



Limestone Coast  
Local Government  
Association

# ANNUAL GENERAL MEETING & GENERAL MEETING AGENDA

Friday 10<sup>th</sup> February 2023

10:00 – 13:00

Host – District Council of Robe

Robe Institute

(Next to the library, across from Robe foreshore)

Lot 131, Mundy Terrace, Robe SA 5276

## Program

- 09.15 Morning Tea
- 9.30 Welcome – President Lynette Martin OAM
- 9.35 Acknowledgement of Country and Host Welcome – Mayor Lisa Ruffell
- 9.45 Open of the LCLGA Annual General Meeting
- 10.10 Close of the LCLGA Annual General Meeting
- 10.15 Open of the LCLGA General Meeting
- 12.30 Close of the LCLGA General Meeting
- 12.45 Lunch

## Guest Speakers

Adam Gray, Executive Officer, South Australian Coastal Alliance

Andrew Nesbitt, Central Coordinator, Climate Partnerships, DEW and LGASA (over lunch)

**AGENDA FOR THE ANNUAL GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON FRIDAY 10<sup>th</sup> FEBRUARY 2023 IN THE DISTRICT COUNCIL OF ROBE, ROBE INSTITUTE (LIBRARY) FROM 9:50 am.**

**1.0 WELCOME, PRESENT AND APOLOGIES**

**1.1 Present**

**Board**

City of Mount Gambier	Mayor Lynette Martin OAM
Naracoorte-Lucindale Council	Mayor Patrick Ross
District Council of Grant	Mayor Kylie Boston
Kingston District Council	Mayor Jeff Pope
District Council of Robe	Mayor Lisa Ruffell
Tatiara District Council	Mayor Liz Goossens
Wattle Range Council	Mayor Des Noll

**1.2 In Attendance**

Naracoorte-Lucindale Council	Mr. Trevor Smart (CEO)
City of Mount Gambier	Ms. Sarah Philpott (CEO)
District Council of Grant	Mr. Darryl Whicker (CEO)
Kingston District Council	Ms. Nat Traeger (CEO)
District Council of Robe	Mr. James Holyman (CEO)
Tatiara District Council	Ms. Anne Champness (CEO)
Wattle Range Council	Mr. Ben Gower (CEO)
LCLGA	Mr. Tony Wright (EO) Ms Kate Napper (DDM) Ms Emma Herring (DDC) Mr. Paul Manfrin (Corporate Service)

**1.3 Guests**

LGASA	Mr Clinton Jury, CEO LGASA
RDALC	Ms Rachael Ashman, Deputy CEO
SACCA	Mr. Adam Gray, Executive Officer
LGASA/DEW	Mr. Andrew Nesbitt, Central Coordinator

**1.2 Apologies (TBA closer the meeting)**

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It is recommended that the LCLGA Board;

1. Note that the apologies be accepted.

**Moved:**

**Seconded:**

## **2.0 MINUTES OF THE PREVIOUS ANNUAL GENERAL MEETING**

### **2.1 Minutes of the 2022 Annual General Meeting**

*Refer to pages 6-10*

It is recommended that the LCLGA Board;

1. Accept the Minutes of LCLGA Annual General Meeting on the 11th of February 2022 be taken as read and confirmed as a true and correct record of the proceedings at that meeting.

**Moved:**

**Seconded:**

### **2.2 Business arising from the 2022 Annual General Meeting**

**Action:** Review of the LCLGA Charter. Note paper with recommended change to the charter include in the February 2023 Ordinary Meeting Agenda

## **3.0 LCLGA ANNUAL REPORT 2021/22**

The Annual Report was approved by the Board on the 3<sup>rd</sup> of November 2022.

## **4.0 AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDING 30<sup>TH</sup> June 2022**

The audited financial statements were approved by the Board on the 3<sup>rd</sup> of November 2022.

## **5.0 MEETINGS FOR THE 2023 YEAR**

The meetings for 2023 were approved by the Board on the 9<sup>th</sup> of December 2022.

## **6.0 APPOINTMENT OF AUDITORS**

Dean Newberry and Partners are the appointed auditors for the LCLGA until 30<sup>th</sup> June 2024 as per the motion passed by the LCLGA Board on the 19<sup>th</sup> of June 2020.

Whilst Dean Newberry has been appointed to the 30<sup>th</sup> of June 2024, their continuation is confirmed annually.

It is recommended that the LCLGA Board;

1. Confirm Dean Newberry and Partners as the appointed auditors for 2022/23.

**Moved:**

**Seconded:**

## **7.0 CORRESPONDENCE – RECEIVED AS OF 10<sup>TH</sup> JANUARY 2023**

There was no correspondence received for the AGM

## **8.0 ELECTION OF PRESIDENT AND VICE PRESIDENT**

### **8.1 Election process for President and Vice President**

It is recommended that the LCLGA Board;

1. Endorse first past the post voting method where two candidates accept nomination for the position of President or Vice President and
2. Endorse the preferential voting method in the event of three or more candidates accepting nominations for the position of President or Vice President.

**Moved:**

**Seconded:**

### **8.2 Election of President and Vice President**

#### **Term of Appointment**

In practice, we nominate the President and Vice President of the LCLGA to the South Australian Regional Organisation of Councils (SAROC) to ensure continuity and alignment with the LGASA. The annual appointment process for the LCLGA roles can lead to a misalignment if we change the President and/or Vice President appointments mid-SAROC terms (which are for two years).

The current SAROC appointment process for casual vacancies is also occurring mid-term due to local government elections.

The current SAROC appointments end on the 24<sup>th</sup> of October 2024, and thereafter will be every two years under the current rules.

It is proposed that the appointment of the President and Vice President aligns with appointments to the South Australian Regional Organisation of Councils (SAROC).

It is recommended that the LCLGA Board;

1. Approve the term of appointment of the President and Vice President to be from the 10<sup>th</sup> of February 2023 until the 2024 LCLGA AGM, which will be aligned to synchronise with the SAROC nomination process.

**Moved:**

**Seconded:**

#### **SAROC**

*It is proposed that the President and Vice President are the Limestone Coast Local Government Regions nominated representatives to SAROC.*

**Moved:**

**Seconded:**

## **ELECTION OF PRESIDENT AND VICE PRESIDENT**

*The President will declare the position of President and Vice President vacant.*

*Mr. Clinton Jury to act as pro tempore Chairperson.*

### **Call for nominations for the position of President.**

1. Appoint \_\_\_\_\_ for the position of LCLGA President until the 2024 LCLGA Annual General Meeting.

### **Call for nominations for the position of Vice President.**

2. Appoint \_\_\_\_\_ for the position of LCLGA Vice President until the 2024 LCLGA Annual General Meeting.

**Moved:**

**Seconded:**

*Once elected, the President will chair the remainder of the meeting.*

## **9.0 MEMBERS OF THE LCLGA BOARD**

Current LCLGA Board Members until the next Local Government Elections or as advised by our members of any changes in their representation as per the LCLGA Charter.

<b>Constituent Council</b>	<b>LCLGA Board Member</b>	<b>Deputy Board Member/s</b>
City of Mount Gambier	Mayor Lynette Martin	Deputy Mayor Ben Hood
District Council of Grant	Mayor Kylie Boston	Deputy Mayor Megan Dukalskis
Wattle Range Council	Mayor Des Noll	Deputy Mayor Peter Dunicliff (1 <sup>st</sup> ) Cr. Moira Neagle (2 <sup>nd</sup> )
Naracoorte Lucindale Council	Mayor Patrick Ross	Cr. Monique Crossling
Kingston District Council	Mayor Jeff Pope	TBA
District Council of Robe	Mayor Lisa Ruffell	TBA
Tatiara District Council	Mayor Liz Goossens	Deputy Mayor Miles Hannemann

It is recommended that the LCLGA Board;

1. Acknowledge the current LCLGA Board Members in accordance with the LCLGA Charter.

**Moved:**

**Seconded:**

## **10.0 LCLGA SUB-COMMITTEES AND OUTSIDE ORGANISATIONS**

The LCLGA Sub-Committees and nominations to outside organisations are under review for consideration at the February Ordinary General Meeting. It is proposed that membership to committees will be confirmed at the next Board meeting.

## **11.0 PRESIDENTS HONORARIUM**

Since 2017 the President's Honorarium has been set at \$8,000 pa in recognition of the additional work and responsibility associated with the role, including being a signatory of the account, representing the LCLGA at SAROC and various other commitments and as the head of an organization with over \$1.0M pa turnover.

Since 2017 CPI increased by 14.5% to 2022 (March to March), which means \$8,000 is now \$1,160 less value in real terms.

Noting the previous President did not seek any adjustments to the honorarium over this time.

The other regional LGA's have typically paid their president less, noting they are often one person organisations ranging from EO's that are 0.5 FTE and significantly less complex than the LCLGA.

In my previous role as CEO of VicWater we did an extensive review of honorarium in the NFP sector and concluded that it was important to pay an honorarium to recognise and value the work and responsibilities of the position and also to allow for diversity in the candidates who take up these roles. This is due to the opportunity cost for some people in becoming President (time away from other work).

It is recommended that the President's honorarium be increased to \$9,160 pa.

**Moved:**

**Seconded:**

## **12.0 OTHER BUSINESS**

## **13.0 CLOSURE OF LCLGA ANNUAL GENERAL MEETING**

**MINUTES FOR THE ANNUAL GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON FRIDAY 11<sup>th</sup> FEBRUARY 2022 IN THE DISTRICT COUNCIL OF GRANT, THE BARN PALAIST FROM 9:50 am.**

Meeting Opened at 9.30am

President Mayor Vickery welcomed all members and guests.

Mayor Richard Sage welcomed all to the District Council of Grant and acknowledged the Traditional Custodians of the land on which we met and paid his respect to their Elders past and present.

**1.0 WELCOME, PRESENT AND APOLOGIES**

**1.1 Present**

**Mayors**

Naracoorte Lucindale Council	Mayor Erika Vickery OAM (President)
City of Mount Gambier	Mayor Lynette Martin OAM (Vice President)
Wattle Range Council	Mayor Des Noll
District Council of Grant	Mayor Richard Sage
District Council of Robe	Mayor Alison Nunan
Tatiara District Council	Mayor Graham Excell
Kingston District Council	Mayor Kay Rasheed

**1.2 In Attendance**

District Council of Grant	Mr Darryl Whicker (CEO)
Wattle Range Council	Mr Ben Gowan (CEO)
Tatiara District Council	Ms Anne Champness (CEO)
City of Mount Gambier	Ms Sarah Philpot (CEO)
Kingston District Council	Ms Nat Traeger (CEO)
Naracoorte-Lucindale Council	Mr Trevor Smart (CEO)
LCLGA	Mr Tony Wright (CEO) Mr Paul Manfrin (Corporate Services Officer)

**1.3 Guests**

Member for MacKillop	Mr Nick McBride MP
LGA	Mr Stephen Smith
Landscape Board	Mr Steve Borne - General Manager Dr Abigail Goodman
Innovative Ground Water Solutions	Mr Glenn Harrington

**1.2 Apologies**

Member for Barker	Mr Tony Pasin MP
Member for Mount Gambier	Mr Troy Bell MP
District Council of Robe	Mr James Holyman (CEO)
UniSA	Mr Ian McKay
PIRSA	Ms Peta Crewe
GT Forest Industries Hub	Ms Liz McKinnon
RDALC	Mr David Wheaton

It was recommended that the LCLGA Board;

Note and accept the apologies.

**Moved:** City of Mount Gambier

**Seconded:** Kingston District Council

**CARRIED**

## **2.0 MINUTES OF PREVIOUS ANNUAL GENERAL MEETING**

### **2.1 Minutes of the 2021 Annual General Meeting**

It was recommended that the LCLGA Board;

Accept the Minutes of LCLGA Annual General Meeting on the 12<sup>th</sup> February 2021, be taken as read and confirmed as a true and correct record of the proceedings at that meeting.

**Moved:** District Council of Grant

**Seconded:** District Council of Robe

**CARRIED**

### **2.2 Business arising from the 2021 Annual General Meeting**

It was noted that the action item to review the LCLGA Charter was included in the February ordinary meeting agenda papers.

## **3.0 LCLGA ANNUAL REPORT SHEET 2020/21**

The Annual Report was approved by the Board on the 15<sup>th</sup> October 2021.

## **4.0 AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDING 30<sup>TH</sup> June 2021**

The audited financial statements were approved by the Board on the 15<sup>th</sup> October 2021.

## **5.0 ANNUAL BUSINESS PLAN FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2022**

The Annual Business Plan was approved by the Board 13<sup>th</sup> August 2021.

## **6.0 MEETINGS FOR THE 2022 YEAR**

Since the meetings were approved on the 10<sup>th</sup> December 2021 we have become aware that the 8<sup>th</sup> April 2022 coincides with the LGA OGM.

It was recommended that the LCLGA Board;

Approve changing the date of the April LCLGA General Meeting to Friday, 1<sup>st</sup> April 2022.

**Moved:** Tatiara District Council

**Seconded:** District Council of Robe

**CARRIED**



## **7.0 APPOINTMENT OF AUDITOR**

Dean Newberry and Partners are the appointed auditors for the LCLGA until 30<sup>th</sup> June 2024 as per the motion passed by the LCLGA Board on 19th June 2020.

It was recommended that the LCLGA Board;

Acknowledge Dean Newberry and Partners as the appointed auditors for the LCLGA until 30<sup>th</sup> June 2024.

**Moved:** Wattle Range Council

**Seconded:** District Council of Robe

**CARRIED**

## **8.0 CORRESPONDENCE – RECEIVED AS OF 8<sup>TH</sup> FEBRUARY 2022**

NIL

## **9.0 ELECTION OF PRESIDENT AND VICE PRESIDENT**

### **9.1 Election process for President and Vice President**

It was recommended that the LCLGA Board;

1. Endorse first past the post voting method where two candidates accept nomination for the position of President or Vice President and
2. Endorse the preferential voting method in the event of three or more candidates accepting nominations for the position of President or Vice President.

**Moved:** City of Mount Gambier

**Seconded:** Grant District Council

**CARRIED**

### **9.2 Election of President and Vice President**

*The President declared the position of President and Vice President vacant. Mr. Stephen Smith acted as pro tempore Chairperson.*

Nominations were called for the position of President.

The City of Mount Gambier nominated Mayor Erika Vickery for the role of President, and Wattle Range Council seconded this nomination. Erika accepted the nomination.

In the absence of any other nominations, Erika was declared President of the LCLGA.

Nominations were called for the position of Vice President.

Wattle Range Council nominated Mayor Lynette Martin for the role of Vice President, and the District Council of Robe seconded this nomination. Lynette accepted the nomination

In the absence of any other nominations, Lynette was declared Vice President of the LCLGA.

## **10.0 MEMBERS OF THE LCLGA BOARD**

Current LCLGA Board Members until the Local Government Elections in November 2022.

<b>Constituent Council</b>	<b>LCLGA Board Member</b>	<b>Deputy Board Member/s</b>
City of Mount Gambier	Mayor Lynette Martin	Cr Sonya Mezinac
District Council of Grant	Mayor Richard Sage	Cr Gillian Clayfield
Wattle Range Council	Mayor Des Noll	Cr Moira Neagle (1 <sup>st</sup> ) Cr Dale Price (2 <sup>nd</sup> )
Naracoorte Lucindale Council	Mayor Erika Vickery	Cr Scott McLachlan (1 <sup>st</sup> ) Cr Craig McGuire (2 <sup>nd</sup> )
Kingston District Council	Mayor Kay Rasheed	Cr Chris England (1 <sup>st</sup> ) Cr Jodie Gluyas (2 <sup>nd</sup> )
District Council of Robe	Mayor Alison Nunan	Cr David Laurie
Tatiara District Council	Mayor Graham Excell	Cr Liz Goossens (1 <sup>st</sup> ) Cr Cathy Langley (2 <sup>nd</sup> )

It was recommended that the LCLGA Board;

Acknowledge the current LCLGA Board Members in accordance with Item 3.7 (d) of the LCLGA Charter.

**Moved:** Wattle Range Council

**Seconded:** District Council of Grant

**CARRIED**

## **11.0 LCLGA SUB COMMITTEES**

The following committees are convened or on behalf of LCLGA. At the December 2020 LCLGA Board Meeting, the Board resolved to extend the current LCLGA Committees until the next Local Government Elections in November 2022.

1. Roads and Transport Management Group
2. Economic Development Group
3. Regional Waste Management Steering Committee
4. Limestone Coast Climate Adaptation Committee
5. Tourism Management Group
6. Regional Sport & Recreation Advisory Group
7. Audit & Risk Committee

It was recommended that the LCLGA Board;

Acknowledge the Elected Members and Staff Members be the Delegates of the various LCLGA Sub Committees detailed in the attached list provided.

**Moved:** City of Mount Gambier

**Seconded:** District Council of Robe

**CARRIED**

### **11.0 OUTSIDE ORGANISATIONS**

The LCLGA Board made the following appointments to outside organisations. At the December 2020 LCLGA Board Meeting, the Board resolved to extend current LCLGA nominations to outside organisations until the next Local Government Elections in November 2022.

1. South East Zone Emergency Management Committee (ZEMC)
2. Limestone Coast Zone Emergency Centre Committee (ZEST)
3. Limestone Coast Bushfire Fire Management Committee
4. Southern Border Fire Coordination Association
5. Green Triangle Freight Action Plan – Implementation Management Group
6. Limestone Coast Community Services Round Table
7. Group Training Employment (GTE)
8. AC CARE

It was noted that each Council should have a representative on the ZEMC under the Act. This will be addressed when we review the nominations to outside organisations after the local government elections.

It was recommended that the LCLGA Board;

Acknowledge the Delegates of the various outside organisations detailed in the attached list provided.

**Moved:** Kingston District Council

**Seconded:** District Council of Robe

**CARRIED**

### **12.0 OTHER BUSINESS**

### **13.0 CLOSURE OF LCLGA ANNUAL GENERAL MEETING**

Meeting Closed 9:42 am



Limestone Coast  
Local Government  
Association

# ANNUAL GENERAL MEETING & GENERAL MEETING AGENDA

Friday 10<sup>th</sup> February 2023

10:00 – 13:00

Host – District Council of Robe

Robe Institute

(Next to the library, across from Robe foreshore)

Lot 131, Mundy Terrace, Robe SA 5276

## Program

- 09.15 Morning Tea
- 9.30 Welcome – President Lynette Martin OAM
- 9.35 Acknowledgement of Country and Host Welcome – Mayor Lisa Ruffell
- 9.45 Open of the LCLGA Annual General Meeting
- 10.10 Close of the LCLGA Annual General Meeting
- 10.15 Open of the LCLGA General Meeting
- 12.30 Close of the LCLGA General Meeting
- 12.45 Lunch

## Guest Speakers

Adam Gray, Executive Officer, South Australian Coastal Alliance

Andrew Nesbitt, Central Coordinator, Climate Partnerships, DEW and LGASA (over lunch)

**AGENDA OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION GENERAL MEETING, HELD ON THE 10<sup>TH</sup> OF February 2023 AT THE ROBE INSTITUTE, DISTRICT COUNCIL OF ROBE, FROM 9.30am**

**1 WELCOME, PRESENT AND APOLOGIES**

**1.1 Welcome and Present**

**Mayors**

City of Mount Gambier	Mayor Lynette Martin OAM
Naracoorte Lucindale Council	Mayor Patrick Ross
District Council of Grant	Mayor Kylie Boston
Kingston District Council	Deputy Mayor Jeff Pope
District Council of Robe	Deputy Mayor Lisa Ruffell
Tatiara District Council	Mayor Liz Goossens
Wattle Range Council	Mayor Des Noll

**CEOs and LCLGA**

Naracoorte Lucindale Council	Mr. Trevor Spart (CEO)
City of Mount Gambier	Ms. Sarah Philpott (CEO)
District Council of Grant	Mr. Darryl Whicker (CEO)
Kingston District Council	Ms. Nat Traeger (CEO)
District Council of Robe	Mr. James Holyman (CEO)
Tatiara District Council	Ms. Anne Champness (CEO)
Wattle Range Council	Mr. Ben Gower (CEO)
LCLGA	Mr. Tony Wright (EO) Ms. Kate Napper (DDM) Ms. Emma Herring (DCM) Mr. Paul Manfrin (Corporate Service)

**Guests and presenters**

LGASA	Mr. Clinton Jury
SACCA	Mr. Adam Gray
LGASA Environment	Mr. Andrew Nisbit
Coorong District Council	Mayor Paul Simmons Ms. Bridget Mather (CEO) Cr. Jeff Arthur
UNiSA	Mr. Ian McKay
RDALC	Ms. Rachael Ashman

**1.2 Apologies**

Member for Barker	Mr. Tony Pasi MP
Member for Mount Gambier	Mr. Troy Bell MP
Member for MacKillop	Mr. Nick McBride MP
PIRSA	Ms. Peta Crewe
RDALC	Mr. David Wheaton

The LCLGA Board:

1. Note and accept the apologies.

**Moved:**

**Seconded:**

## 2 CONFLICTS OF INTERESTS

*Any delegate or staff member with a potential conflict of interest is asked to declare the interest on the supplied **Conflict of Interests Declaration Form** detailing what the conflict is and why they will not be participating in any item relating to that issue.*

## 3 MINUTES OF THE PREVIOUS MEETING

*Refer to pages 7-12 (click on the page number to go to that page)*

The LCLGA Board:

1. Accept the Minutes of LCLGA General Meeting held in the Wattle Range Council on 9<sup>th</sup> December 2022.

**Moved:**

**Seconded:**

## 4 MATTERS ARISING FROM THE MINUTES – ACTION SHEET

*Refer to pages 13-14 (click on the page number to go to that page)*

The LCLGA Board:

1. Receive and note the business arising from the December General Meeting.

**Moved:**

**Seconded:**

## 5 CORRESPONDENCE – INWARDS AND OUTWARDS

*Refer to pages 15-16 (click on the page number to go to that page)*

The LCLGA Board:

1. Receive and note correspondence register to 2<sup>nd</sup> February 2023.

**Moved:**

**Seconded:**

*Many of these correspondence items will have been received directly by member councils. Should any delegate wish to access any correspondence items listed but not included in this agenda, they can be made available by contacting the LCLGA Executive Officer.*

## 6 LCLGA FINANCE REPORT

*Refer to pages 17-25 (click on the page number to go to that page)*

The LCLGA Board:

1. Receive and note the Report from the Executive Officer.

**Moved:**

**Seconded:**

## 7 RECOMMENDATIONS

### 7.1 SAROC REPRESENTATION

*Refer to pages 26-27 (click on the page number to go to that page)*

The LCLGA Board:

1. Note the report from the Executive Officer.

**Moved:**

**Seconded:**

### 7.2 LCLGA COMMITTEES AND OUTSIDE ORGANISATIONS

*Refer to pages 28-30 (click on the page number to go to that page)*

The LCLGA Board:

1. Approves the changes to LCLGA committees and external appointments as detailed in the above report.
2. Engage with members on their nominations before presenting to the March 2023 Board meeting for approval.

