Summary	2013/14 Budget	2013/14 Actuals YTD	2014/15 Estimate	2015/16 Estimate
Summary of Expenses per Funding Income Line				
LGA of SA - Project funds*	26500	26547	55000	15000
EPLGA - Joint Project Funds ** (Individual Councils Funding)	59776	12600	50000	15000
EPLGA Board Funded projects (Regional Capacity Building)	215000	72437	230500	143000
EPLGA Board Funded projects (NOT Capacity Building)	8000	8000	0	0
Projects - Others	0	0	73334	0
Unallocated Project Funds	0	0	0	0
	309276	119584	408834	173000

INDIVIDUAL COINCIL CONTRIBUTIONS

Council Name	2013 - 14		2014 - 15		2015 - 16	
DC Ceduna	\$ 14,144	9.7%	\$ 14,710	9.7%	\$ 15,298	9.7%
DC Cleve	\$ 10,589	7.3%	\$ 11,013	7.3%	\$ 11,453	7.3%
DC Elliston	\$ 8,972	6.2%	\$ 9,331	6.2%	\$ 9,704	6.2%
DC Franklin Harbour	\$ 9,280	6.4%	\$ 9,651	6.4%	\$ 10,037	6.4%
DC Kimba	\$ 8,939	6.1%	\$ 9,296	6.1%	\$ 9,668	6.1%
DC Lower EP	\$ 15,897	10.9%	\$ 16,533	10.9%	\$ 17,195	10.9%
DC Streaky Bay	\$ 10,863	7.5%	\$ 11,297	7.5%	\$ 11,749	7.5%
DC Tumby Bay	\$ 11,960	8.2%	\$ 12,438	8.2%	\$ 12,936	8.2%
Wudinna DC	\$ 9,360	6.4%	\$ 9,734	6.4%	\$ 10,124	6.4%
City of Pt Lincoln	\$ 19,180	13.2%	\$ 19,947	13.2%	\$ 20,745	13.2%
City of Whyalla	\$ 26,416	18.1%	\$ 27,473	18.1%	\$ 28,572	18.1%
	\$ 145,600		\$ 151,424		\$ 157,481	

As adopted December 2013 EPLGA Board Meeting

Planning without action is futile; action without planning is fatal
(Unknown)