**Moved:**

**Seconded:**

### 7.3 CONNECTED AND ACTIVE COMMUNITIES PROJECT

*Refer to pages 31-32 (click on the page number to go to that page)*

The LCLGA Board:

1. Authorise the Executive Officer to negotiate with the ORSR to develop the Connected and Active Communities Project in the Limestone Coast, leveraging the annual funding Councils currently provide to the StarClub program over the next three years.

**Moved:**

**Seconded:**

### 7.4 STRATEGIC PLAN RESET AND BUSINESS PLAN

*Refer to pages 33-34 (click on the page number to go to that page)*

The LCLGA Board:

1. Note the planning and process to test and develop a new strategic and business plan.

**Moved:**

**Seconded:**

## 7.5 LCLGA CHARTER REVIEW

*Refer to pages 36-81 (click on the page number to go to that page)*

The LCLGA Board:

1. Approve the release of the proposed charter to the LCLGA's Constituent Councils for review and approval.

**Moved:**

**Seconded:**

## 7.6 REGIONAL MOBILE INFRASTRUCTURE INQUIRY

*Refer to pages 82-83 (click on the page number to go to that page)*

The LCLGA Board:

1. Approves the LCLGA to work with the Limestone Coast CEOs to make a submission to the ACCC Regional Mobile Infrastructure Inquiry

**Moved:**

**Seconded:**

## 8 REPORTS

### 8.1 LCLGA President

*Refer to pages 85-87 (click on the page number to go to that page)*

Report from President Martin OAM

### 8.2 Local Government Association of South Australia (LGASA)

*Any recent Minutes from the Local Government Association of South Australia can be viewed on their website at:*

<https://www.lga.sa.gov.au/about-lga/lga-meetings/committees>

### 8.3 Executive Officer

*Refer to pages 89-92 (click on the page number to go to that page)*

Report from Mr. Wright.

**Moved:**

**Seconded:**

## 9 LCLGA SUB-COMMITTEE MINUTES

Roads and transport management group  
Tourism management group

Minutes to be circulated before the Board meeting



## 10 OUTSIDE ORGANISATIONS

### 10.1 Regional Development Association Limestone Coast

*Refer to pages 95-98 (click on the page number to go to that page)*

Report from Mr. Wheaton (CEO).

### 10.2 South Australian Coastal Alliance

*Refer to pages 99-104 (click on the page number to go to that page)*

Report from Mr. Gray

**Moved:**

**Seconded:**

## 11 OTHER BUSINESS

## 12 CALENDAR KEY DATES AND NOTICE OF MEETINGS

Date	Meeting	Location
19th Jan 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
10th Feb 2023	LCLGA AGM & GM	District Council of Robe
2nd-3rd Mar 2023	Strategic Planning Workshop and Dinner	District Council of Grant
16th Mar 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
31st Mar 2023	LCLGA GM	District Council of Grant
11th May 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
16th Jun 2023	LCLGA GM	Tatiara District Council
20th Jul 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
11th Aug 2023	LCLGA GM	Naracoorte-Lucindale Council
21st Sep 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
13th Oct 2023	LCLGA GM	Kingston District Council

## 13 MEETING CLOSED

The meeting is expected to end at 12:30.

**The next LCLGA General Meeting is to be held at the District Council of Grant on 31<sup>st</sup> March 2023. Acceptances and apologies to [admin@lclga.sa.gov.au](mailto:admin@lclga.sa.gov.au) or Phone 8723 7310.**

**MINUTES OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON THE 9TH OF DECEMBER 2022 AT THE WATTLE RANGE COUNCIL, MILLICENT FROM 10am**

## **1 WELCOME, PRESENT AND APOLOGIES**

### **1.1 Welcome**

Meeting began at 10.00 am.

LCLGA Acting President Martin welcomed all to the LCLGA Board Meeting, especially new elected members.

An Acknowledgement of Country was provided by Wattle Range Council Mayor Noll.

Mayor Noll updated the LCLGA Board on recent developments in the Wattle Range Council area, making particular mention of the progress of the new Council Service Centre, the completion and official opening of the Coonawarra Railway Trail, the completion of the Southern Ocean Tourist Park with Camp Kitchen and Recreational Hall.

#### **Guest Speakers**

Mr. Patterson, Regional General Manager from Telstra Tasmania and South Australia presented to the LCLGA Board in relation to a project to eliminate mobile “blackspots” in the Limestone Coast Region.

Mr. Hamilton from Arcuate Architecture updated the LCLGA Board on his work throughout the year as the LCLGA’s Heritage Advisor.

Inspector Hill from Mount Gambier Police updated the LCLGA Board on local crime and road safety.

### **1.2 Present**

#### **Mayors**

City of Mount Gambier	Mayor Lynette Martin OAM
Naracorte Lucindale Council	Mayor Patrick Ross
District Council of Grant	Mayor Kylie Boston
Wattle Range Council	Mayor Des Noll
Tatiara District Council	Mayor Liz Goosens
District Council of Robe	Deputy Mayor Lisa Ruffell
Kingston District Council	Deputy Mayor Jeff Pope

## CEOs and LCLGA

Naracoorte Lucindale Council	Ms. Jayne Miller (Manager Engagement Community)
City of Mount Gambier	Ms. Sarah Philpott (CEO)
District Council of Grant	Mr. Darryl Whicker (CEO)
District Council of Robe	Mr. James Holyman (CEO)
Wattle Range Council	Mr. Ben Gower
LCLGA	Mr. Tony Wright (EO)

## Guests

Naracoorte Lucindale Council	Deputy Mayor Monique Crossling
Telstra	Mr. Michael Patterson
Arcuate Architecture	Mr. Ian Hamilton
SA Police	Ins. Campbell Hill

### 1.3 Apologies

Member for Barker	Mr. Tony Pasin MP
Member for Mount Gambier	Mr. Troy Bell MP
Member for MacKillop	Mr. Nick McBride MP
Kingston District Council	Ms. Nat Traeger
Naracoorte-Lucindale Council	Mr. Trevor Smart (CEO)
Tatiara District Council	Ms. Anne Champness (CEO)
UniSA	Mr. Ian McKay
RDALC	Mr. David Wheaton
PIRSA	Ms. Peta Crewe
LCLGA	Mr. Paul Manfrin (Corporate Services Officer)

The LCLGA Board:

1. Noted and accepted the apologies.

**Moved:** Wattle Range Council, **Seconded:** Tatiara District Council

**CARRIED**

## 2 CONFLICT OF INTERESTS

*Any delegate or staff member with a potential conflict of interest is asked to declare the interest on the supplied **Conflict of Interests Declaration Form** detailing what the conflict is and why they will not be participating in any item relating to that issue.*

**NIL**

## 3 MINUTES OF THE PREVIOUS MEETING

The LCLGA Board:

1. Accepted the Minutes of LCLGA General Meeting held at the City of Mount Gambier on 3<sup>rd</sup> November 2022.

**Moved:** Wattle Range Council, **Seconded:** City of Mount Gambier

**CARRIED**

#### **4 MATTERS ARISING FROM THE MINUTES – ACTION SHEET**

Mayor Ross enquired about the progress of item 7.4 which has been ongoing since August 2022 for the appointment of an Independent Member of the Risk and Audit Committee. The Executive Officer advised the LCLGA Board that the matter will be a priority when the new Risk and Audit Committee is formed.

The LCLGA Board:

1. Received and noted the business arising from the November General Meeting.

**Moved:** Naracoorte Lucindale Council, **Seconded:** District Council of Grant

**CARRIED**

#### **5 CORRESPONDENCE – INWARDS AND OUTWARDS**

Correspondence will be distributed to the LCLGA Board at a later date.

#### **6 LCLGA FINANCIAL REPORTS**

The Executive Officer provided a verbal summary of the LCLGA finances.

Mayor Noll enquired about funding provided by the LGFA and whether the LCLGA was eligible to receive any of the distribution. The Executive Officer confirmed that the LCLGA was not eligible to receive any of the distributed funds from the LGFA.

The LCLGA Board:

1. Received and noted the Report from the Executive Officer.

**Moved:** Naracoorte Lucindale Council, **Seconded:** District Council of Robe

**CARRIED**

## 7 RECOMMENDATIONS

### 7.1 LCLGA Purpose and Context

The LCLGA Board:

1. Discuss and note the report from the Executive Officer.

**Moved:** Naracoorte Lucindale Council, **Seconded:** Wattle Range Council

**CARRIED**

### 7.2 LCLGA President, Vice President and Board Members

The LCLGA Board:

1. Note that Mayor Martin has assumed the role of President of the LCLGA until the next AGM, and
2. Note that Mayor Noll was elected as Vice President who will assume the role until the next AGM.

**Moved:** Wattle Range Council, **Seconded:** Naracoorte Lucindale Council

**CARRIED**

### 7.3 SAROC Representatives

The LCLGA Board:

1. Note the request from the LGASA to select a new SAROC committee representative from the Limestone Coast.
2. Request the Executive Officer to seek advice, from the LGASA, allowing the LCLGA to lapse its nominations to SAROC until the LCLGA AGM in February when a new President and Vice President is elected.

**Moved:** Kingston District Council, **Seconded:** Naracoorte Lucindale Council

**CARRIED**

### 7.4 Strategic Plan and Business Plan

The LCLGA Board:

1. Approve the planning process.

**Moved:** Tatiara District Council, **Seconded:** Wattle Range Council

**CARRIED**

### 7.5 LCLGA Committees

The LCLGA Board:

1. Note the current committees.

**Moved:** District Council of Grant, **Seconded:** Wattle Range Council

## **7.6 Corporate Credit Cards**

The LCLGA Board:

1. Approve changes to LCLGA Credit Cards as detailed in the report.

**Moved:** Wattle Range Council of Grant, **Seconded:** Naracoorte Lucindale Council

**CARRIED**

## **7.7 LCLGA Meeting Dates 2023**

The LCLGA Board:

1. Approve the proposed meeting dates.

**Moved:** Kingston District Council, **Seconded:** Tatiara District Council

**CARRIED**

## **8 REPORTS**

### **8.1 LCLGA President**

Mayor Martin acknowledged the services of past Mayors to the LCLGA Board, noting the tireless work undertaken by former LCLGA President Mayor Vickery. Mayor Martin also welcomed the new Mayors and look forward to working together with them.

### **8.2 Local Government Association of South Australia (LGASA)**

No report provided.

### **8.3 Executive Officer**

Report from Mr. Wright.

Mayor Noll asked about the progress of the Regional Growth Strategy Plan. The Executive Officer updated the LCLGA Board on the progress done in this space between LCLGA and RDALC.

### **8.4 Destination Development**

Report from Mr. Wright.

## 8.5 StarClub and Regional Sports Academy

Report from Mr. Elletson.

## 9 LCLGA SUB-COMMITTEE MINUTES

NIL

## 10 OUTSIDE COMMITTEES ORGANISATIONS

NIL

## 11 OTHER BUSINESS

### 11.1 Letter from LCLGA to former LCLGA President Mayor Vickery

Mayor Noll recommended that the LCLGA Board write a letter of thanks to former President Mayor Vickery for her service as Chair of the LCLGA Board.

**Moved:** Wattle Range Council, **Seconded:** District Council of Robe

**CARRIED**

### 11.2 Local Functional Support Group

Requesting the LCLGA for support to those councils who are facing floods.

## 12 KEY DATES AND NOTICE OF MEETINGS

Date	Meeting	Location
19 <sup>th</sup> Jan 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
10 <sup>th</sup> Feb 2023	LCLGA AGM & GM	District Council of Robe
2 <sup>nd</sup> -3 <sup>rd</sup> Mar 2023	Strategic Planning Workshop and Dinner	District Council of Grant
16 <sup>th</sup> Mar 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
31 <sup>st</sup> Mar 2023	LCLGA GM	District Council of Grant
11 <sup>th</sup> May 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
16 <sup>th</sup> Jun 2023	LCLGA GM	Tatiara District Council
20 <sup>th</sup> Jul 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
11 <sup>th</sup> Aug 2023	LCLGA GM	Naracoorte-Lucindale Council
21 <sup>st</sup> Sep 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
13 <sup>th</sup> Oct 2023	LCLGA GM	Kingston District Council
08 <sup>th</sup> Dec 2023	LCLGA GM	City of Mount Gambier

## 13 MEETING CLOSED

Meeting closed at 11.30am

The next LCLGA General Meeting is to be held at District Council of Robe on Friday, 10<sup>th</sup> 2023. Acceptances and apologies to [admin@lclga.sa.gov.au](mailto:admin@lclga.sa.gov.au) or Phone 8723 7310.

\_\_\_\_\_  
President's Signature

\_\_\_\_\_  
Date

Item	4.0 ACTION LIST	DUE DATE	STATUS
	<b>10<sup>th</sup> February 2023</b>		
	Write a letter to Erika Vickery thanking her for her contribution to the LCLGA and the region		completed
	Executive Officer to seek advice, from the LGASA, allowing the LCLGA to lapse its nominations to SAROC until the LCLGA AGM in February when a new President and Vice President is elected.		completed and included in this agenda.
	<b>3<sup>rd</sup> November 2022</b>		
7.1 and 7.2	Annual report and end-of-year financials are circulated to members for inclusion in their Annual Reports.		completed
7.3	Open an at-call account with the LGFA and progressively close BankSA Term Deposits.		account established and funds progressively being transferred to LGFA.
	<b>12<sup>th</sup> August 2022</b>		
7.1	Seek more information from the Hon. Troy Bell (MP) on his proposal for a regional housing resource.		completed
7.4	Advise LGASA on Limestone Coast nominations to SAROC		completed
7.5	Advise RDALC of our representatives to the Regional Growth Strategy working group		completed
7.5	Advise RDALC that we will make the payments to them as per our Business Plan		completed
7.6	Engage with the Landscape Board on the nomination of the LCLGA EX to their stakeholder water allocation committee.		completed
7.7	Recruit for an expanded Program Coordinator role, possibly at a graduate level.		PD under review
	Engage with the SA Planning on the next steps, including their proposed MoU.		completed
	<b>17<sup>th</sup> June 2022</b>		
7.6	Develop a process and scope for future incubator projects	Feb 2023	February Board workshop (now March)
	<b>11<sup>th</sup> February 2022</b>		
7.2	Provide feedback on the LCLGA Rules of Association by 29/4/22	29/4/22	included in this agenda for endorsement.



	<b>14<sup>th</sup> August 2020</b>		
7.4	Risk and Audit Committee to recruit and appoint an independent member to the Risk and Audit Committee, with a maximum cost of \$3,000 pa and that the terms of reference are amended to allow an independent committee member.		to be completed with the new Risk and Audit Committee.

## 5.0 LCLGA CORRESPONDENCE – to 2<sup>nd</sup> of February 2023

In/Out	Date	Subject	Name	Organisation
In	09/10/2022	Limestone Coast regional blackspot strategy	Michael Patterson	Telstra
In	10/10/2022	INVITATION: Protecting Adelaide's Trees Public Meeting, Mon 24th October	Craig Wilkins	Conservation SA
In	10/10/2022	LGA Latest News   Weekly Report No. 90 - Monday 10 October 2022		LGASA
In	13/10/2022	SARTCF	Brenton Pankhurst	Herron Todd White
In	13/10/2022	Roadside vegetation	Steve Bourne	Landscape SA
In	13/10/2022	LC Roads Working Group	Jennifer Schilling	Nick McBride MP
In	13/10/2022	Connecting the South East - Thank you for attending	Michael Patterson	Telsta
In	13/10/2022	TiCSA Business Capabilities Program	Georgia Nicholls	Tourism Industry Council SA
In	14/10/2022	Changes to AusIndustry newsletters		Ausindustry
In	27/10/2022	Limestone Coast ZEMC - Emergency Management Exercise	Leanne McCartney	LGFSG
In	02/11/2022	Invitation to "A Year in Review" - celebrating our 2021/22 achievements		Stand Like Stone
In	08/11/2022	Help shape the State of the Environment Report for South Australia	Tara Ingerson	Environmental Protection Agency
In	10/11/2022	Limestone Coast Investment activities	Jessica Porter	DTI
In	13/11/2022	Funding & Education delivery		SASMA
In	14/11/2022	FYI - Office for Ageing Well Community Grants	Mathilda Thorsen	LGASA
In	15/11/2022	Office for Ageing Well Community Grants Open		Health Office for Ageing Well
In	16/11/2022	Advertising Opportunity	Laura Fox	Discovery Parks
In	17/11/2022	Have your say on the Hydrogen and Renewable Energy Act		Dept. Energy and Mining
In	21/11/2022	GovernmentCareer - 21st November 2022		Carer Spot
In	21/11/2022	HITsa Health & Community Services		Hit SA
In	21/11/2022	LGA Wellbeing Update November 2022	Erica Gurner	LGASA
In	21/11/2022	Caravan Parks Grant Program now open!	Miranda Lang	SATC
In	24/11/2022	LGA Recent Highlights	Clinton Jury	LGASA
In	05/12/2022	Hydrogen and Renewable Energy Act - Regional Tours	Peta Crewe	PIRSA
In	06/12/2022	Circular Economy Workshop Summary Report and Follow Up	Joanne McBain	Wamonwater
In	08/12/2022	LCLGA Board Appointments	Mandy Clarke	Tatiara District Council
In	12/12/2022	In Conversation with the Department of Home Affairs		Tourism Industry Council SA
In	15/12/2022	Urgent: request for large geo-textile rollout	Leanne McCartney	LGFSG
In	16/12/2022	The Top Tourism Town Awards are back!		Tourism Industry Council SA
In	19/12/2022	SAROC Committee induction meeting - Monday 19 December	Kianna Al Jaber	LGASA
In	22/12/2022	Kingston to the Cape - Seasons Greetings and more!		Kingston District Council
In	23/12/2022	Merry Christmas from Shop Local SA!		Shop Local SA
In	03/01/2023	GA welcomes additional flood funding package		LGASA
In	03/01/2023	LC Visitor numbers	Campbell Hill	SAPOL
In	03/01/2023	GA welcomes additional flood funding package	Shaun de Bruyn	TiCSA
In	06/01/2023	LCLGA representative on GTE Board	Greg Megaw	Group Training and Employment
In	11/01/2023	RAA Electric Vehicle Charging Network - Limestone Coast Region	Samual Woghiren	RAA
In	13/01/2023	Final chance to give your feedback in the 2022 LGA Member Survey	Clinton Jury	LGASA
In	13/01/2023	New funding program & RC Limestone Coast position open for application	Peta Crewe	PIRSA
In	13/01/2023	New funding program & RC Limestone Coast position open for application	Peta Crewe	PIRSA
In	20/01/2023	[CSIRO Southeast SA groundwater research project] Final report publication	Tina Foran	CSIRO

## 5.0 LCLGA CORRESPONDENCE – to 2<sup>nd</sup> of February 2023

In/Out	Date	Subject	Name	Organisation
In	23/01/2023	Register for 'A Seat at the Table - Wellbeing Discussion Forum'	Erica Gurner	LGASA
In	24/01/2023	OFFICIAL: RE: 2023 SA/Vic CEO's Forum availability Vic CEO's	Carolynn E Mihan	Cross Border Commission
In	24/01/2023	Hear from globally respected independent futurist Dr Noah Raford	Athena Wallbank	IPAA
In	25/01/2023	National Landcare Program 3 - Design Project Interest		Limestone Coast Landscape Board
In	25/01/2023	Get up to speed with VendorPanel!		Vendor Panel
In	27/01/2023	SAROC Committee Meeting - Draft Minutes - 19 January 2023	Kianna Al Jabari	LGASA
In	27/01/2023	Connected and Active Communities Project Funding Application - UPDATED LINK	Paul Moore	ORSR
In	28/01/2023	Regional Tourism contacts for consultation	Miranda Lang	SATC
In	30/01/2023	Casual Vacancy - SAROC LC Regional Grouping Members – Further call for nominations	Clinton Jury	LGASA
In	31/01/2023	NEW ONLINE IPAA SA Mental Health First Aid Training for Public Sector	Athina Wallbanks	IPAA
In	31/01/2023	Regional LGA Eos - no longer able to have access to members area of the LGA Website.		LGASA
In	31/01/2023	Traceability Grants announcement		Tech3
In	01/02/2023	Deliver your Council procurement projects on time with ArcBlue resources!	Chris Newman	ARCBlue
In	01/02/2023	LG Professionals SA Leadership Excellence	Megan Down	LG Professionals SA
In	01/02/2023	SA Snippets February 2023	SATC Trade	South Australian Tourism Commission
In	02/02/2023	GTFIH Managers Monthly Report January 2023	Scott Whicker	Green Triangle Forest Industries Hub
In	02/02/2023	Seeking interested people and partners for potential projects	Alison Boomsma	Landscape SA
In	02/02/2023	Internal Quarterly Performance Review Session (Year end September 2022 data)		SATC

## 6.0 FINANCE REPORT

### BACKGROUND

This report is for the current financial year to the 31<sup>st</sup> of January 2023.

Most of our funds are received within the first quarter of the financial year, where funds are received for projects beyond the current financial year those funds are held in project liabilities for future use as per funding agreements.

Auspiced projects such as SACCA have their funds transferred from project liabilities to revenue to net out their impact as expenditure occurs to avoid distorting the P&L.

### KEY VARIATIONS TO THE APPROVED BUDGET

The business plan budget assumed that the SMLC project was transferred from the LCLGA in 2021/22. Due to delays in the Commonwealth Government progressing a deed of transfer, this occurred in the 2022/23 financial year.

This means \$66K was transferred from liabilities into revenue and project expenses as the funds were expended, with the balance transferred to the SMLC. The impact of this on the P&L is a net of \$0, but income and project expenses are \$66K higher than budgeted.

The Limestone Coast Sports Academy received a three-year grant of \$300K, to be spent \$150K in year 1, \$100K in year 2 and \$50K in year 3. Due to the timing of the project and further possible funding to develop place-based projects it is likely we will be seeking to carry some funds over from Year 1 into Year 2.

The current budget for the StarClub and Sports Academy was based on historical arrangements, it is planned to net out the income and expenses as per the approved Business Plan, noting that income and expenses are likely to be higher but have the same net impact on the P&L.

The allocation of spend between projects and programs needs some review, it may be beneficial to separate the pass-through expenses from these line items to make them more transparent. This will be discussed with our bookkeeper over the following week.

The decision to shift our surplus funds from the banking sector to the Local Government Finance Authority has been successful. Noting we have already made \$8,850 in interest compared to the full-year budget forecast of \$5,000.

Overall the budget is tracking to budgeted P&L with some minor variations.

### Balance Sheet

Total assets are \$1.16M, with liabilities at \$306K, leaving \$855K in equity. Noting that the LC Regional Sports Academy has \$150K in project liabilities at the moment, if there is a carryover of funds from 2022/23 to 2023/24 this will result in an increase in project liabilities and a reduction in members equity.

### Profit and Loss

Separating pass-through expenses from programs and projects will provide more transparency on controllable expenditure.

Some of the variations in the YTD P&L relate to timing differences where budgeted expenses have been smoothed over the year, but actual expenditure is much more variable.

Total income is \$103K higher than budget, \$66K of this is due to the SMLC project and higher Sports Academy funding than budget, when corrected for these factors YTD revenue is actually

\$33K lower than the full-year forecast. However, revenue is expected to increase as the StarClub program is replaced and SACCA expenses are covered by revenue transfers from project liabilities (at least \$25K).

Insurance costs are tracking above budget, largely due to the separation of cyber insurance. It is a shame we are prevented from seeking comparative insurance pricing from the private sector as the LGRS products are not developed with subsidiaries in mind, and some benchmarking of costs shows we are paying a premium for their products.

Whilst Computing and IT is tracking slightly below budget with new staff commencing it is expected these costs will increase and may come in higher than budget towards the end of the financial year.

Projects YTD are tracking higher than budget, noting the impact of the SMLC expenses.

Programs and policy is also tracking higher YTD than budget, and this is due to the allocation of RDALC, SACCA and Heritage expenses, partly an allocation issue and timing one, for example, the RDALC payments are processed in \$25k transactions four times per year but are smooth in the budget.

Separating these transactions into a separate budget items will address this issue.

The net impact across projects and programs corrected for SMLC (\$66K) and SACCA (\$47K) expenses is a YTD unfavourable variation of \$2,743 to budget.

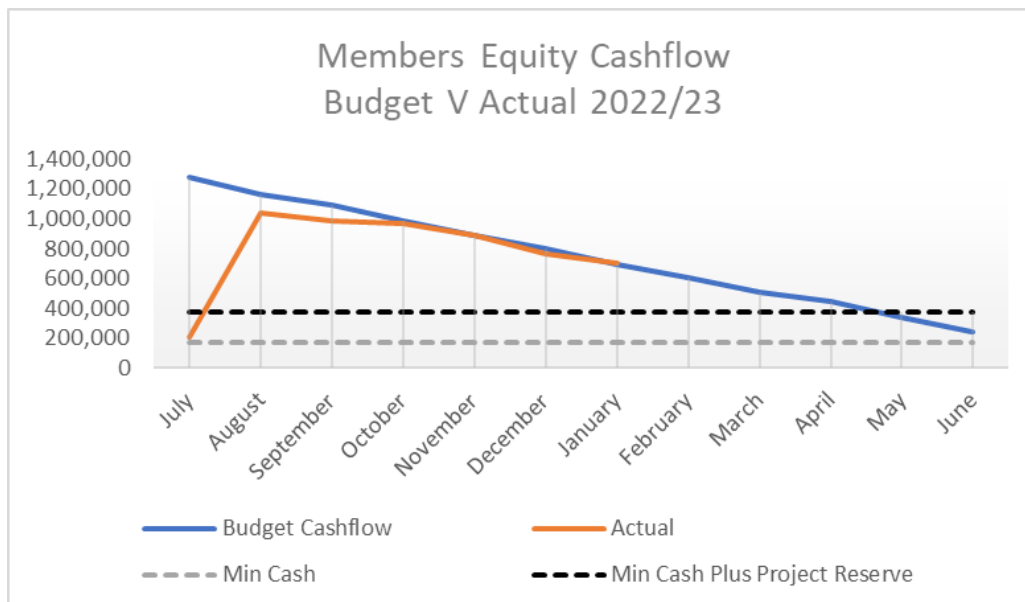
### Cashflow

Overall cashflow is tracking largely as expected as per the cashflow chart below.

The outputs in the attachments for this finance report are direct from MYOB.

The following reports are attached:

- 1) Balance Sheet 1/7/22 to 31/01/23
- 2) Profit and Loss - Actual and Budget 1/7/22 to 31/01/23
- 3) Profit and Loss – YTD Actual and Full-Year Budget
- 4) Jobs Report of Income and Expenses 1/7/22 to 31/01/23



A report on projects and programs YTD income and expenditure is included in attachment four.

### **KEY ISSUES**

This finance report is for the first five months of the financial year. Overall income and expenditure are tracking as expected.

Notwithstanding this, separating pass through expenditure from project and programs will improve the transparency of these items.

### **RECOMMENDATION**

The LCLGA Board:

1. Receive and note the report from the Executive Officer.

**Moved,**

**Seconded,**

## Balance sheet report

Accrual mode

31 Jan 2023

	<b>Total</b>
<b>1-0000 Assets</b>	
1-1000 Cheque Account	27,430.81
1-1500 Business Access Saver	0.01
1-1555 Term Deposit 2 - 0560	33,893.88
1-1570 LGFA Account	1,100,000.00
1-3000 Trade Debtors	127.33
<b>Total Assets</b>	<b>1,161,452.03</b>
<b>2-0000 Liabilities</b>	
2-0001 Trade Creditors	10,568.29
<b>2-1000 CREDIT CARDS</b>	
2-1009 SMLC - 4064	26.19
2-1012 Executive Officer - 4945	1,258.08
2-1013 Starclub/LCRSA - 9808	235.70
<b>Total CREDIT CARDS</b>	<b>1,519.97</b>
<b>2-2000 GST LIABILITIES</b>	
2-2100 GST Collected	371.77
2-2300 GST Paid	(4,593.97)
<b>Total GST LIABILITIES</b>	<b>(4,222.20)</b>
<b>2-3000 PAYROLL LIABILITIES</b>	
2-3100 PAYG Payable	6,398.31
2-3400 Leave Provisions	25,744.25
2-3401 Long Service Leave	34,971.45
<b>Total PAYROLL LIABILITIES</b>	<b>67,114.01</b>
<b>2-4000 PROJECT LIABILITIES</b>	
2-4015 LC Regional Sport Academy	150,000.00
2-4018 SA Coastal Councils Alliance	81,680.85
<b>Total PROJECT LIABILITIES</b>	<b>231,680.85</b>
<b>Total Liabilities</b>	<b>306,660.92</b>
<b>Net Assets</b>	<b>854,791.11</b>
<b>3-0000 Equity</b>	
3-8000 Retained Earnings	373,216.97
3-9000 Current Year Earnings	481,574.14
<b>Total Equity</b>	<b>854,791.11</b>

## Profit and loss report

Accrual mode

01 Jul 2022 - 31 Jan 2023

	Total			
	Actual	Budget	Variance \$	Variance %
<b>4-0000 INCOME</b>				
4-0001 City of Mount Gambier	236,678.00	229,886.00	6,792.00	3
4-0002 District Council of Grant	108,865.00	102,073.00	6,792.00	7
4-0003 Wattle Range Council	180,995.00	174,203.00	6,792.00	4
4-0004 Naracoorte Lucindale Council	124,312.00	117,520.00	6,792.00	6
4-0005 District Council of Robe	62,370.00	55,578.00	6,792.00	12
4-0006 District Council of Tatiara	99,635.00	99,635.00	0.00	0
4-0007 District Council of Kingston	59,957.00	53,165.00	6,792.00	13
4-0008 SA Tourism Commission	50,925.00	55,020.00	(4,095.00)	-7
4-0009 LGA SA	40,000.00	42,009.00	(2,009.00)	-5
4-0013 Interest	5,992.16	2,919.00	3,073.16	105
4-0014 Grants (Liabilities)	56,620.96	0.00	56,620.96	-
4-0015 Sundry Income	5,832.72	28,000.00	(22,167.28)	-79
4-0017 Participant Contribution	2,632.94	0.00	2,632.94	-
4-1107 SA Coastal Councils Alliance	53,820.00	0.00	53,820.00	-
4-1109 Grants	178,000.00	168,000.00	10,000.00	6
<b>Total INCOME</b>	<b>1,266,635.78</b>	<b>1,128,008.00</b>	<b>138,627.78</b>	<b>12.30%</b>
<b>Gross Profit</b>	<b>1,266,635.78</b>	<b>1,128,008.00</b>	<b>138,627.78</b>	<b>12</b>
<b>6-0000 EXPENSES</b>				
6-0001 Advertising & Marketing	357.50	700.00	(342.50)	-49
6-0003 Audit & Accountants Fees	15,763.00	16,569.00	(806.00)	-5
6-0004 Bank Fees	381.49	434.00	(52.51)	-12
6-0005 Computing & IT	11,763.25	11,900.00	(136.75)	-1
6-0006 Consultancy	245.00	3,500.00	(3,255.00)	-93
6-0007 Occupancy	12,753.89	17,500.00	(4,746.11)	-27
6-0009 Governance	0.00	10,500.00	(10,500.00)	-100
6-0010 Insurances	13,277.77	9,331.00	3,946.77	42
6-0012 Meeting Expenses	3,997.72	0.00	3,997.72	-
6-0013 Miscellaneous Expenses	2,635.60	3,500.00	(864.40)	-25
6-0014 Postage	0.00	280.00	(280.00)	-100
6-0015 Printing/Stationery	1,355.87	4,200.00	(2,844.13)	-68
6-0016 Projects	253,020.55	195,566.00	57,454.55	29
6-0017 Seminars	0.00	3,500.00	(3,500.00)	-100
6-0018 Subscriptions	2,527.76	1,120.00	1,407.76	126
6-0019 Telephones	3,423.38	4,200.00	(776.62)	-18
6-0021 Training	10,800.00	5,012.00	5,788.00	116
6-0022 Travel/Accommodation/Meals	5,642.10	7,000.00	(1,357.90)	-19



	<b>Total</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Variance \$</b>	<b>Variance %</b>
6-0023 Vehicles - Fuel	7,945.68	11,760.00	(3,814.32)	-32
6-0024 Vehicles - Leasing	21,096.81	23,716.00	(2,619.19)	-11
6-0026 Vehicles - Repairs/Maintenance	0.00	700.00	(700.00)	-100
6-0027 Programs & Policy	134,319.52	74,907.00	59,412.52	79
6-0030 Wages	251,134.07	300,972.00	(49,837.93)	-17
6-0031 Wages - Superannuation	24,367.68	30,695.00	(6,327.32)	-21
6-0032 Wages - Workcover	4,191.00	2,905.00	1,286.00	44
6-0033 Wages - FBT	3,633.17	0.00	3,633.17	-
6-0034 Wage - Accruals	428.83	0.00	428.83	-
<b>Total EXPENSES</b>	<b>785,061.64</b>	<b>740,467.00</b>	<b>44,594.64</b>	<b>6.00%</b>
<b>Operating Profit</b>	<b>481,574.14</b>	<b>387,541.00</b>	<b>94,033.14</b>	<b>24</b>
<b>Net Profit</b>	<b>481,574.14</b>	<b>387,541.00</b>	<b>94,033.14</b>	<b>24</b>

## Profit and loss report

Accrual mode

01 Jul 2022 - 30 Jun 2023

	<b>Total</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Variance \$</b>	<b>Variance %</b>
<b>4-0000 INCOME</b>				
4-0001 City of Mount Gambier	236,678.00	229,886.00	6,792.00	3
4-0002 District Council of Grant	108,865.00	102,073.00	6,792.00	7
4-0003 Wattle Range Council	180,995.00	174,203.00	6,792.00	4
4-0004 Naracoorte Lucindale Council	124,312.00	117,520.00	6,792.00	6
4-0005 District Council of Robe	62,370.00	55,578.00	6,792.00	12
4-0006 District Council of Tatiara	99,635.00	99,635.00	0.00	0
4-0007 District Council of Kingston	59,957.00	53,165.00	6,792.00	13
4-0008 SA Tourism Commission	50,925.00	94,320.00	(43,395.00)	-46
4-0009 LGA SA	40,000.00	42,009.00	(2,009.00)	-5
4-0013 Interest	8,850.19	5,004.00	3,846.19	77
4-0014 Grants (Liabilities)	56,620.96	0.00	56,620.96	-
4-0015 Sundry Income	5,832.72	48,000.00	(42,167.28)	-88
4-0017 Participant Contribution	25,814.66	0.00	25,814.66	-
4-1107 SA Coastal Councils Alliance	53,820.00	0.00	53,820.00	-
4-1109 Grants	178,000.00	168,000.00	10,000.00	6
<b>Total INCOME</b>	<b>1,292,675.53</b>	<b>1,189,393.00</b>	<b>103,282.53</b>	<b>8.70%</b>
<b>Gross Profit</b>	<b>1,292,675.53</b>	<b>1,189,393.00</b>	<b>103,282.53</b>	<b>9</b>
<b>6-0000 EXPENSES</b>				
6-0001 Advertising & Marketing	357.50	1,200.00	(842.50)	-70
6-0003 Audit & Accountants Fees	15,763.00	28,404.00	(12,641.00)	-44
6-0004 Bank Fees	382.99	744.00	(361.01)	-48
6-0005 Computing & IT	11,881.43	20,400.00	(8,518.57)	-42
6-0006 Consultancy	245.00	6,000.00	(5,755.00)	-96
6-0007 Occupancy	16,224.59	30,000.00	(13,775.41)	-46
6-0009 Governance	0.00	18,000.00	(18,000.00)	-100
6-0010 Insurances	13,277.77	15,996.00	(2,718.23)	-17
6-0012 Meeting Expenses	3,997.72	0.00	3,997.72	-
6-0013 Miscellaneous Expenses	2,635.60	6,000.00	(3,364.40)	-56
6-0014 Postage	0.00	480.00	(480.00)	-100
6-0015 Printing/Stationery	1,355.87	7,200.00	(5,844.13)	-81
6-0016 Projects	253,020.55	335,256.00	(82,235.45)	-24
6-0017 Seminars	0.00	6,000.00	(6,000.00)	-100
6-0018 Subscriptions	2,527.76	1,920.00	607.76	32
6-0019 Telephones	3,423.38	7,200.00	(3,776.62)	-52
6-0021 Training	10,800.00	8,592.00	2,208.00	26
6-0022 Travel/Accommodation/Meals	5,642.10	12,000.00	(6,357.90)	-53

	<b>Total</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Variance \$</b>	<b>Variance %</b>
6-0023 Vehicles - Fuel	7,945.68	20,160.00	(12,214.32)	-61
6-0024 Vehicles - Leasing	21,096.81	40,656.00	(19,559.19)	-48
6-0026 Vehicles - Repairs/Maintenance	0.00	1,200.00	(1,200.00)	-100
6-0027 Programs & Policy	134,319.52	128,412.00	5,907.52	5
6-0030 Wages	268,419.15	515,952.00	(247,532.85)	-48
6-0031 Wages - Superannuation	26,182.62	52,620.00	(26,437.38)	-50
6-0032 Wages - Workcover	4,191.00	4,980.00	(789.00)	-16
6-0033 Wages - FBT	3,633.17	0.00	3,633.17	-
6-0034 Wage - Accruals	428.83	0.00	428.83	-
<b>Total EXPENSES</b>	<b>807,752.04</b>	<b>1,269,372.00</b>	<b>(461,619.96)</b>	<b>-36.40%</b>
<b>Operating Profit</b>	<b>484,923.49</b>	<b>(79,979.00)</b>	<b>564,902.49</b>	<b>706</b>
<b>Net Profit</b>	<b>484,923.49</b>	<b>(79,979.00)</b>	<b>564,902.49</b>	<b>706</b>

ATTACHMENT FOUR – YTD PROJECT, PROGRAMS AND FY BUDGET

Project, Programs & Pass Through	Income YTD	Exp. YTD	Exp. FY Budget	Net (YTD)
Destination Development	\$317,437	\$211,251	\$373,029	\$161,778
Star Club and Sports Academy	\$231,318	\$157,187	\$224,690	\$67,503
Roads	\$63,600	\$2,420	\$25,000	\$60,329
Waste		\$0	\$80,000	
Economic Growth		\$0	\$5,000	
Website		\$851	\$10,000	
Red Meat Cluster		\$0	\$1,200	
Heritage	\$76,849	\$40,052	\$76,849	\$36,797
RDALC	\$96,255	\$51,313	\$96,255	\$44,942
SA Coastal Councils Alliance	\$47,767	\$47,767	\$0	\$0
SMLC	\$66,006	\$66,356	\$0	-\$350

## 7.1 SAROC REPRESENTATION

### BACKGROUND

The South Australian Regional Organisation of Councils (SAROC) is a part of the Local Government Association of SA (LGASA). It provides a channel to the LGASA to raise advocacy opportunities, undertake projects with a regional focus and support the functions of the LGASA in regions.

SA has been divided into Regional Groupings for the purpose of the function and operations of SAROC. The Regional Groupings are based on the regional LGA boundaries.

Representing the various regional groupings in SA, each region provides two representatives to SAROC. Appointments are for two years; the current term finishes in October 2024.

The Limestone Coast Regional Grouping has a vacancy following the Local Government Elections. President Lynette Martin OAM continues as our representative to SAROC.

Our region has decided that our President and Vice President will be our representatives (similar to other regions) on SAROC.

The recent SAROC election process to fill the casual vacancy closed ahead of our AGM, where we appoint our President and Vice President. Following discussions with the LGASA, we agreed not to make a nomination, thereby triggering a supplementary process which concludes after our AGM.

There are several items requiring SAROC attention at the moment. They are as follows:

- 1) The election and appointment timing could be better aligned with local government elections to avoid creating unnecessary and additional work.
- 2) Despite using the boundaries of the regional LGAs for regional groupings and requiring regional LGAs to report to SAROC, there is no recognition of the role regional LGAs play in representing regional groupings of LGASA members.

This has not been an issue in the past, but recently this has become an issue when submissions from Legatus were rejected as they were not considered to be from LGASA members.

This puts our process for raising matters with SAROC in doubt as we have previously made submissions to the LGASA in the following way:

- a. A member council considers a matter they wish to raise with SAROC in their chamber.
- b. The matter is presented to the LCLGA Board to seek regional support.
- c. Submissions are made to SAROC via the LCLGA

However, as pointed out by the LGASA, under their constitution, they can only receive items from members. This is technically correct but inconsistent with the alignment of regional groupings, the engagement of regional LGAs in SAROC and past practice.

No doubt it will be resolved, but in the meantime, I suggest our process should be along the lines of:

- a. Member councils raise a matter for consideration in their chamber.
- b. They can take the matter directly to SAROC or
- c. They seek regional support from the LCLGA for the item.
- d. Should the matter be supported, the LCLGA coordinates with our members on a regional submission to highlight our grouping's support, and the initiating Council raises the matter directly with SAROC.

The recognition or not of the regional LGAs makes little difference in practice as we will work around the issue.

From an LCLGA Charter perspective (as included in another paper in this agenda), it does potentially create a conflicting situation.

Our charter explicitly states that one of our purposes is to work in association with both the LGA and the Australian Local Government Association. However, the LGASA and SAROC rules don't recognise the role of regional LGAs.

I am confident it's not a big issue; it may just mean our engagement strategy and the nature of our relationship with the LGASA will need to alter slightly.

- 3) On the 1<sup>st</sup> of March 2023, SAROC is holding a strategic planning workshop for its members. We will trigger a process with our members to capture the priorities that we wish our regions representatives to highlight at that workshop.

## **KEY ISSUES**

SAROC is an essential channel for regional Councils to raise our region's priorities with the LGASA and ALGA for action.

The election of our representative to SAROC is aligned with the appointment of the LCLGA President and Vice-President.

Appointments to SAROC are for two years, the current appointment is until October 2024.

There is a disconnect between the timing of LGASA elections and local government elections.

Recently the LGASA pointed out that regional LGAs are not their members and do not recognise that we represent our members. This is contrary to recent past practices.

We will continue working with the LGASA and our members to ensure the Limestone Coast has effective representation at SAROC.

SAROC is undertaking a strategic planning day on the 1<sup>st</sup> of March 2023, and we will facilitate a process with our members and representatives to raise our region's priorities on that day.

## **RECOMMENDATION**

It is recommended that LC LGA Board:

1. Note the report from the Executive Officer.

**Moved,**

**Seconded,**

## 7.2 LCLGA COMMITTEES AND OUTSIDE ORGANISATIONS

### BACKGROUND

Following member feedback, we have reviewed our internal committees and nominations to external organisations, many of which have a historical context.

In undertaking this review, we have considered the following:

- 1) The need for the committee and its function.
- 2) Why we provide a representative to an external committee, does it align with our purpose, do we add value to it, and is this a duplication with our member councils already represented?

We also considered the role of elected members on LCLGA committees from a governance perspective. LCLGA Committees provide the LCLGA (board and officers) with a sounding board, advice, and focus on coordinating work. In most cases, the need for a committee is linked to functional requirements such as Roads or Tourism and may be short-lived or ongoing as needed.

As the Committee reports to the LCLGA Board, which is made up of Mayors from each council, who then report back to their chamber, having an elected member on a committee distorts the governance and purpose of the committee. If we have one elected member, then where do we draw the line, does that mean each Council should have an elected member on each Committee? This would make these committees very unwieldy.

The purpose of these committees is largely technical in nature. Therefore we are proposing that all advisory or operational committees of the LCLGA exclude Board members or elected members unless there is a compelling argument on a case-by-case basis that the Board agrees with.

The following changes to LCLGA Committees are proposed.

### INTERNAL COMMITTEES

Committee name	Discussion	Recommendation
Roads and Transport Management Group	An important advisory and operational group that makes recommendations to the LCLGA Board on the Regional Transport Plan.	Keep as an advisory and operational committee.
Regional Waste Management Steering Committee	An important advisory and operational group that makes recommendations to the LCLGA Board on waste-related matters.	Keep as an advisory and operational committee.
Tourism Management Group	An important operational and advisory group that makes recommendations to the LCLGA Board on the Regional Transport Plan.	Keep as an advisory and operational committee. This group will be an important reference group for our new staff working in Tourism.
Economic Development Group	To be appointed after the new strategy is developed.	Do not replace. Assess the need following the development of a new strategy.
Regional Sports and Advisory Group	No longer required due to the cancellation of StarClub. Depending on the trials we are negotiating with ORSR we may need a reference group with differing skill sets.	Do not replace, if a new group is needed, we will bring that back to the Board for a decision.
Audit and Risk	Required under the Act, a committee of the Board.	
Executive Officer Remuneration Committee	A board committee to consider the performance and remuneration of the Executive Officer, noting the Executive Officer contract expires on the 7 <sup>th</sup> of June 2024 with specific requirements on notice periods etc.	

## EXTERNAL COMMITTEES / ORGANISATIONS

Committee name	Discussion	Recommendation
South Australian Regional Organisation of Councils (2 years)	An essential committee for Limestone Coast representation to the LGASA and ALGA.	Appoint the President and Vice President to terms that closely align with the SAROC term.
South Australian Coastal Council Alliance (2 years)	An alliance of coastal councils to advocate and represent the interest of coastal councils.	The Limestone Coast Coastal Councils appoint two representatives to the SACCA Committee.
Green Triangle Freight Action Plan	An important committee of the SA and Vic governments that secures freight funding for green triangle priority projects.	Maintain current levels of representation.
Limestone Coast Zone Emergency Management Committee	Each council already attends the ZEMC, by nominating an LCLGA representative from our members, one Council will have duplicate representation, which is inefficient and also skews the representation. The CFS Regional Commander has confirmed that under their rules, a regional LGA representative is required.	Appoint the Executive Officer of the LCLGA to the ZEMC to reduce duplicate representation from Councils and to sustain an LCLGA presence.
Limestone Coast Zone Emergency Support Team	The LGFSG has this responsibility now, we will work with the LGFSG to identify local substitutes where required.	No appointment is needed.
Limestone Coast Bushfire Management Committee (BMC)	Each Council is already a member of this committee, similar to the ZEMC the Executive Officer can attend should there be a need for a whole of region response.	Appoint the Executive Officer of the LCLGA to the BMC to reduce duplicate representation from Councils and to sustain an LCLGA presence.
Southern Border Fire Coordination Association	A group that occasionally meets to consider cross-border coordination issues. Still an active group.	Continue to nominate a representative from a Council with a Victorian border.
Limestone Coast Community Services Roundtable	An inactive group.	No appointment is needed.
Group Training Employment	Their constitution allows for up to two local government representatives on their Board, and they have indicated they are happy with one. This is a historical arrangement that doesn't necessarily warrant continuation.	Nominate one representative, and they have indicated that the current representative makes a valued contribution to their Board.  Write to GTE Board to advise them that we will cease nominating a representative to their Board in the future and will work with them on the timing.
Ac.care	The Ac.care constitution specifies one representative from the LCLGSA to be appointed annually. However, we don't provide representation to other similar organisations in our region.	Nominate one representative.  Write to Ac.care to advise them that we will cease nominating a representative to their Board in the future and will work with them on the timing.



Therefore the following appointments will be sought from Councils to be confirmed at the next Board meeting. Noting that many Councils have already nominated their representatives for committee's.

### **Committees requiring nominations (should the above recommendations be adopted)**

#### **Internal Committees**

Nominations from members (operational committees)

- Roads and Transport Management Group
- Regional Waste Management Steering Committee
- Tourism Management Group

Direct Appointments from the Board

- Audit and Risk (two Board members and two officers plus an independent)
- Executive Officer Remuneration Committee (two Board members and one CEO)

#### **External Committees / Organisations**

- South Australian Coastal Council Alliance (2 years) – two representatives from Coastal Councils
- Green Triangle Freight Action Plan – the LCLGA Executive Officer plus two other representatives
- Southern Border Fire Coordination Association – one representative from a Council with a Victorian border
- Group Training Employment – one representative
- Ac.care – one representative

### **KEY ISSUES**

In reviewing the LCLGA's Committees it is clear that some are no longer required or represent a duplication in membership.

There are other external committees where the LCLGA nominate a representative based on their needs, not necessarily based on the LCLGA's and our member's needs.

### **RECOMMENDATION**

It is recommended that LC LGA Board:

1. Approves the changes to LCLGA committees and external appointments as detailed in the above report.
2. Engage with members on their nominations before presenting to the March 2023 Board meeting for approval.

**Moved,**

**Seconded,**

## 7.3 CONNECTED AND ACTIVE COMMUNITIES PROJECT

### BACKGROUND

For over eight years, the LCLGA has worked closely with the Office of Recreation, Sports and Racing (ORSR) in delivering the StarClub program in the Limestone Coast.

Councils have partly funded this program (\$53,946 in 2022/23). The StarClub Program is one of the consistently most valued programs the LCLGA delivers for our members.

The Limestone Coast has the greatest participation rate in StarClub in regional South Australia, and we have benefited from this in terms of the increased capability of local clubs (training and governance) and their success in securing regional grants.

In December 2022, the StarClub Program funding ceased, with a shift in focus towards a new program called Connected and Active Communities.

The ORSR have approached the LCLGA to develop a program with them to trial approaches to increase sports and recreation participation, using sports and recreation to improve mental health (including mental health in clubs), improving access and use of recreational facilities, supporting the development of sports leaders and improving volunteerism and micro-volunteering.

In addition to trialling some new projects, some of the valuable aspects of StarClub can continue to be supported (governance, funding and volunteer support) during this trial as they relate to some of the outcomes being sought.

Whilst we are still working with ORSR to scope these programs, they are looking for us to continue the current level of council support. In return for our investment of \$162K (real) over the next three years, we would receive funding of \$384,400 over the same period.

There are also opportunities to gain economies of scale and efficiencies with the \$300,000 of support we have received to develop the sports academy.

In total, for a \$162K real investment from Councils (the current investment in StarClub) over the next three years, we will be able to access a total of \$684K to support the Sports Academy and Regional Sports and Recreational programs.

Based on our capability and track record, the ORSR are developing these trials with just two regions.

### KEY ISSUES

- The StarClub and associated funding has now ceased.
- The ORSR would like to work with the LCLGA to trial approaches for a Connected and Active Communities Project across the Limestone Coast over three years.
- If the LCLGA sustains (via its members) the Starclub funding, then the ORSR will invest \$384,400 in our region through the LCLGA to create trials.
- This is in addition to the Sports Academy funding.
- There are opportunities to create efficiencies across the Sports Academy and Connected and Active Communities project and to leverage part of the StarClub program where overlaps exist.
- We are one of two regions the ORSR has identified to work with in developing and trialling a Connected and Active Communities Project.

## **RECOMMENDATION**

It is recommended that LC LGA Board:

1. Authorise the Executive Officer to negotiate with the ORSR to develop a Connected and Active Communities Project in the Limestone Coast, leveraging the annual funding Councils currently provide to the StarClub program over the next three years.

**Moved,**

**Seconded,**

## 7.4 STRATEGIC PLAN RESET AND BUSINESS PLAN

### BACKGROUND

When there is a significant change in the internal and/or external environment, then the relevance and appropriateness of the strategic plan should be reviewed.

Over the last three years, there have been major disruptions to the LCLGA operating environment. In addition, with a new Board, it is time to reset the LCLGA strategy to ensure we sustain our focus on the agreed priorities for our members.

On March 2<sup>nd</sup> and 3<sup>rd</sup>, we are planning to run a strategic planning workshop along the following lines:

1. Informal dinner on the night of the 2<sup>nd</sup> of March
2. Workshop on the 3<sup>rd</sup> of March with a facilitator to explore the following ideas:
  - a. Our Why (purpose)
  - b. Confirm our operating environment and current situation.
  - c. Understand what this Board wants to achieve over the next four years via the LCLGA
  - d. Agree on priorities, including our advocacy agenda and how we assign scarce resources
  - e. Test our planning assumptions and financial viability pathways

From this workshop, we should have sufficient information to conclude a new Strategic Plan and Business Plan for the LCLGA.

In the December LCLGA Board papers, a report was provided that summarises the activities of the LCLGA and includes links to the 2023 Business Plan and Strategic Plan.

These will be circulated again for reference at the workshop.

Some critical questions to ask leading into the workshop are:

1. What is the purpose of the LCLGA, and how do we provide value to you and your Council?
2. What areas do you want the LCLGA to focus on during the next four years, do you want the LCLGA to be broad or focused in its approach?
3. What is the most important thing we should do, and what is the least important?
4. How do we allocate resources and make decisions on trade-offs?
5. At the end of this term what do I want the LCLGA to be known for?
6. What advocacy priorities are missing from our agenda?

Many Councils are developing their budgets, and the timing, as shared in December and attached again to this report, maybe a little tight for many Councils with their modelling.

In the absence of other information, Councils can use the subscriptions included in the financial viability plan as adopted by the Board in 2021.

MEMBER CONTRIBUTIONS	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
City of Mount Gambier	\$180,168	\$219,226	\$229,886	\$241,160	\$249,280	\$257,709
District Council of Grant	\$78,159	\$96,986	\$102,073	\$107,458	\$111,309	\$115,309
Wattle Range Council	\$134,499	\$165,757	\$174,203	\$183,141	\$189,549	\$196,204
Naracoorte Lucindale Council	\$90,065	\$111,748	\$117,520	\$123,630	\$128,004	\$132,548
District Council of Robe	\$43,469	\$53,157	\$55,578	\$58,135	\$59,990	\$61,914
District Council of Tatiara	\$75,875	\$94,668	\$99,635	\$104,893	\$108,651	\$112,556
District Council of Kingston	\$40,435	\$50,560	\$53,165	\$55,921	\$57,895	\$59,945
<b>Total</b>	<b>\$642,670</b>	<b>\$792,102</b>	<b>\$832,059</b>	<b>\$874,338</b>	<b>\$904,678</b>	<b>\$936,186</b>

While these subscriptions were presented as real in 2022/23 we applied them as nominal, which means we sought to absorb CPI. Our ability to continue to do this will become increasingly challenged, but with some delayed costs with staff appointments this year, we expect to start the 2023/24 financial year in a slightly stronger financial position than previously forecast. This means we may be able to absorb some CPI again in the next period, the risk is that we may flatten our recovery curve.

There is an underlying assumption in this approach which is the Board, though the planning process will not seek to radically increase our cost base. If this assumption is incorrect, then we will need to advise our members of the implications of the proposed changes.

Please note that when the subscriptions for Tourism, RDALC, SACCA and Heritage Services are excluded the increase in subscriptions are as follows:

INCREASES IN MEMBERS SUBSCRIPTIONS EXCLUDING TOURISM, RDALC, SACCA AND HERITAGE						
MEMBER CONTRIBUTIONS	2021/22	2022/23	2023/24	2024/25	2025/26	Total
City of Mount Gambier	\$6,131	\$6,499	\$6,888	\$4,868	\$5,063	\$29,448
District Council of Grant	\$2,985	\$3,164	\$3,353	\$2,370	\$2,465	\$14,336
Wattle Range Council	\$4,913	\$5,208	\$5,521	\$3,901	\$4,057	\$23,601
Naracoorte Ludindale Council	\$3,356	\$3,558	\$3,771	\$2,665	\$2,772	\$16,122
District Council of Robe	\$1,324	\$1,403	\$1,487	\$1,051	\$1,093	\$6,358
District Council of Tatiara	\$2,894	\$3,068	\$3,252	\$2,298	\$2,390	\$13,903
District Council of Kingston	\$1,497	\$1,587	\$1,682	\$1,189	\$1,236	\$7,190
<b>Total</b>	<b>\$23,100</b>	<b>\$24,486</b>	<b>\$25,955</b>	<b>\$18,342</b>	<b>\$19,075</b>	<b>\$110,959</b>

The financial viability plan was adopted after the annual revenue base for the LCLGA was reduced by around 35% between 2015 and 2021 due to no real increases and the loss of rubble royalty refunds.

The average increase in the financial viability plan for 2023/24 is 4.8%. This is a real reduction of subscriptions of 3.6% from the current revenue base (Dec'21 to Dec'22 All Cities CPI).

Leading into the workshop, we will be compiling our assumptions for verification.

## KEY ISSUES

With changes in the external environment and a new Board, it is time to recast the Strategic Plan.

A workshop is planned for the 2<sup>nd</sup> and 3<sup>rd</sup> of March.

To assist Councils in their planning, the financial viability pathway is presented as approved in 2021, noting this was to recover the financial viability of the LCLGA after a 35% reduction in annual revenue between 2015 and 2021.

There is an assumption that there will be no significant increase in the LCLGA cost base following the Board strategic planning workshop. If there is, then the impacts will be immediately communicated to members.

By not including CPI in the adjustment, the recovery of the LCLGA is flattened. However, there are some significant opportunities for new funding which will help decrease this risk.

## RECOMMENDATION

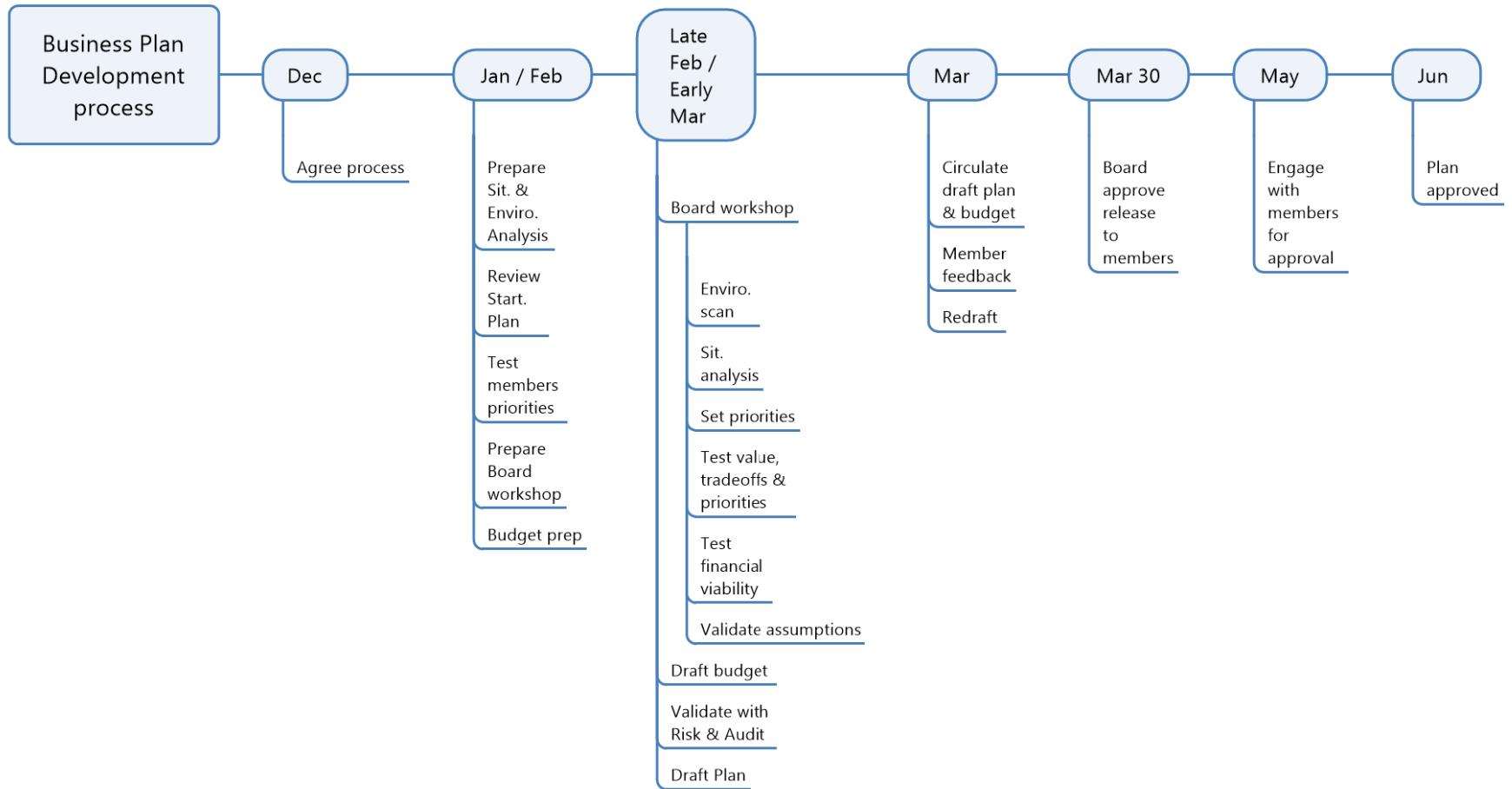
It is recommended that LC LGA Board:

1. Note the planning and process to test and develop a new strategic and business plan.

**Moved,**

**Seconded,**

## ATTACHMENT ONE – Strategy & Business Planning Process



## 7.5 LCLGA CHARTER REVIEW

### BACKGROUND

Over the last twelve months, our members have been invited to provide feedback on the LCLGA Charter.

The Charter establishes the rules of the LCLGA and is provided to the Minister and gazetted,

Based on the feedback received, the following amendments were included in this revision:

- Include a provision for the payment of an honorarium to the President
- Change the date for the submission of a draft business plan to the 30<sup>th</sup> of April
- Clarifying the membership of advisory committees
- Flexible appointment periods for the President and Vice President to align with SAROC
- Include provisions for an audit committee
- Enable the LCLGA to undertake activities outside of our region when approved by our members
- Simplification and removal of duplication
- Updating to ensure the provisions and linkages to the Act are included

Once approved by the Board for release, the revised charter will be sent to members, where we will seek their approval for its adoption.

There must be unanimous support for the proposed charter from our Constituent Councils to be adopted.

Attached is the revised charter and a marked-up copy with comments for comparison.

### KEY ISSUES

- The charter has been circulated to members for comment and feedback over the last 12 months.
- Normans were engaged to amend the charter based on the sought-after improvements.
- The charter should be reviewed every four years, and the LCLGA Charter is overdue for review.
- Once approved by the Board for release, the new charter will be sent to our Constituent Councils seeking their approval.
- The approval must be unanimous for the new charter to be adopted.

### RECOMMENDATION

It is recommended that LC LGA Board:

1. Approve the release of the proposed charter to the LCLGA's Constituent Councils for review and approval.

**Moved,**

**Seconded,**

Limestone Coast Local Government Association  
**CHARTER**



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## 1. INTRODUCTION

### 1.1 Name

The name of the subsidiary is the Limestone Coast Local Government Association (referred to as "LCLGA" in this Charter).

### 1.2 Definitions

- 1.2.1 "Absolute majority" of the Constituent Councils means a majority of the whole number of the Constituent Councils;
- 1.2.2 "Act" means the Local Government Act 1999 and all relevant regulations and statutory instruments made there under, as amended from time to time;
- 1.2.3 "Affiliate" means a council constituted under the Act and any other authority of a local government nature constituted or established under South Australian or Commonwealth legislation which is not a Constituent Council but which is affiliated to the South East Zone Regional Association under the Local Government Association's Constitution;
- 1.2.4 "Board" means the Board of Management of LCLGA;
- 1.2.5 "Board Member" means at any time a member of the Board, and where the context so admits, includes a Deputy Board Member;
- 1.2.6 "Budget" means a budget that conforms to Clause 25 of Schedule 2 to the Act and last adopted by the LCLGA;
- 1.2.7 "Business Plan" means a business plan that conforms to Clause 24 of Schedule 2 to the Act and last adopted by the LCLGA;
- 1.2.8 "Constituent Council" means those councils named in Clause 1.4;
- 1.2.9 "Council" means a council as constituted under the Act;
- 1.2.10 "Deputy Board Member" means at any time a person appointed and holding office as a Deputy to a Board Member;
- 1.2.11 "Elected Member" means a Mayor, Chairman or Member of a Council who has been elected or appointed pursuant to the Local Government (Elections) Act 1999 and the Act;
- 1.2.12 "Financial year" means a year beginning on 1 July in each year and ending on 30 June of the following year;
- 1.2.13 "LGA" means the Local Government Association of South Australia;
- 1.2.14 "Project fee" means a charge imposed by LCLGA on the Constituent Councils in accordance with Clause 5.2;
- 1.2.15 "Meeting" includes an ordinary and a special meeting of the Board;
- 1.2.16 "Minister" means the Minister for the time being responsible for the administration of the Act;

1.2.17 “Subscription” means those monies the Constituent Councils are liable to contribute to LCLGA in accordance with Clause 6.2.

### 1.3 Interpretation

In this charter unless the context otherwise requires:

- 1.3.1 headings do not affect interpretation;
- 1.3.2 singular includes plural and plural includes singular;
- 1.3.3 words of one gender include any gender;
- 1.3.4 a reference to a person includes a partnership, corporation, association, government body and any other entity;
- 1.3.5 a reference to legislation includes any amendment to it, any legislation substituted for it, and any subordinate legislation made under it;
- 1.3.6 an unenforceable provision or part of a provision of this Charter may be severed, and the remainder of this Charter continues in force, unless this would materially change the intended effect of this Charter;
- 1.3.7 the meaning of general words is not limited by specific examples introduced by ‘including’, ‘for example’ or similar expressions;
- 1.3.8 any reference to a section(s) is a reference to a section of the Act and includes any section that substantially replaces that section and deals with the same subject matter.
- 1.3.9 a reference to a ‘Clause’ means a clause of this Charter.

### 1.4 Establishment

LCLGA is a regional subsidiary established pursuant to Section 43 of the Act by the:

- 1.4.1 City of Mount Gambier;
- 1.4.2 District Council of Grant;
- 1.4.3 Kingston District Council;
- 1.4.4 Naracoorte Lucindale Council;
- 1.4.5 District Council of Robe;
- 1.4.6 Tatiara District Council;
- 1.4.7 Wattle Range Council.

### 1.5 Local Government Act 1999

This Charter must be read in conjunction with the Act. LCLGA shall conduct its affairs in accordance with the Act except as modified by this Charter as permitted by the Act.

## 1.6 **Objects and Purpose of LCLGA**

LCLGA is established to:

- 1.6.1 work in association with both the LGA and the Australian Local Government Association;
- 1.6.2 undertake co-ordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level;
- 1.6.3 facilitate and co-ordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefit of the communities of its Constituent Councils;
- 1.6.4 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;
- 1.6.5 develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
- 1.6.6 develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
- 1.6.7 undertake projects and activities that benefit its region and its communities;
- 1.6.8 associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
- 1.6.9 implement programs that seek to deliver local government services on a regional basis; and
- 1.6.10 to effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

## 2. **POWERS AND FUNCTIONS OF LCLGA**

The powers, functions and duties of LCLGA are to be exercised in the performance and furtherance of LCLGA's objects and purposes.

### 2.1 **Powers and Functions**

In addition to those specified in the Act, the powers and functions of LCLGA are:

- 2.1.1 subject to clause 2.5, subscribing to, becoming a member of or co-operating or contracting with any other association or organisation whether within or outside the area of the Constituent Councils whose purposes are wholly or in part similar or complimentary to the objects and purposes to LCLGA, and on such terms as LCLGA deems appropriate;

- 2.1.2 subject to clause 2.5, entering into contracts or arrangements with any Government agency or authority which are incidental or conducive to the attainment of the objects and exercise of the powers of LCLGA;
- 2.1.3 subject to clause 2.5, appointing, employing, remunerating, removing or suspending officers, managers, employees and agents of LCLGA;
- 2.1.4 raising revenue through Subscriptions, Project Fees and any other means not inconsistent with the objects and purposes of LCLGA from Constituent Councils (and Affiliates), by arrangements with sponsor organisations and by arrangement or contract with any other organisation or person;
- 2.1.5 printing and publishing any newspapers, periodicals, books, leaflets, electronic communications and other like writing;
- 2.1.6 establishing committees for such purposes as it considers appropriate which may include to steer projects or to pursue geographic or functional interests of LCLGA, the Constituent Councils or specific groups of the Constituent Councils, determining the terms of reference for a committee and appointing any member, officer or employee of a Constituent Council to be a member of a committee; ;
- 2.1.7 subject to clause 2.7, acquiring, holding, dealing with and disposing of any real or personal property;
- 2.1.8 opening and operating bank accounts;
- 2.1.9 accumulating surplus funds for investment purposes;
- 2.1.10 investing any of the funds of LCLGA, provided that:
  - (a) in exercising this power of investment LCLGA must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
  - (b) LCLGA must avoid investments that are speculative or hazardous in nature
- 2.1.11 subject to clause 2.5, borrowing money;
- 2.1.12 giving security for the discharge of the liabilities of LCLGA; and
- 2.1.13 doing all other things that are necessary or incidental or conducive to the attainment of the objects and purposes, the furtherance of the interests and the exercise, performance or discharge of the powers, functions or duties of LCLGA.

## 2.2 Duties and Acting Outside Areas of Constituent Councils

- 2.2.1 LCLGA has the following duties:
  - (a) to exercise the functions and powers of LCLGA only in the performance and furtherance of LCLGA's objects and purposes;
  - (b) to comply with this Charter, the Act, all other applicable laws and any lawful direction of the Constituent Councils.

2.2.2 LCLGA may undertake its activities outside the areas of the Constituent Councils in accordance with the Act but only where such activities have been approved by the Constituent Councils as being necessary or expedient to the performance by LCLGA of its functions.

### 2.3 **Other Powers, Functions and Duties**

LCLGA may exercise such other functions and powers as may be delegated to the LCLGA or authorised by the Constituent Councils from time to time.

### 2.4 **Property**

2.4.1 All property held by LCLGA is held by it on behalf of the Constituent Councils;

2.4.2 No person may sell, encumber or otherwise deal with any property of LCLGA without the approval of the Board by way of resolution at a Board meeting.

### 2.5 **Borrowings and Expenditure**

2.5.1 LCLGA has the power to incur expenditure as follows:

- (a) as set out in a budget adopted by LCLGA in accordance with the Act; or
- (b) in respect of expenditure not contained in a budget adopted by LCLGA for a purpose of genuine emergency or hardship.

2.5.2 LCLGA has the power to borrow money subject to the following:

- (a) LCLGA must prior to taking out any borrowings submit a proposal in writing to the Constituent Councils outlining the amount of money proposed to be borrowed, the terms and conditions of the borrowings and the purpose to which the money will be put;
- (b) LCLGA may only borrow money if an absolute majority of the Constituent Councils grant approval to the borrowing which approval may be granted on such terms and conditions as determined by the absolute majority of the Constituent Councils granting the approval.

### 2.6 **Delegation by LCLGA**

LCLGA may subject to this Charter and in accordance with the Act by resolution delegate any of its power or, functions under the Act or this Charter but may not delegate:

- 2.6.1 the power to impose charges including the power to impose a Project Fee or Subscriptions;
- 2.6.2 the power to borrow money or obtain any other form of financial accommodation;
- 2.6.3 the power to approve expenditure of money on the works, services or operations of LCLGA not set out or included in a budget approved by

LCLGA or where required by this Charter approved by the Constituent Councils;

2.6.4 the power to approve the reimbursement of expenses or payment of allowances to members of the Board;

2.6.5 the power to adopt financial estimates and reports.

A delegation is revocable at will and does not prevent LCLGA from acting in a matter.

## 2.7 **National Competition Policy**

LCLGA must undertake any commercial activities, which constitute a significant business activity of LCLGA, in accordance with the principles of competitive neutrality.

## 3. **BOARD OF MANAGEMENT**

### 3.1 **Structure**

3.1.1 LCLGA is a body corporate and is governed by the Act and this Charter.

3.1.2 The Board is LCLGA's governing body and has the responsibility to manage the business and other affairs of LCLGA ensuring that LCLGA acts in accordance with this Charter and all relevant legislation.

3.1.3 All meetings of the Board shall be meetings of LCLGA.

### 3.2 **Membership of the Board**

3.2.1 The Board shall consist of Members appointed pursuant to this Charter.

3.2.2 Each Constituent Council will be entitled to appoint one elected member to be a Board Member and may at any time revoke this appointment and appoint another elected member to be a Board Member.

3.2.3 Subject to this Charter a Board Member shall be appointed for a term specified in their instrument of appointment or until the conclusion of the next periodic Local Government Election following their appointment, whichever term is lesser, at which time they will be eligible for re-appointment by the Constituent Council.

3.2.4 Each Constituent Council may appoint two elected members of the Constituent Council to be Deputy Board Members for such terms as determined by the Constituent Council, either of whom may act in place of that Constituent Council's Board Member at the request of the Board Member or the Board if the Board Member will be unable to be present at a meeting of the Board. The Constituent Council may revoke the appointment of a Deputy Board Member and appoint another elected member as a Deputy Board Member at any time.

3.2.5 In the absence of a Board Member, the Deputy Board Member acting for the absent Board Member has all of the rights and responsibilities of the Board Member.

- 3.2.6 Each Constituent Council must give notice in writing to LCLGA of the elected members it has appointed as a Board Member and Deputy Board Members and of any revocation of any of those appointments.
- 3.2.7 In the event that a Board Member or both Deputy Board Members are unable to attend a meeting of the Board, any other elected member of the Constituent Council present at the meeting may, upon application, be accepted by the meeting as the proxy for the absent Board Member and Deputy Board Members for the period of the absence of the Board Member and Deputy Board Members.
- 3.2.8 A Constituent Council may invite any of its elected members or employees to attend meetings of the Board and those so invited may be heard but only a Board Member may exercise a vote.
- 3.2.9 The provisions regarding terminating the appointment of a Board Member as prescribed in the Act apply to all Board Members. In addition to those provisions, the appointment of a Board Member shall terminate:
- (a) upon the Council who appointed him/her ceasing to be a Constituent Council; or
  - (b) if the Board Member ceases to be an elected member of the Constituent Council which appointed him/her;
  - (c) upon the happening of any other event through which the Board Member would become ineligible to remain as a Board Member.
- (See Clause 20, Part 2, Schedule 2 of the Act for the grounds that give rise to a vacancy)*
- 3.2.10 The Board may by a two thirds majority vote of the Board Members present (excluding the Board Member subject to this Clause 3.2.10) make a recommendation to the relevant Constituent Council requesting that the Constituent Council terminate the appointment of a Board Member in the event of:
- (a) any behaviour of the Board Member which in the opinion of the Board amounts to impropriety;
  - (b) serious neglect of duty in attending to the responsibilities of a Board Member;
  - (c) breach of fiduciary duty to LCLGA or the Constituent Council(s);
  - (d) breach of the duty of confidentiality to LCLGA or the Constituent Council(s);
  - (e) breach of the conflict of interest provisions of the Act; or
  - (f) any other behaviour that may, in the opinion of the Board, discredit LCLGA or the Constituent Councils.
- 3.2.11 If any vacancy occurs in the membership of the Board it must be filled in the same manner as the original appointment. The person



appointed to fill the vacancy will be appointed for the balance of the term of the original appointment or such longer term as the Constituent Council appointing the person may determine and at the expiry of that term shall be eligible for re-appointment.

### **3.3 Functions of the Board**

In addition to the functions of the Board set out in the Act, the Board has the following functions:

- 3.3.1 ensuring that LCLGA achieves the objectives the purposes set out in this Charter;
- 3.3.2 formulating strategic plans aimed at improving the activities of LCLGA;
- 3.3.3 providing input and policy direction to LCLGA;
- 3.3.4 monitoring, overseeing and evaluating the performance of the Executive Officer of LCLGA;
- 3.3.5 ensuring that ethical behaviour and integrity is maintained by LCLGA and its Board Members in all activities undertaken by LCLGA;
- 3.3.6 ensuring that the activities of LCLGA are undertaken in an open and transparent manner, save as otherwise permitted by this;
- 3.3.7 assisting in the development of Annual Business Plans;
- 3.3.8 exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.

### **3.4 Propriety of Members of the Board**

- 3.4.1 The provisions regarding conflict of interest prescribed in the Act apply to all Board Members in the same manner as if they were elected members of a council.
- 3.4.2 Board Members are not required to comply with Chapter 5, Part 4, Division 2 (Register of Interests) of the Act.
- 3.4.3 Board Members must at all times act in accordance with their duties as set out in the Act.

### **3.5 President and Vice President of the Board**

- 3.5.1 The Board will elect from the Board members a President and Vice President at the Annual General Meeting of the Board.
- 3.5.2 Where there is more than one nomination for the position of President or Vice President, the election shall be decided by ballot.
- 3.5.3 The President and Vice President shall hold office from the Annual General Meeting and for such term as determined by the Board except that the President and Vice President shall immediately cease to hold office as President or Vice President if he or she:
  - (a) resigns from the office of President or Vice President;

(b) is removed from office as President or Vice President by the Board; or

(c) is no longer a Board Member.

3.5.4 The President is entitled to the payment of an honorarium as determined by the Board.

3.5.5 In the event that:

(a) the President ceases to hold office as the President for any reason whatsoever, the Vice-President will be appointed to the role of President and the Board Members may elect from the other Board Members a Board Member to hold the office of Vice-President until the next Annual General Meeting;

(b) the Vice-President ceases to hold office as the Vice President for any reason whatsoever, the Board Members may elect from the other Board Members a Board Member to hold the office of Vice- President until the next Annual General Meeting;

(c) both the President and Vice-President cease to hold office as President and Vice President at the same time for any reason whatsoever, the Board Members may elect from the other Board Members, two Board Members to hold the offices of President and Vice President until the next Annual General Meeting.

### **3.6 Powers of the President and Vice President**

3.6.1 The President shall preside at all meetings of the Board.

3.6.2 In the event of the President being absent from a meeting of the Board, the Vice President will preside during the President's absence.

3.6.3 In the event of the President and Vice President being absent from a meeting, the Board shall appoint a Board Member from those present, who shall preside for the duration of the absence of the at the President or Vice President.

3.6.4 The President and the Vice President individually or collectively shall have such other powers as may be decided by the Board.

### **3.7 Meetings of the Board**

3.7.1 The Board may determine procedures, in addition to but not inconsistent with those specified in this Charter, to apply at or in relation to its meetings.

3.7.2 Ordinary meetings of the Board must take place at such times and places as may be fixed by the Board or the Executive Officer of LCLGA from time to time, and in any event not less than two (2) times per financial year. Notice of any change to the time and or place of an ordinary meeting of the Board must be provided by the Executive Officer to each Board Member and Chief Executive Officer of the Constituent Councils at least four (4) weeks prior to the holding of the ordinary meeting as far as reasonably practicable.

- 3.7.3 An ordinary meeting of the Board will constitute an ordinary meeting of LCLGA. The Board shall administer the business of the ordinary meeting.
- 3.7.4 For the purposes of this sub-clause, the contemporary linking together by telephone, audio-visual or other instantaneous means (“telecommunications meeting”) of the Board Members, provided that at least a quorum is present, is deemed to constitute a meeting of the Board.
- 3.7.5 Each of the Board Members taking part in the telecommunications meeting, must at all times during the telecommunications meeting be able to hear and be heard by each of the other Board Members present.
- 3.7.6 At the commencement of a telecommunications meeting, each Board Member must announce his/her presence to all other Board Members taking part in the meeting. A Board Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has previously notified the President of the meeting.
- 3.7.7 The time and place of ordinary meetings of the Board (including the Annual General Meeting) fixed by the Board in accordance with clause 3.7.2 will be confirmed at each ordinary meeting of the Board.
- 3.7.8 Notice of a meeting of the Board for the purpose of making a recommendation to the Constituent Councils to wind up LCLGA will be sent to Board Members and the Chief Executive Officers of the Constituent Councils at least eight (8) weeks before the date of the meeting.
- 3.7.9 Any three (3) Constituent Councils may by delivering a written request to the Executive Officer of LCLGA require a special meeting of the Board to be held. On receipt of the request, the Executive Officer shall send a notice of the special meeting to all Board Members and Chief Executive Officers of the Constituent Councils at least three (3) days prior to the date of the special meeting in the manner provided for in this Charter. Such notice shall specify the date, time and place of the special meeting and be signed by the Executive Officer, and contain, or be accompanied by, the agenda for the meeting.
- 3.7.10 The request by any Constituent Council to the Executive Officer of LCLGA requiring a special meeting to be held must be accompanied by the proposed agenda for the meeting and any written reports intended to be considered at the meeting (and if the proposed agenda is not provided the request is of no effect).
- 3.7.11 The President may convene a special meeting of the Board at the President’s discretion without complying with the notice requirements prescribed in this Charter provided always that there is a minimum one (1) hour notice given to Board Members.
- 3.7.12 The President shall convene other meetings of the Board as the Board may direct.

### 3.7.13 Quorum

- (a) The prescribed number of Board Members will constitute a quorum at a meeting and no business will be transacted at a meeting unless a quorum is present.
- (b) The prescribed number of Board Members means a number ascertained by dividing the total number of Board Members for the time being in office, by two (2) ignoring any fraction resulting from the division and adding one (1).

### 3.7.14 Voting

- (a) Each Board Member present at the meeting including the President, shall hold a voting card and be entitled to make a deliberative vote on behalf of that Constituent Council.
- (b) In the event of an equality of votes, the President does not have a second or casting vote.
- (c) Questions arising for decision at ordinary meetings of the Board will be decided by an absolute majority of votes on the basis of one (1) vote per Board Member present at the meeting, providing the number of "for" votes is not less than the absolute majority of Constituent Councils.
- (d) A recommendation to Constituent Council's to wind up LCLGA requires the votes of the Board Members of an absolute majority of the Constituent Councils.
- (e) Subject to the Act, each Board Member validly present at a meeting and entitled to vote in accordance with this Charter must vote on a question arising for decision at the meeting. Failure by any Board Member to vote other than where permitted or required by the Act not to vote will be deemed to be a negative vote in relation to the question for decision.

3.7.15 A majority of the Board Members present at a meeting of the Board may adjourn the meeting from time to time and from place to place.

3.7.16 Subject to the provisions of this Charter, meetings of the Board must be conducted in a place open to the public and Chapter 6 Part 3 of the Act extends to LCLGA as if LCLGA were a council and the Board Members were members of the Council.

3.7.17 The Executive Officer must cause minutes to be kept of the proceedings at every meeting of the Board and present the minutes at the next meeting of the Board for confirmation and adoption.

3.7.18 Where the Executive Officer is excluded from attendance at a meeting of the Board pursuant to this Charter, the person presiding at the meeting shall cause the minutes to be kept.

3.7.19 Subject to this Charter a person is entitled to inspect, without payment of a fee:

- (a) minutes of a Board Meeting;

- (b) reports to the Board received at a meeting of the Board;
- (c) recommendations presented to the Board in writing and adopted by resolution of the Board.

3.7.20 Subject to the Act and this Charter and to any direction of the Constituent Councils the Board may determine its own procedures for meetings which must be fair and contribute to free and open decision making.

### 3.8 **Annual General Meeting**

The Annual General Meeting will:

- 3.8.1 be held on a day determined by the Board save that it must be held before 30 April in each calendar year unless extraordinary administrative difficulty;
- 3.8.2 receive LCLGA's Annual Report which may incorporate reports from committees and any representatives reports from other organisations;
- 3.8.3 receive the audited financial statement for the preceding financial year;
- 3.8.4 acknowledge the appointment of Board Members;
- 3.8.5 elect the:
  - (a) President; and
  - (b) Vice President;
- 3.8.6 determine the amount of the honorarium to be paid to the President; and
- 3.8.7 consider any other business requiring consideration by the Board Members in general meeting.

## 4. **EXECUTIVE OFFICER**

- 4.1 The Board shall appoint an Executive Officer of LCLGA to manage the business of LCLGA on terms agreed between the Executive Officer and the Board.
- 4.2 The Executive Officer is responsible to LCLGA for the implementation of decisions made by LCLGA and for the efficient and effective management of the affairs of LCLGA.
- 4.3 The Executive Officer shall cause records to be kept of all activities and financial affairs of LCLGA in accordance with this Charter, in addition to other duties provided for by this Charter and those specified in the terms and conditions of appointment.
- 4.4 The Board shall delegate responsibility for the day-to-day management of LCLGA to the Executive Officer, who will ensure that sound business and human resource management practices are applied in the efficient and effective management of the operations of LCLGA.

- 4.5 The functions of the Executive Officer shall be specified in the terms and conditions of appointment and shall include but are not limited to:
- 4.5.1 attending at all meetings of the Board unless excluded by resolution of the Board;
  - 4.5.2 ensuring that the decisions of the Board are implemented in a timely and efficient manner;
  - 4.5.3 providing information to assist the Board to assess LCLGA's performance against its Strategic Management and Business Plans;
  - 4.5.4 appointing, managing, suspending and dismissing employees of LCLGA;
  - 4.5.5 determining the conditions of employment of employees of LCLGA, within budgetary constraints set by the Board;
  - 4.5.6 providing advice and reports to the Board on the exercise and performance of its powers and functions under this Charter or any Act;
  - 4.5.7 ensuring that LCLGA is at all times complying with the relevant legislation;
  - 4.5.8 co-ordinating and initiating proposals for consideration of the Board including but not limited to continuing improvement of the operations of LCLGA;
  - 4.5.9 ensuring that the assets and resources of LCLGA are properly managed and maintained;
  - 4.5.10 ensuring that records required under the Act or any other legislation are properly kept and maintained;
  - 4.5.11 ensuring that LCLGA's Annual Report is distributed to the Constituent Councils in time to be incorporated in their Annual Reports;
  - 4.5.12 exercising, performing or discharging other powers, functions, delegations or duties conferred on the Executive Officer by or under the Act or any other Act, and performing other functions lawfully directed by the Board; and
  - 4.5.13 achieving financial outcomes in accordance with adopted plans and budgets of LCLGA.
- 4.6 The Executive Officer may delegate or sub-delegate any power or function vested in the Executive Officer to:
- 4.6.1 a committee;
  - 4.6.2 an employee of LCLGA;
  - 4.6.3 an employee of a Constituent Council; or
  - 4.6.4 a person for the time being occupying a particular office or position.
- 4.7 A delegation or sub-delegation by the Executive Officer may be subject to any conditions or limitations as determined by the Executive Officer.

- 4.8 Where a power or function is delegated to an employee, or a person occupying a particular office or position, that employee or person is responsible to the Executive Officer for the efficient and effective exercise or performance of that power or function.
- 4.9 A written record of all delegations and sub-delegations must be kept by the Executive Officer at all times.

## 5. **MANAGEMENT**

### 5.1 **Financial Management**

- 5.1.1 LCLGA shall keep proper books of accounts, and reconsider its budget in accordance with the requirements of the Local Government (Financial Management) Regulations 2011 and all applicable Australian accounting standards.
- 5.1.2 LCLGA's books of account must be available for inspection by any Board Member or authorised representative of any Constituent Council at any reasonable time on request.
- 5.1.3 LCLGA must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.
- 5.1.4 LCLGA shall appoint no less than two Board members, the Executive Officer, the President and the Vice President as authorised operators of the bank accounts. A minimum of two authorised operators must be required to deal with the bank account at any one time.
- 5.1.5 Any payments made by Electronic Funds Transfer must be made in accordance with procedures approved by the external Auditor.
- 5.1.6 The Executive Officer must act prudently in the handling of all financial transactions for LCLGA and must provide quarterly financial and corporate reports to the Board and if requested, the Constituent Councils.

### 5.2 **Project Fees**

- 5.2.1 LCLGA may charge Constituent Councils or any of them for a specified activity or activities in the form of Project Fees.
- 5.2.2 A Project Fee must be imposed by the Board at an ordinary meeting or an Annual General Meeting.
- 5.2.3 The Executive Officer must give notice to Constituent Councils of the purposes of a Project Fee at least four (4) weeks prior to an ordinary meeting of the Board.
- 5.2.4 In the event that a Constituent Council does not wish to participate in an activity or activities, that Council may elect to be excluded from that activity or activities.
- 5.2.5 The Executive Officer must give notice of the Project Fees to all affected Constituent Councils.

- 5.2.6 A Project Fee will not be binding on Constituent Councils until the expiration of one calendar month from the date of the notice specified in clause 5.2.5.
- 5.2.7 A Constituent Council that objects in writing to the imposition of the Project Fee within one month of the date of the notice shall be exempt from payment of the Project Fee until its objection is considered at a meeting of the Board.
- 5.2.8 A meeting of the Board must, after consideration of the objection of a Constituent Council to a Project Fee, confirm or vary the Project Fee on that Council or exempt that Constituent Council from payment of the Project Fee.
- 5.2.9 The President may convene a special meeting of the Board to consider an objection to a Project Fee.

### 5.3 **Audit**

- 5.3.1 The Board must appoint an external auditor in accordance with the Local Government (Financial Management) Regulations 2011.
- 5.3.2 The external Auditor shall hold office for such term as determined by the Board.
- 5.3.3 The role of external Auditor will be as specified in the Act.
- 5.3.4 The audit of financial statements of LCLGA, together with the accompanying report from the external Auditor, shall be submitted to both the Board and the Chief Executive Officers of the Constituent Councils.

### 5.4 **Annual Business Plan and Budget**

- 5.4.1 LCLGA shall prepare and adopt an Annual Business Plan and Budget:
  - (a) linking the core activities of LCLGA to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period; and
  - (b) detailing the estimated subscriptions, revenues, costs and Project Fees for the ensuing financial year.
- 5.4.2 A draft Annual Business Plan and Budget shall be submitted by the Executive Officer to the Board by 30 April in each financial year unless otherwise determined by the Board.
- 5.4.3 The Annual Business Plan and Budget shall be adopted by the Board after 31 May for the ensuing financial year and before 31 August. A draft Annual Business Plan and Budget must be referred to the Constituent Councils at least eight (8) weeks prior to the date of the meeting of the Board at which they are to be adopted.
- 5.4.4 A Constituent Council may comment on the draft Annual Business Plan and Budget in writing to the Executive Officer at least fourteen (14) business days before the meeting at which they are to be adopted or through its Board Members at that meeting.



- 5.4.5 The Board must provide a copy of the adopted Annual Business Plan and Budget to the Chief Executive Officers of each Constituent Council within five (5) business days after adoption.
- 5.4.6 The Board will reconsider the Annual Business Plan and Budget at least three times during the financial year in line with the Local Government (Financial Management) Regulations 2011.
- 5.4.7 LCLGA shall consult with the Constituent Councils prior to amending the Annual Business Plan and Budget.

## 5.5 Prudential Requirements

Where consideration is being given to LCLGA undertaking a commercial or large project, the provisions of Chapter 4 Part 3 Sections 48(1)(b), 48(2) and 48(3) of the Act, shall apply.

## 5.6 Strategic Management Plan

- 5.6.1 LCLGA shall prepare and implement a Strategic Management Plan.
- 5.6.2 The Strategic Management Plan will:
  - (a) identify LCLGA's objectives over the period;
  - (b) identify the principal activities that LCLGA intends to undertake to achieve its objectives;
  - (c) state the measures that are to be used to monitor and assess the performance of LCLGA over the period;
  - (d) identify the broad means by which its activities are to be carried out;
  - (e) address issues associated with arranging its affairs; and
  - (f) make provision for the review of LCLGA's charter and activities.
- 5.6.3 LCLGA may amend its Strategic Management Plan at any Board meeting, but must review the Strategic Management Plan at least once every five (5) years.

## 5.7 Reporting

- 5.7.1 LCLGA must submit to the Constituent Councils, on or before 30 September in each year a report on the work and operations of LCLGA detailing achievement of the aims and objectives of its Annual Business Plan and incorporating the audited Financial Statements of LCLGA and any other information or report as required by the Constituent Councils.
- 5.7.2 The Board shall present a balance sheet and full financial reports to the Constituent Councils at the end of each financial year in accordance with the Local Government (Financial Management) Regulations 2011.

## 6. MISCELLANEOUS

### 6.1 New Members

- 6.1.1 Subject to the provisions of the Act, including but not limited to Ministerial approval, this Charter may be amended by the unanimous agreement of the Constituent Councils to provide for the admission of a new Constituent Council or Councils, with or without conditions of membership, such conditions to be determined by the Board.
- 6.1.2 A Council may apply for Affiliate status provided that the Board is satisfied that there is good reason for the Council not to be a full member. Subject to this Charter, an Affiliate shall be entitled to attend at all meetings of the Board and shall have an opportunity to speak to the meeting, however an Affiliate shall not be entitled to vote at meetings of the Board and shall, subject to legislative requirements, have such other rights and obligations as the Board may decide.

### 6.2 Subscription

- 6.2.1 Every Constituent Council shall be liable to contribute monies to LCLGA each financial year.
- 6.2.2 Subscriptions are to be applied equitably to Constituent Councils under such terms and conditions determined by the Board.
- 6.2.3 The amount of each Constituent Council's subscription will be decided at an ordinary meeting and will be due and payable within one month of a written request from the Executive Officer for payment.
- 6.2.4 If a Council becomes a Constituent Council after the first day of July in any year, the subscription payable by that council for that financial year will be calculated on the basis of the number of months remaining in that financial year.
- 6.2.5 The subscription payable by an Affiliate shall be decided at the time Affiliate status is granted and may be determined by the Board at the Annual General Meeting.

### 6.3 Standing Orders

Subject to Clause 21 of Schedule 2 of the Act, LCLGA may by resolution at any meeting of the Board pass, alter or rescind standing orders or rules for the due management and regulation of LCLGA. Standing orders or rules made pursuant to this Clause shall be entered in a book that will be kept for the information of Board Members and may be printed or circulated at the discretion of LCLGA.

### 6.4 Disqualification

- 6.4.1 Subject to any legislative requirements including but not limited to Ministerial approval, a Council that fails to pay its subscription or any other monies due to LCLGA within six months from the date upon which the subscription or other monies become due and payable shall cease to be a Constituent Council or, as the case may be, an Affiliate.

- 6.4.2 The Executive Officer will give notice in writing to the Constituent Council that its status as a Constituent Council or, as the case may be, an Affiliate, has been terminated.

## 6.5 **Withdrawal**

- 6.5.1 Subject to any legislative requirements, including but not limited to Ministerial approval, a Constituent Council or an Affiliate may resign from LCLGA at any time by giving three months' notice in writing of such withdrawal to the Executive Officer provided that its subscription of the current year and other monies outstanding prior to the date of its giving notice of withdrawal have been paid to LCLGA.
- 6.5.2 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council to contribute to any loss or liability incurred by LCLGA at any time before or after such withdrawal in respect of any act or omission by LCLGA prior to such withdrawal.

## 6.6 **Insurance and Superannuation Requirements**

- 6.6.1 LCLGA shall register with the Local Government Mutual Liability Scheme and comply with the Rules of that Scheme.
- 6.6.2 LCLGA shall advise the Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of LCLGA.
- 6.6.3 If LCLGA employs any person it shall register with the Local Government Superannuation Scheme and the Local Government Workers Compensation Scheme and comply with the Rules of those Schemes.

## 6.7 **Winding Up**

- 6.7.1 LCLGA may be wound up by the Minister acting upon a unanimous resolution of the Constituent Councils or by the Minister in accordance with Schedule 2, Part 2, clause 33 (1)(b) of the Act.
- 6.7.2 In the event of a winding up of LCLGA, any surplus assets after payment of all expenses shall be returned to Constituent Councils in proportion to the subscription paid in the financial year prior to the passing of the resolution to wind up.
- 6.7.3 If there are insufficient funds to pay all expenses due by LCLGA on winding up, a levy shall be imposed on all Constituent Councils in proportion to the subscription paid in the financial year prior to the passing of the resolution to wind up.
- 6.7.4 In the event of a winding up of LCLGA, an Affiliate shall not be entitled to participate in a distribution of surplus assets and shall not be liable to pay a levy if there are insufficient funds to pay all expenses.

## 6.8 **Direction by Constituent Councils**

- 6.8.1 The establishment of LCLGA does not derogate from the power of the Constituent Councils to jointly act in any manner prudent to the sound management and operation of LCLGA, provided that the Constituent

Councils have first agreed by resolution of each Constituent Council as to the action to be taken.

6.8.2 The establishment of LCLGA does not derogate from the power of any of the Constituent Councils to act independently in relation to a matter for which LCLGA has been established.

6.8.3 Provided that the Constituent Councils have all first agreed unanimously as to the action to be taken, the Constituent Councils may direct and control LCLGA.

6.8.4 For the purpose of clause 6.8.3, any direction given by the Constituent Councils must be given in writing to the Executive Officer of LCLGA.

## 6.9 **Alteration and Review of Charter**

6.9.1 This Charter will be reviewed by the Constituent Councils at least once in every four (4) years.

6.9.2 This Charter may be amended by unanimous resolution of the Constituent Councils.

6.9.3 The Executive Officer must:

(a) furnish a copy of the charter, as amended, to the Minister; and

(b) ensure that a copy of the charter, as amended, is published on a website (or websites) determined by the chief executive officers of the Constituent Councils; and

(c) ensure that a notice of the fact of the amendment and a website address at which the charter is available for inspection is published in the Gazette.

## 6.10 **Disputes Between Constituent Councils**

6.10.1 The Constituent Councils agree to work together in good faith to resolve any matter requiring their direction or resolution.

6.10.2 Where the Constituent Councils are unable to resolve a matter within twenty-one (21) days of the matter being presented to them, the matter will be referred by the Board to the President of the Institute of Arbitrators and Mediators Australia (or his/her nominee) for the appointment of an arbitrator.

6.10.3 Notwithstanding clause 6.10.2 the Constituent Councils agree to be bound by the decision of the appointed arbitrator (except in relation to any decision relating to the acquisition or disposal of any real property) and will endeavour to work together in good faith in the implementation of that decision.

6.10.4 The costs of arbitration shall be borne equally by the Constituent Councils involved in the arbitration, or as otherwise determined by the arbitrator.

## 6.11 Committees

- 6.11.1 The Board may establish a committee of Board Members for the purpose of:
- (a) enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
  - (b) exercising, performing or discharging delegated powers, functions or duties.
- 6.11.2 The Board may establish advisory committees consisting of or including persons who are not Board Members or elected members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference.
- 6.11.3 Subject to clause 6.11.4 the Board may appoint a member of a committee or advisory committee for such term as determined by the Board save that a term of office of a member of a committee or advisory committee will conclude at the conclusion of the next local government election following their appointment.
- 6.11.4 A member of a committee or advisory committee established under this Clause holds office at the pleasure of the Board.
- 6.11.5 The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

## 6.12 Common Seal

- 6.12.1 LCLGA shall have a common seal upon which its corporate name shall appear in legible characters.
- 6.12.2 The common seal shall not be used without the express authorisation of a resolution of LCLGA and every use of the common seal shall be recorded in the minute book of LCLGA.
- 6.12.3 The affixing of the common seal shall be witnessed by the President or Vice President and the Executive Officer or such other person as LCLGA may appoint for the purpose.
- 6.12.4 The common seal shall be kept in the custody of the Executive Officer or such other person as LCLGA was may from time to time decide.

## 6.13 Circumstances Not Provided For

- 6.13.1 If any circumstance arises about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions, the President may decide the action to be taken to ensure achievement of the objects of LCLGA and its effective administration.
- 6.13.2 The President shall report any such decision at the next general meeting.

Limestone Coast Local Government Association  
**CHARTER**

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## 1. INTRODUCTION

### 1.1 Name

The name of the subsidiary is the Limestone Coast Local Government Association (referred to as "LCLGA" in this Charter).

### 1.2 Definitions

- 1.2.1 "Absolute majority" of the Constituent Councils means a majority of the whole number of the Constituent Councils;
- 1.2.2 "Act" means the Local Government Act 1999 and all relevant regulations and statutory instruments made there under, as amended from time to time;
- 1.2.3 "Affiliate" means a council constituted under the Act and any other authority of a local government nature constituted or established under South Australian or Commonwealth legislation which is not a Constituent Council but which is affiliated to the South East Zone Regional Association under the Local Government Association's Constitution;
- 1.2.4 "Board" means the Board of Management of LCLGA;
- 1.2.5 "Board Member" means at any time a member of the Board, and where the context so admits, includes a Deputy Board Member;
- 1.2.6 "Budget" means a budget that conforms to Clause 25 of Schedule 2 to the Act and last adopted by the LCLGA;
- 1.2.7 "Business Plan" means a business plan that conforms to Clause 24 of Schedule 2 to the Act and last adopted by the LCLGA;
- 1.2.8 "Constituent Council" means those councils named in Clause 1.4;
- 1.2.9 "Council" means a council as constituted under the Act;
- 1.2.10 "Deputy Board Member" means at any time a person appointed and holding office as a Deputy to a Board Member;
- 1.2.11 "Elected Member" means a Mayor, Chairman or Member of a Council who has been elected or appointed pursuant to the Local Government (Elections) Act 1999 and the Act;
- 1.2.12 "Financial year" means a year beginning on 1 July in each year and ending on 30 June of the following year;
- 1.2.13 "LGA" means the Local Government Association of South Australia;
- 1.2.14 "Project fee" means a charge imposed by LCLGA on the Constituent Councils in accordance with Clause 5.2;
- 1.2.15 "Meeting" includes an ordinary and a special meeting of the Board;
- 1.2.16 "Minister" means the Minister for the time being responsible for the administration of the Act;



1.2.17 “Subscription” means those monies the Constituent Councils are liable to contribute to LCLGA in accordance with Clause 6.2;

### 1.3 Interpretation

In this charter unless the context otherwise requires:

- 1.3.1 headings do not affect interpretation;
- 1.3.2 singular includes plural and plural includes singular;
- 1.3.3 words of one gender include any gender;
- 1.3.4 a reference to a person includes a partnership, corporation, association, government body and any other entity;
- 1.3.5 a reference to legislation includes any amendment to it, any legislation substituted for it, and any subordinate legislation made under it;
- 1.3.6 an unenforceable provision or part of a provision of this Charter may be severed, and the remainder of this Charter continues in force, unless this would materially change the intended effect of this Charter;
- 1.3.7 the meaning of general words is not limited by specific examples introduced by ‘including’, ‘for example’ or similar expressions;
- 1.3.8 Any reference to a section(s) is a reference to a section of the Act and includes any section that substantially replaces that section and deals with the same subject matter.
- 1.3.9 a reference to a ‘Clause’ means a clause of this Charter.

### 1.4 Establishment

LCLGA is a regional subsidiary established pursuant to Section 43 of the Act by the -

- 1.4.1 City of Mount Gambier;
- 1.4.2 District Council of Grant;
- 1.4.3 Kingston District Council;
- 1.4.4 Naracoorte Lucindale Council;
- 1.4.5 District Council of Robe;
- 1.4.6 Tatiara District Council;
- 1.4.7 Wattle Range Council.

### 1.5 Local Government Act 1999

This Charter must be read in conjunction with the Act. LCLGA shall conduct its affairs in accordance with the Act except as modified by this Charter as permitted by the Act.

## 1.6 Objects and Purpose of LCLGA

LCLGA is established to -

- 1.6.1 Work in association with both the LGA and the Australian Local Government Association
- 1.6.2 Undertake co-ordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level;
- 1.6.3 Facilitate and co-ordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefit of the communities of its Constituent Councils;
- 1.6.4 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;
- 1.6.5 Develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
- 1.6.6 Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
- 1.6.7 Undertake projects and activities that benefit its region and its communities;
- 1.6.8 Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
- 1.6.9 Implement programs that seek to deliver local government services on a regional basis; and
- 1.6.10 To effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

## 2. POWERS AND FUNCTIONS OF LCLGA

The powers, functions and duties of LCLGA are to be exercised in the performance and furtherance of LCLGA's objects and purposes.

### 2.1 Powers and Functions

In addition to those specified in the Act, the powers and functions of LCLGA are:

- 2.1.1 Subject to clause 2.5, subscribing to, becoming a member of or co-operating or contracting with any other association or organisation whether within or outside the area of the Constituent Councils whose purposes are wholly or in part similar or complimentary to the objects and purposes to LCLGA, and on such terms as LCLGA deems appropriate;

**Commented [FD1]:** "subject to clause 2.5' has been included in respect of all powers which involve expenditure of funds or borrowings.

**Commented [FD2]:** The LG Act requires the charter to set out the nature and scope of any activities that will be undertaken outside the area of the Constituent Councils (CC). This clause permits LCLGA to contract etc with another party which may be outside the area of the Constituent Councils. Is it the intention that LCLGA will undertake activities outside the area of the CC? if so the charter out to set out the nature and scope of those activities. Alternatively the charter could either:  
- prohibit LCLGA from acting outside the area of the CC; or  
- require LCLGA to require the prior approval of the CC to undertake an activity outside the area of the CC



- 2.1.2 Subject to clause 2.5, entering into contracts or arrangements with any Government agency or authority which are incidental or conducive to the attainment of the objects and exercise of the powers of LCLGA;
- 2.1.3 Subject to clause 2.5, appointing, employing, remunerating, removing or suspending officers, managers, employees and agents of LCLGA;
- 2.1.4 raising revenue through Subscriptions, Project Fees and any other means not inconsistent with the objects and purposes of LCLGA from Constituent Councils (and Affiliates), by arrangements with sponsor organisations and by arrangement or contract with any other organisation or person;
- 2.1.5 printing and publishing any newspapers, periodicals, books, leaflets, electronic communications and other like writing;
- 2.1.6 establishing committees for such purposes as it considers appropriate which may include to steer projects or to pursue geographic or functional interests of LCLGA, the Constituent Councils or specific groups of the Constituent Councils, determining the terms of reference for a committee and appointing any member, officer or employee of a Constituent Council to be a member of a committee; ;
- 2.1.7 subject to clause 2.7, acquiring, holding, dealing with and disposing of any real or personal property;
- 2.1.8 opening and operating bank accounts;
- 2.1.9 accumulating surplus funds for investment purposes;
- 2.1.10 investing any of the funds of LCLGA i, provided that:
  - (a) in exercising this power of investment LCLGA must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
  - (b) LCLGA must avoid investments that are speculative or hazardous in nature
- 2.1.11 subject to clause 2.5, borrowing money;
- 2.1.12 giving security for the discharge of the liabilities of LCLGA; and
- 2.1.13 doing all other things that are necessary or incidental or conducive to the attainment of the objects and purposes, the furtherance of the interests and the exercise, performance or discharge of the powers, functions or duties of LCLGA;

**Commented [FD3]:** This is unnecessary in light of clause 2.6.

**Commented [FD4]:** This section of the LG Act applies to councils but in any event this clause repeats the requirements in section 139 LG Act and applies them to LCLGA so there is no need to refer to the section in the LG Act.

## 2.2 Duties and Acting Outside Areas of Constituent Councils

- 2.2.1 LCLGA has the following duties:
  - (a) to exercise the functions and powers of LCLGA only in the performance and furtherance of LCLGA's objects and purposes;
  - (b) to comply with this Charter, the Act, all other applicable laws and any lawful direction of the Constituent Councils.



2.2.2 LCLGA may undertake its activities outside the areas of the Constituent Councils in accordance with the Act but only where such activities have been approved by the Constituent Councils as being necessary or expedient to the performance by LCLGA of its functions.

### 2.3 **Other Powers, Functions and Duties**

LCLGA may exercise such other functions and powers as may be delegated to the LCLGA or authorised by the Constituent Councils from time to time.

### 2.4 **Property**

2.4.1 All property held by LCLGA is held by it on behalf of the Constituent Councils;

2.4.2 No person may sell, encumber or otherwise deal with any property of LCLGA without the approval of the Board by way of resolution at a Board meeting.

### 2.5 **Borrowings and Expenditure**

2.5.1 LCLGA has the power to incur expenditure as follows:

- (a) as set out in a budget adopted by LCLGA in accordance with the Act; or
- (b) in respect of expenditure not contained in a budget adopted by LCLGA for a purpose of genuine emergency or hardship.

2.5.2 LCLGA has the power to borrow money subject to the following.

- (a) LCLGA must prior to taking out any borrowings submit a proposal in writing to the Constituent Councils outlining the amount of money proposed to be borrowed, the terms and conditions of the borrowings and the purpose to which the money will be put;
- (b) LCLGA may only borrow money if an absolute majority of the Constituent Councils grant approval to the borrowing which approval may be granted on such terms and conditions as determined by the absolute majority of the Constituent Councils granting the approval..

### 2.6 **Delegation by LCLGA**

LCLGA may subject to this Charter and in accordance with the Act by resolution delegate any of its power or, functions under the Act or this Charter but may not delegate:

2.6.1 The power to impose charges including the power to impose a Project Fee or Subscriptions;

2.6.2 The power to borrow money or obtain any other form of financial accommodation;

- 2.6.3 The power to approve expenditure of money on the works, services or operations of LCLGA not set out or included in a budget approved by LCLGA or where required by this Charter approved by the Constituent Councils;
- 2.6.4 The power to approve the reimbursement of expenses or payment of allowances to members of the Board;
- 2.6.5 The power to adopt financial estimates and reports.

A delegation is revocable at will and does not prevent LCLGA from acting in a matter.

**2.7 National Competition Policy**

LCLGA must undertake any commercial activities, which constitute a significant business activity of LCLGA, in accordance with the principles of competitive neutrality.

**3. BOARD OF MANAGEMENT**

**3.1 Structure**

- 3.1.1 LCLGA is a body corporate and is governed by the Act and this Charter.
- 3.1.2 The Board is LCLGA's governing body and has the responsibility to manage the business and other affairs of LCLGA ensuring that LCLGA acts in accordance with this Charter and all relevant legislation.
- 3.1.3 All meetings of the Board shall be meetings of LCLGA.

**3.2 Membership of the Board**

- 3.2.1 The Board shall consist of Members appointed pursuant to this Charter.
- 3.2.2 Each Constituent Council will be entitled to appoint one elected member to be a Board Member and may at any time revoke this appointment and appoint another elected member to be a Board Member.
- 3.2.3 Subject to this Charter a Board Member shall be appointed for a term specified in their instrument of appointment or until the conclusion of the next periodic Local Government Election following their appointment, whichever term is lesser, at which time they will be eligible for re-appointment by the Constituent Council.
- 3.2.4 Each Constituent Council may appoint two elected members of the Constituent Council to be Deputy Board Members for such terms as determined by the Constituent Council, either of whom may act in place of that Constituent Council's Board Member at the request of the Board Member or the Board if the Board Member will be unable to be present at a meeting of the Board. The Constituent Council may revoke the appointment of a Deputy Board Member and appoint another elected member as a Deputy Board Member at any time.

**Commented [FD5]:** This is unnecessary as a Board member will lose office if they are no longer council member.

**Commented [FD6]:** I query whether it is necessary to have two deputies? Is there a potential issue in terms of determining which deputy will act in the absence of the board member?



- 3.2.5 In the absence of a Board Member, the Deputy Board Member acting for the absent Board Member has all of the rights and responsibilities of the Board Member.
- 3.2.6 Each Constituent Council must give notice in writing to LCLGA of the elected members it has appointed as a Board Member and Deputy Board Members and of any revocation of any of those appointments.
- 3.2.7 In the event that a Board Member or both Deputy Board Members are unable to attend a meeting of the Board, any other elected member of the Constituent Council present at the meeting may, upon application, be accepted by the meeting as the proxy for the absent Board Member and Deputy Board Members for the period of the absence of the Board Member and Deputy Board Members.
- 3.2.8 A Constituent Council may invite any of its elected members or employees to attend meetings of the Board and those so invited may be heard but only a Board Member may exercise a vote.
- 3.2.9 The provisions regarding terminating the appointment of a Board Member as prescribed in the Act apply to all Board Members. In addition to those provisions, the appointment of a Board Member shall terminate -
- (a) upon the Council who appointed him/her ceasing to be a Constituent Council; or
  - (b) if the Board Member ceases to be an elected member of the Constituent Council which appointed him/her;
  - (c) upon the happening of any other event through which the Board Member would become ineligible to remain as a Board Member.

*(See Clause 20, Part 2, Schedule 2 of the Act for the grounds that give rise to a vacancy)*

- 3.2.10 The Board may by a two thirds majority vote of the Board Members present (excluding the Board Member subject to this Clause 3.2.10) make a recommendation to the relevant Constituent Council requesting that the Constituent Council terminate the appointment of a Board Member in the event of:
- (a) any behaviour of the Board Member which in the opinion of the Board amounts to impropriety;
  - (b) serious neglect of duty in attending to the responsibilities of a Board Member;
  - (c) breach of fiduciary duty to LCLGA or the Constituent Council(s);
  - (d) breach of the duty of confidentiality to LCLGA or the Constituent Council(s);
  - (e) breach of the conflict of interest provisions of the Act; or

**Commented [FD7]:** I have amended this clause so that if during a meeting the Board member or one of the Deputies arrives then the proxy will cease acting and the Board member/Deputy will step in. Please let me know if you agree or otherwise with this approach.



- (f) any other behaviour that may, in the opinion of the Board, discredit LCLGA or the Constituent Councils.

3.2.11 If any vacancy occurs in the membership of the Board it must be filled in the same manner as the original appointment. The person appointed to fill the vacancy will be appointed for the balance of the term of the original appointment or such longer term as the Constituent Council appointing the person may determine and at the expiry of that term shall be eligible for re-appointment.

### 3.3 **Functions of the Board**

In addition to the functions of the Board set out in the Act, the Board has the following functions:

- 3.3.1 ensuring that LCLGA achieves the objectives the purposes set out in this Charter;
- 3.3.2 formulating strategic plans aimed at improving the activities of LCLGA.
- 3.3.3 providing input and policy direction to LCLGA.
- 3.3.4 monitoring, overseeing and evaluating the performance of the Executive Officer of LCLGA.
- 3.3.5 ensuring that ethical behaviour and integrity is maintained by LCLGA and its Board Members in all activities undertaken by LCLGA.
- 3.3.6 ensuring that the activities of LCLGA are undertaken in an open and transparent manner, save as otherwise permitted by this
- 3.3.7 assisting in the development of Annual Business Plans.
- 3.3.8 exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.

### 3.4 **Propriety of Members of the Board**

- 3.4.1 The provisions regarding conflict of interest prescribed in the Act apply to all Board Members in the same manner as if they were elected members of a council.
- 3.4.2 Board Members are not required to comply with Chapter 5, Part 4, Division 2 (Register of Interests) of the Act.
- 3.4.3 Board Members must at all times act in accordance with their duties as set out in the Act.

### 3.5 **President and Vice President of the Board**

- 3.5.1 The Board will elect from the Board members a President and

Vice President at the Annual General Meeting of the Board.

- 3.5.2 Where there is more than one nomination for the position of President or Vice President, the election shall be decided by ballot.
- 3.5.3 The President and Vice President shall hold office from the Annual General Meeting and for such term as determined by the Board except that the President and Vice President shall immediately cease to hold office as President or Vice President if he or she :
  - (a) resigns from the office of President or Vice President;
  - (b) is removed from office as President or Vice President by the Board; or
  - (c) is no longer a Board Member.
- 3.5.4 The President is entitled to the payment of an honorarium as determined by the Board.
- 3.5.5 In the event that:

- (a) the President ceases to hold office as the President for any reason whatsoever, the Vice-President will be appointed to the role of President and the Board Members may elect from the other Board Members a Board Member to hold the office of Vice-President until the next Annual General Meeting;
- (b) the Vice-President ceases to hold office as the Vice President for any reason whatsoever, the Board Members may elect from the other Board Members a Board Member to hold the office of Vice- President until the next Annual General Meeting;
- (c) both the President and Vice-President cease to hold office as President and Vice President at the same time for any reason whatsoever, the Board Members may elect from the other Board Members , two Board Members to hold the offices of President and Vice President until the next Annual General Meeting.

**Commented [FD8]:** Please let me know if I have misinterpreted the intention of this clause. I have assumed this clause is dealing with the situation where the President is no longer the President (although they may still be a Board Member eg if they resign as President but wish to stay on as a Board member).

**3.6 Powers of the President and Vice President**

- 3.6.1 The President shall preside at all meetings of the Board.
- 3.6.2 In the event of the President being absent from a meeting of the Board, the Vice President will preside during the President's absence..
- 3.6.3 In the event of the President and Vice President being absent from a meeting, the Board shall appoint a Board Member from those present, who shall preside for the duration of the absence of the at the President or Vice President.
- 3.6.4 The President and the Vice President individually or collectively shall have such other powers as may be decided by the Board.

**Commented [FD9]:** This is covered later in the charter,

**3.7 Meetings of the Board**

- 3.7.1 The Board may determine procedures, in addition to but not inconsistent with those specified in this Charter, to apply at or in relation to its meetings.





- 3.7.2 Ordinary meetings of the Board must take place at such times and places as may be fixed by the Board or the Executive Officer of LCLGA from time to time, and in any event not less than two (2) times per financial year. Notice of any change to the time and or place of an ordinary meeting of the Board must be provided by the Executive Officer to each Board Member and Chief Executive Officer of the Constituent Councils at least four (4) weeks prior to the holding of the ordinary meeting as far as reasonably practicable.
- 3.7.3 An ordinary meeting of the Board will constitute an ordinary meeting of LCLGA. The Board shall administer the business of the ordinary meeting.
- 3.7.4 For the purposes of this sub-clause, the contemporary linking together by telephone, audio-visual or other instantaneous means (“telecommunications meeting”) of the Board Members, provided that at least a quorum is present, is deemed to constitute a meeting of the Board.
- 3.7.5 Each of the Board Members taking part in the telecommunications meeting, must at all times during the telecommunications meeting be able to hear and be heard by each of the other Board Members present.
- 3.7.6 At the commencement of a telecommunications meeting, each Board Member must announce his/her presence to all other Board Members taking part in the meeting. A Board Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has previously notified the President of the meeting.
- 3.7.7 The time and place of ordinary meetings of the Board (including the Annual General Meeting) fixed by the Board in accordance with Clause 3.7.2 will be confirmed at each ordinary meeting of the Board.
- 3.7.8 Notice of a meeting of the Board for the purpose of making a recommendation to the Constituent Councils to wind up LCLGA will be sent to Board Members and the Chief Executive Officers of the Constituent Councils at least eight (8) weeks before the date of the meeting.
- 3.7.9 Any three (3) Constituent Councils may by delivering a written request to the Executive Officer of LCLGA require a special meeting of the Board to be held. On receipt of the request, the Executive Officer shall send a notice of the special meeting to all Board Members and Chief Executive Officers of the Constituent Councils at least three (3) days prior to the date of the special meeting in the manner provided for in this Charter. Such notice shall specify the date, time and place of the special meeting and be signed by the Executive Officer, and contain, or be accompanied by, the agenda for the meeting.
- 3.7.10 The request by any Constituent Council to the Executive Officer of LCLGA requiring a special meeting to be held must be accompanied by the proposed agenda for the meeting and any written reports intended to be considered at the meeting (and if the proposed agenda is not provided the request is of no effect).

3.7.11 The President may convene a special meeting of the Board at the President's discretion without complying with the notice requirements prescribed in this Charter provided always that there is a minimum one (1) hour notice given to Board Members.

**Commented [FD10]:** This would be impossible if notices of meetings are required to be given by post.

3.7.12 The President shall convene other meetings of the Board as the Board may direct.

3.7.13 **Quorum**

- (a) The prescribed number of Board Members will constitute a quorum at a meeting and no business will be transacted at a meeting unless a quorum is present.
- (b) The prescribed number of Board Members means a number ascertained by dividing the total number of Board Members for the time being in office, by two (2) ignoring any fraction resulting from the division and adding one (1).

3.7.14 **Voting**

- (a) Each Board Member present at the meeting including the President, shall hold a voting card and be entitled to make a deliberative vote on behalf of that Constituent Council.
- (b) In the event of an equality of votes, the President does not have a second or casting vote.
- (c) Questions arising for decision at ordinary meetings of the Board will be decided by an absolute majority of votes on the basis of one (1) vote per Board Member present at the meeting, providing the number of "for" votes is not less than the absolute majority of Constituent Councils.
- (d) A recommendation to Constituent Council's to wind up LCLGA requires the votes of the Board Members of an absolute majority of the Constituent Councils.
- (e) Subject to the Act, each Board Member validly present at a meeting and entitled to vote in accordance with this Charter must vote on a question arising for decision at the meeting. Failure by any Board Member to vote other than where permitted or required by the Act not to vote will be deemed to be a negative vote in relation to the question for decision.

**Commented [FD11]:** Can we please discuss this clause and the next clause as it is not entirely clear to me what it is intended to mean. I am hesitant to make any edits to these clauses without first understanding the intention.

3.7.15 A majority of the Board Members present at a meeting of the Board may adjourn the meeting from time to time and from place to place.

3.7.16 Subject to the provisions of this Charter, meetings of the Board must be conducted in a place open to the public and Chapter 6 Part 3 of the Act extends to LCLGA as if LCLGA were a council and the Board Members were members of the Council.

3.7.17 The Executive Officer must cause minutes to be kept of the proceedings at every meeting of the Board and present the minutes at the next meeting of the Board for confirmation and adoption.

**Commented [FD12]:** These provisions can all be deleted as the provisions in the LG Act apply as set out in clause 3.7.16



- 3.7.18 Where the Executive Officer is excluded from attendance at a meeting of the Board pursuant to this Charter, the person presiding at the meeting shall cause the minutes to be kept.
- 3.7.19 Subject to this Charter a person is entitled to inspect, without payment of a fee:
- (a) minutes of a Board Meeting;
  - (b) reports to the Board received at a meeting of the Board;
  - (c) recommendations presented to the Board in writing and adopted by resolution of the Board.
- 3.7.20 Subject to the Act and this Charter and to any direction of the Constituent Councils the Board may determine its own procedures for meetings which must be fair and contribute to free and open decision making.

### 3.8 **Annual General Meeting**

The Annual General Meeting will:

- 3.8.1 be held on a day determined by the Board save that it must be held before 30 April in each calendar year unless extraordinary administrative difficulty;
- 3.8.2 receive LCLGA's Annual Report which may incorporate reports from committees and any representatives reports from other organisations;
- 3.8.3 receive the audited financial statement for the preceding financial year;
- 3.8.4 acknowledge the appointment of Board Members;
- 3.8.5 elect the:
- (i) President; and
  - (ii) Vice President;
- 3.8.6 determine the amount of the honorarium to be paid to the President; and
- 3.8.7 consider any other business requiring consideration by the Board Members in general meeting.

## 4. **EXECUTIVE OFFICER**

- 4.1 The Board shall appoint an Executive Officer of LCLGA to manage the business of LCLGA on terms agreed between the Executive Officer and the Board.
- 4.2 The Executive Officer is responsible to LCLGA for the implementation of decisions made by LCLGA and for the efficient and effective management of the affairs of LCLGA.

- 4.3 The Executive Officer shall cause records to be kept of all activities and financial affairs of LCLGA in accordance with this Charter, in addition to other duties provided for by this Charter and those specified in the terms and conditions of appointment.
- 4.4 The Board shall delegate responsibility for the day-to-day management of LCLGA to the Executive Officer, who will ensure that sound business and human resource management practices are applied in the efficient and effective management of the operations of LCLGA.
- 4.5 The functions of the Executive Officer shall be specified in the terms and conditions of appointment and shall include but are not limited to:
  - 4.5.1 attending at all meetings of the Board unless excluded by resolution of the Board;
  - 4.5.2 ensuring that the decisions of the Board are implemented in a timely and efficient manner;
  - 4.5.3 providing information to assist the Board to assess LCLGA's performance against its Strategic Management and Business Plans;
  - 4.5.4 appointing, managing, suspending and dismissing employees of LCLGA;
  - 4.5.5 determining the conditions of employment of employees of LCLGA, within budgetary constraints set by the Board;
  - 4.5.6 providing advice and reports to the Board on the exercise and performance of its powers and functions under this Charter or any Act;
  - 4.5.7 ensuring that LCLGA is at all times complying with the relevant legislation;
  - 4.5.8 co-ordinating and initiating proposals for consideration of the Board including but not limited to continuing improvement of the operations of LCLGA;
  - 4.5.9 ensuring that the assets and resources of LCLGA are properly managed and maintained;
  - 4.5.10 ensuring that records required under the Act or any other legislation are properly kept and maintained;
  - 4.5.11 ensuring that LCLGA's Annual Report is distributed to the Constituent Councils in time to be incorporated in their Annual Reports;
  - 4.5.12 exercising, performing or discharging other powers, functions, delegations or duties conferred on the Executive Officer by or under the Act or any other Act, and performing other functions lawfully directed by the Board; and
  - 4.5.13 achieving financial outcomes in accordance with adopted plans and budgets of LCLGA.
- 4.6 The Executive Officer may delegate or sub-delegate any power or function vested in the Executive Officer to:

- 4.6.1 a committee;
  - 4.6.2 an employee of LCLGA;
  - 4.6.3 an employee of a Constituent Council; or
  - 4.6.4 a person for the time being occupying a particular office or position.
- 4.7 A delegation or sub-delegation by the Executive Officer may be subject to any conditions or limitations as determined by the Executive Officer.
- 4.8 Where a power or function is delegated to an employee, or a person occupying a particular office or position, that employee or person is responsible to the Executive Officer for the efficient and effective exercise or performance of that power or function.
- 4.9 A written record of all delegations and sub-delegations must be kept by the Executive Officer at all times.

## 5. **MANAGEMENT**

### 5.1 **Financial Management**

- 5.1.1 LCLGA shall keep proper books of accounts, and reconsider its budget in accordance with the requirements of the Local Government (Financial Management) Regulations 2011 and all applicable Australian accounting standards.
- 5.1.2 LCLGA's books of account must be available for inspection by any Board Member or authorised representative of any Constituent Council at any reasonable time on request.
- 5.1.3 LCLGA must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.
- 5.1.4 LCLGA shall appoint no less than two Board members, the Executive Officer, the President and the Vice President as authorised operators of the bank accounts. A minimum of two authorised operators must be required to deal with the bank account at any one time.
- 5.1.5 Any payments made by Electronic Funds Transfer must be made in accordance with procedures approved by the external Auditor.
- 5.1.6 The Executive Officer must act prudently in the handling of all financial transactions for LCLGA and must provide quarterly financial and corporate reports to the Board and if requested, the Constituent Councils.

### 5.2 **Project Fees**

- 5.2.1 LCLGA may charge Constituent Councils or any of them for a specified activity or activities in the form of Project Fees.
- 5.2.2 A Project Fee must be imposed by the Board at an ordinary meeting or an Annual General Meeting.

- 5.2.3 The Executive Officer must give notice to Constituent Councils of the purposes of a Project Fee at least four (4) weeks prior to an ordinary meeting of the Board.
- 5.2.4 In the event that a Constituent Council does not wish to participate in an activity or activities, that Council may elect to be excluded from that activity or activities.
- 5.2.5 The Executive Officer must give notice of the Project Fees to all affected Constituent Councils.
- 5.2.6 A Project Fee will not be binding on Constituent Councils until the expiration of one calendar month from the date of the notice specified in clause 5.2.5.
- 5.2.7 A Constituent Council that objects in writing to the imposition of the Project Fee within one month of the date of the notice shall be exempt from payment of the Project Fee until its objection is considered at a meeting of the Board.
- 5.2.8 A meeting of the Board must, after consideration of the objection of a Constituent Council to a Project Fee, confirm or vary the Project Fee on that Council or exempt that Constituent Council from payment of the Project Fee
- 5.2.9 The President may convene a special meeting of the Board to consider an objection to a Project Fee.

**Commented [FD13]:** What is a general meeting? There does not appear to be any other reference to a general meeting in the charter.

**Commented [FD14]:** See comment above

**5.3 Audit**

- 5.3.1 The Board must appoint an external auditor in accordance with the Local Government (Financial Management) Regulations 2011.
- 5.3.2 The external Auditor shall hold office for such term as determined by the Board.
- 5.3.3 The role of external Auditor will be as specified in the Act
- 5.3.4 The audit of financial statements of LCLGA, together with the accompanying report from the external Auditor, shall be submitted to both the Board and the Chief Executive Officers of the Constituent Councils.

**Commented [FD15]:** I suggest that the auditor should be appointed for a term rather than indefinitely.

**5.4 Annual Business Plan and Budget**

- 5.4.1 LCLGA shall prepare and adopt an Annual Business Plan and Budget:
  - (a) linking the core activities of LCLGA to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period; and
  - (b) detailing the estimated subscriptions, revenues, costs and Project Fees for the ensuing financial year.
- 5.4.2 A draft Annual Business Plan and Budget shall be submitted by the Executive Officer to the Board by 30 April in each financial year unless otherwise determined by the Board.

**Commented [FD16]:** What is the difference between the two annual business plans referred to in clauses 5.4.1 and 5.4.2?



- 5.4.3 The Annual Business Plan and Budget shall be adopted by the Board after 31 May for the ensuing financial year and before 31 August. A draft Annual Business Plan and Budget must be referred to the Constituent Councils at least eight (8) weeks prior to the date of the meeting of the Board at which they are to be adopted.
- 5.4.4 A Constituent Council may comment on the draft Annual Business Plan and Budget in writing to the Executive Officer at least fourteen (14) business days before the meeting at which they are to be adopted or through its Board Members at that meeting.
- 5.4.5 The Board must provide a copy of the adopted Annual Business Plan and Budget to the Chief Executive Officers of each Constituent Council within five (5) business days after adoption.
- 5.4.6 The Board will reconsider the Annual Business Plan and Budget at least three times during the financial year in line with the Local Government (Financial Management) Regulations 2011.
- 5.4.7 LCLGA shall consult with the Constituent Councils prior to amending the Annual Business Plan and Budget.

## 5.5 Prudential Requirements

Where consideration is being given to LCLGA undertaking a commercial or large project, the provisions of Chapter 4 Part 3 Sections 48(1)(b), 48(2) and 48(3) of the Act, shall apply.

## 5.6 Strategic Management Plan

- 5.6.1 LCLGA shall prepare and implement a Strategic Management Plan.
- 5.6.2 The Strategic Management Plan will:
  - (a) identify LCLGA's objectives over the period;
  - (b) identify the principal activities that LCLGA intends to undertake to achieve its objectives;
  - (c) state the measures that are to be used to monitor and assess the performance of LCLGA over the period;
  - (d) identify the broad means by which its activities are to be carried out;
  - (e) address issues associated with arranging its affairs; and
  - (f) make provision for the review of LCLGA's charter and activities.
- 5.6.3 LCLGA may amend its Strategic Management Plan at any Board meeting, but must review the Strategic Management Plan at least once every five (5) years.

## 5.7 Reporting

- 5.7.1 LCLGA must submit to the Constituent Councils, on or before 30 September in each year a report on the work and operations of LCLGA detailing achievement of the aims and objectives of its Annual Business Plan and incorporating the audited Financial Statements of LCLGA and any other information or report as required by the Constituent Councils.
- 5.7.2 The Board shall present a balance sheet and full financial reports to the Constituent Councils at the end of each financial year in accordance with the Local Government (Financial Management) Regulations 2011.

## 6. MISCELLANEOUS

### 6.1 New Members

- 6.1.1 Subject to the provisions of the Act, including but not limited to Ministerial approval, this Charter may be amended by the unanimous agreement of the Constituent Councils to provide for the admission of a new Constituent Council or Councils, with or without conditions of membership, such conditions to be determined by the Board.
- 6.1.2 A Council may apply for Affiliate status provided that the Board is satisfied that there is good reason for the Council not to be a full member. Subject to this Charter, an Affiliate shall be entitled to attend at all meetings of the Board and shall have an opportunity to speak to the meeting, however an Affiliate shall not be entitled to vote at meetings of the Board and shall, subject to legislative requirements, have such other rights and obligations as the Board may decide.

### 6.2 Subscription

- 6.2.1 Every Constituent Council shall be liable to contribute monies to LCLGA each financial year.
- 6.2.2 Subscriptions are to be applied equitably to Constituent Councils under such terms and conditions determined by the Board.
- 6.2.3 The amount of each Constituent Council's subscription will be decided at an ordinary meeting and will be due and payable within one month of a written request from the Executive Officer for payment.
- 6.2.4 If a Council becomes a Constituent Council after the first day of July in any year, the subscription payable by that council for that financial year will be calculated on the basis of the number of months remaining in that financial year.
- 6.2.5 The subscription payable by an Affiliate shall be decided at the time Affiliate status is granted and may be determined by the Board at the Annual General Meeting.

### 6.3 Standing Orders

Subject to Clause 21 of Schedule 2 of the Act, LCLGA may by resolution at any meeting of the Board pass, alter or rescind standing orders or rules for the due management and regulation of LCLGA. Standing orders or rules

**Commented [FD17]:** Is this required or ever used? It is unusual.





made pursuant to this Clause shall be entered in a book that will be kept for the information of Board Members and may be printed or circulated at the discretion of LCLGA.

#### **6.4 Disqualification**

- 6.4.1 Subject to any legislative requirements including but not limited to Ministerial approval, a Council that fails to pay its subscription or any other monies due to LCLGA within six months from the date upon which the subscription or other monies become due and payable shall cease to be a Constituent Council or, as the case may be, an Affiliate.
- 6.4.2 The Executive Officer will give notice in writing to the Constituent Council that its status as a Constituent Council or, as the case may be, an Affiliate, has been terminated.

#### **6.5 Withdrawal**

- 6.5.1 Subject to any legislative requirements, including but not limited to Ministerial approval, a Constituent Council or an Affiliate may resign from LCLGA at any time by giving three months' notice in writing of such withdrawal to the Executive Officer provided that its subscription of the current year and other monies outstanding prior to the date of its giving notice of withdrawal have been paid to LCLGA.
- 6.5.2 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council to contribute to any loss or liability incurred by LCLGA at any time before or after such withdrawal in respect of any act or omission by LCLGA prior to such withdrawal.

#### **6.6 Insurance and Superannuation Requirements**

- 6.6.1 LCLGA shall register with the Local Government Mutual Liability Scheme and comply with the Rules of that Scheme.
- 6.6.2 LCLGA shall advise the Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of LCLGA.
- 6.6.3 If LCLGA employs any person it shall register with the Local Government Superannuation Scheme and the Local Government Workers Compensation Scheme and comply with the Rules of those Schemes.

#### **6.7 Winding Up**

- 6.7.1 LCLGA may be wound up by the Minister acting upon a unanimous resolution of the Constituent Councils or by the Minister in accordance with Schedule 2, Part 2, clause 33 (1)(b) of the Act.
- 6.7.2 In the event of a winding up of LCLGA, any surplus assets after payment of all expenses shall be returned to Constituent Councils in proportion to the subscription paid in the financial year prior to the passing of the resolution to wind up.
- 6.7.3 If there are insufficient funds to pay all expenses due by LCLGA on winding up, a levy shall be imposed on all Constituent Councils in

proportion to the subscription paid in the financial year prior to the passing of the resolution to wind up.

- 6.7.4 In the event of a winding up of LCLGA, an Affiliate shall not be entitled to participate in a distribution of surplus assets and shall not be liable to pay a levy if there are insufficient funds to pay all expenses.

## 6.8 **Direction by Constituent Councils**

- 6.8.1 The establishment of LCLGA does not derogate from the power of the Constituent Councils to jointly act in any manner prudent to the sound management and operation of LCLGA, provided that the Constituent Councils have first agreed by resolution of each Constituent Council as to the action to be taken.
- 6.8.2 The establishment of LCLGA does not derogate from the power of any of the Constituent Councils to act independently in relation to a matter for which LCLGA has been established.
- 6.8.3 Provided that the Constituent Councils have all first agreed unanimously as to the action to be taken, the Constituent Councils may direct and control LCLGA.
- 6.8.4 For the purpose of Clause 6.8.3, any direction given by the Constituent Councils must be given in writing to the Executive Officer of LCLGA.

## 6.9 **Alteration and Review of Charter**

- 6.9.1 This Charter will be reviewed by the Constituent Councils at least once in every four (4) years.
- 6.9.2 This Charter may be amended by unanimous resolution of the Constituent Councils.
- 6.9.3 The Executive Officer must:
- (a) furnish a copy of the charter, as amended, to the Minister; and
  - (b) ensure that a copy of the charter, as amended, is published on a website (or websites) determined by the chief executive officers of the Constituent Councils; and
  - (c) ensure that a notice of the fact of the amendment and a website address at which the charter is available for inspection is published in the Gazette.

## 6.10 **Disputes Between Constituent Councils**

- 6.10.1 The Constituent Councils agree to work together in good faith to resolve any matter requiring their direction or resolution.
- 6.10.2 Where the Constituent Councils are unable to resolve a matter within twenty one (21) days of the matter being presented to them, the matter will be referred by the Board to the President of the Institute of

Arbitrators and Mediators Australia (or his/her nominee) for the appointment of an arbitrator.

- 6.10.3 Notwithstanding Clause 6.10.2 the Constituent Councils agree to be bound by the decision of the appointed arbitrator (except in relation to any decision relating to the acquisition or disposal of any real property) and will endeavour to work together in good faith in the implementation of that decision.
- 6.10.4 The costs of arbitration shall be borne equally by the Constituent Councils involved in the arbitration, or as otherwise determined by the arbitrator.

#### 6.11 Committees

- 6.11.1 The Board may establish a committee of Board Members for the purpose of:
  - (a) enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
  - (b) exercising, performing or discharging delegated powers, functions or duties.
- 6.11.2 The Board may establish advisory committees consisting of or including persons who are not Board Members or elected members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference.
- 6.11.3 Subject to clause 6.11.4 the Board may appoint a member of a committee or advisory committee for such term as determined by the Board save that a term of office of a member of a committee or advisory committee will conclude at the conclusion of the next local government election following their appointment.
- 6.11.4 A member of a committee or advisory committee established under this Clause holds office at the pleasure of the Board.
- 6.11.5 The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

#### 6.12 Common Seal

- 6.12.1 LCLGA shall have a common seal upon which its corporate name shall appear in legible characters.
- 6.12.2 The common seal shall not be used without the express authorisation of a resolution of LCLGA and every use of the common seal shall be recorded in the minute book of LCLGA.
- 6.12.3 The affixing of the common seal shall be witnessed by the President or Vice President and the Executive Officer or such other person as LCLGA may appoint for the purpose.
- 6.12.4 The common seal shall be kept in the custody of the Executive Officer or such other person as LCLGA may from time to time decide.

**Commented [FD18]:** There is no need to state that a committee member's terms of office expires if the committee is wound up. There is also no need to specify



### 6.13 **Circumstances Not Provided For**

- 6.13.1 If any circumstance arises about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions, the President may decide the action to be taken to ensure achievement of the objects of LCLGA and its effective administration.
- 6.13.2 The President shall report any such decision at the next general meeting.



## 7.6 REGIONAL MOBILE INFRASTRUCTURE INQUIRY

### BACKGROUND

The ACCC is seeking submissions to the Regional Mobile Infrastructure Inquiry.

The inquiry seeks to:

1. Inform government policy on regional, rural and remote mobile telecommunications services and
2. Assess the feasibility of providing temporary mobile roaming during natural disasters and other emergencies.

This inquiry was recommended in 2021 by the Regional Telecommunication Independent Review Committee (RTIRC) in their report “2021 Regional Telecommunications Review – a step change in demand”.

The ACCC is seeking evidence that can highlight market and technical opportunities to improve mobile coverage, capacity and competition. They are looking at fixed solutions and portable solutions when facing emergencies.

The first phase of the consultation was targeted at the industry, operators, utilities and emergency services and is now being broadened to the wider community.

Given the work currently being done by Telstra to model a whole of region solution for the Limestone Coast and the feedback we provided to them, we are probably in a good position to develop a submission to this inquiry.

Submissions can be made by email and via the consumer survey, which is open until the 12<sup>th</sup> of March 2023.

The consultation paper scoping the inquiry can be found at [Draft Discussion Paper \(acc.gov.au\)](https://www.accc.gov.au/publications/discussion-papers/draft-discussion-paper-regional-mobile-infrastructure-inquiry).

The key themes would be along the lines of:

- Current blackspots and impact on communities – economic (opportunity cost), social and health.
- Challenges with the current funding models to address blackspots
- Recent challenges with losing mobile services during emergencies after four hours.
- The failure of economic models to include the value of externalities when assessing the value of services.

The LCLGA is able to work with the Limestone Coast Councils to develop a submission to the inquiry.

### KEY ISSUES

- The ACCC is undertaking an inquiry into Regional Mobil Infrastructure.
- Recent work with Telstra and our own experiences with Black Spots means we are in a good position to discuss the needs of the Limestone Coast and the barriers to investment in services.
- Recent emergencies where services were also lost provide tangible evidence on the possible value or portable mobile infrastructure.
- The CEO’s have indicated they are keen to make a submission and the LCLGA is an appropriate vehicle to develop and make that submission.

## **RECOMMENDATION**

It is recommended that LC LGA Board:

1. Approves the LCLGA to work with the Limestone Coast CEOs to make a submission to the ACCC Regional Mobile Infrastructure Inquiry.

**Moved,**

**Seconded,**

## **8.1 PRESIDENTS REPORT**

Report attached.

## **Mayor Lynette Martin Report to LCLGA Meeting to be held on 10 February 2023**

In my capacity as President of the LCLGA I am a member of the South Australia Region of Council's Board, which Board sits alongside the Greater Adelaide Region of Councils, with both Boards sitting under the South Australian Local Government Association.

SAROC comprises the Chairs and Deputy Chairs, of the regional local government associations of South Australia being the regions of the Eyre Peninsula, Murraylands & Riverland, Spencer Gulf Cities, Southern & Hills, the Legatus region and of course the Limestone Coast Region.

SAROC and GAROC advocate to the South Australian Local Government Association, who in turn advocate to the Australian Local Government Association.

My first SAROC meeting was held via zoom on Monday 19 December and really was an induction meeting, outlining the role and responsibilities of SAROC.

Mayor of the District Council of Kimba, Dean Johnson, was the Chair of SAROC at that time.

The next meeting of SAROC was held on the 19 January at Local Government House in Frome Street, Adelaide.

However, as a result of Erika Vickery no longer being the Mayor of Naracoorte Lucindale, this had the flow on effect of Mayor Johnson being elected Chair of the LGA and SAROC then elected Mayor Leon Stephens from the Port Pirie Regional Council as its Chair.

The following is a brief summary of some of the matters discussed at the January 19 meeting :-

1. Murraylands CEO spoke about the floods. So much work goes to Councils. LGA have been amazing with their support and that partnership was acknowledged. Community resilience and well being was noted and the State Government have allocated funding and are setting up panels around well being.
2. Spencer Gulf Cities are re-invigorating their meetings with the Premier's Department. This started under the Marshall Government and had lapsed.
3. Murraylands and Riverlands LGA spoke about support for Mayors going through the flooding. There has been great collaboration between agencies, Local, State and Federal Government.
4. Hoarding and Squalor. Four networks currently meeting and they will work as a state wide agency.
5. In relation to jetties, it appears the State Government is talking of bringing jetties up to standard but from there it will be the responsibility of each council to keep them in order. This can present challenges going forward.
6. Mayor Johnson met with Minister Picton recently in relation to regional medical workforce. As you would all be aware, there is a big focus on Medicare and we will see if that delivers anything.
7. Circular economy and regional waste management is becoming an increasingly important agenda item for the State Government. Expecting increased focus particularly in the regions. Setting up a function with all regional Mayors and CEOs to work through issues. LGA will be making a submission to State Cabinet.
8. Cat Management. Need to start review of Dog and Cat Management early. Councils need to remain in control of resourcing decisions.



9. Regional Housing Advocacy and Toolkit update. Tom Counce gave a powerpoint presentation. LGA has been undertaking significant advocacy and the political environment has changed in the last twelve months. This is a changing space and we will watch.
10. Acknowledgement that the regions are different to the cities. Effective case management in regions is required. Urgent need for financing and incentivizing investment and a funding shortfall for essential services infrastructure.
11. Planning Update Report. LGA will develop guidelines to assist councils with rural living issues by the end of February.

I have been attending meetings of the Limestone Coast Radiation Treatment Working Group, Australia Day Awards at Government House, the Grassroots Community Listening Tour with Shadow Cabinet.

Along with Troy Bell I met with Minister Picton's Advisor, discussing health related issues.

On Monday 30 January I was invited to join other SAROC and GAROC Members at a meeting with Minister Kristy McBain MP, Minister for Regional Development, Local Government and Territories.

City of Mount Gambier CEO, Sarah Philpott and I had met with Minister McBain when we were in Canberra for the Australian Local Government Association National Assembly in June 2021, at which meeting we discussed funding streams going forward as a result of the Labor Federal Government not continuing the Building Better Regions Fund, which fund assisted City of Mount Gambier construct Wulanda Recreation and Convention Centre.

We discussed the importance of the regions to our national economy and the Regional Australia Institute's paper on Rebalancing the Nation.

At the meeting on Monday I was keen to explore with the Minister, more information on the operation of two new programs they are proposing.

One being the Growing Regions Program which will be focused on capital works for community and economic infrastructure and the regional Precincts and Partnerships Program which is place based on collaborative partnerships within geographical areas.

City of Mount Gambier had indicated an interest in participating in the consultation process, as we have a particular focus on how we build and strengthen our regions to diversify our nation's economy.

As a result of this discussion on Monday 30 January it would appear that the guidelines for these two programs will be released in a couple of weeks and guidelines for applications in mid-year.

This will be really important for the Limestone Coast region in order to gain significant place based funding in the future. The Minister reiterated again, that this funding stream will require local, state and federal government working together.

There was also discussion around housing which is a challenge everywhere and that we cannot grow our regions without growing our housing.

Lack of Planning staff was also acknowledged.

Clinton Jury, CEO of the LGA said they are presenting quarterly to Cabinet. The first meeting was related to housing. Minister McBain said they are trying to unlock some of this money to make it more accessible to Councils. Not sure if she is referring to NIFIC (?)

The Minister indicated her belief that the three levels of government appear to work well in South Australia and that the RDA model also works well in South Australia.

I noted that Councils main form of income is via rates and grants. Touched briefly on Federal Assistance Grants and Minister said that her Government are working on a few things that might make a difference for Councils. The Labor Government has extended SLRP for two years and trying to get it into Forward Estimates so it can be guaranteed.

ALGA does have concerns in relation to LRCI funding. It is down for this year, being Round 4, but we have heard whispers Labor would like to take it out. ALGA working on this.

It was mentioned to the Minister that we are under funded with local roads and she indicated this is a question for the longer term. It perhaps needs reform but will not happen in the first term of Government.

## **8.2 LGASA BOARD & SAROC DRAFT MINUTES**

LGASA Board and SAROC draft minutes from recent meetings can be found at the Local Government Association of South Australia website at <https://www.lga.sa.gov.au/about-lga/lga-meetings/committees>.

Normally there would be attached the LGASA Topical Update. However, due to the recent elections, there is no update provided for this meeting.

## 8.3 EXECUTIVE OFFICER REPORT (INCL PROGRAMS AND PROJECTS)

### BACKGROUND

Following the breaks over Christmas and the New Year the team is back with a new addition, Kate Napper, who commenced working for the LCLGA as the Destination Development Manager at the end of January.

Projects are continuing as per the business plan, and some comments are made in relation to each project below.

Executive Officer activities since the last meeting include:

- Facilitated a strategic planning workshop for the Drainage Board
- Meetings with ORSR on discussing and scoping the Active Communities Trial Opportunity
- Attended the SAROC (virtually) meetings in December and January.
- Ac.care Board meeting
- Various CEO forums
- Meetings with President Martin
- Working with the Victorian Cross Border Commissioner on the next Cross Border CEO forum – Liz McKinnon is also attending.
- Workshop on Economic Analysis and Strategic Land Use investigations for Mount Gambier
- Completing the Limestone Coast Adaptation Consultant Contract
- Marsden Jacobs meeting to map out Council MRF workshops
- RDALC Leadership Program Steering Committee meetings to finalise tenders and scope of the program
- SATC Quarterly Performance Review
- Finalisation of the LCLGA Charter review
- Onboarding new staff members
- Chaired Tourism Working group meeting
- New Roads model developed to improve the qualification calculations for SLRP via HDS
- Presented to the new members and their families of the LCLGA Regional Sports Academy

The focus for the next period:

- MRF workshops and release of discussion papers on risk, governance and market
- Developing the 2023/27 Strategic Plan and 2023/24 Business Plan and Budget
- Implementing the business plan
- Complete the transition of the SMLC project
- Regional Growth Strategy Scope approved and issued to the market
- Recruiting a new Programs Position
- Review of the Destination Development Strategy

- Roads Regional Roads Strategy and Definitions completed.
- Progressing our advocacy agenda
- Coastal project
- Sporting ecosystem strategy development workshops
- Working with the ORSR on the Active Communities Program (if approved by the Board)
- Preparing and delivering an LCLGA Board Strategic Planning Workshop
- Meeting the new CEO of the SATC
- Submission to the ACCC on mobile telecommunications in regional and remote communities
- Ac.Care Board and Audit Committee meetings
- Next meeting of the Ministers Women in Sports Taskforce

## **PROJECT UPDATES SINCE THE LAST BOARD MEETING**

### **DESTINATION DEVELOPMENT**

The 2023/24 Limestone Coast Visitor Guide production is underway – 50,000 units will be available for circulation by late February

Attendance at Let's Go Caravan & Camping Show from the 15<sup>th</sup> -19<sup>th</sup> of February. This is promoting the Adelaide to Melbourne Touring Route and is a realignment of the camping show back into its traditional timing in the calendar. This is a cross-border consumer-facing collaboration with West Wimmera Council, Southern Grampians Council and Great Ocean Road regional tourism (GORRT) targeting the self-drive leisure sector market.

We hosted first LC Tourism Managers Meeting for 2023 on Monday 30<sup>th</sup> of January. It was an excellent meeting and allowed the Managers, Kate Napper and Emma Herring, to meet for the first time (it was Kates' first day in the job)

The billboard campaign in Nhill and Coleraine has been extended throughout 2023 with new creative assets designed to entice drivers and tourists to veer off the highway and uncover the hidden gems of the Limestone Coast's towns and sub-regions. These billboards also reinforce the unearth our hidden treasures brand.

The Destination Development Manager is registered to attend the 2023 RTO Forum on 17 March in Sydney and is also registered to attend Australian Tourism Exchange (ATE23) 30 April to the 4<sup>th</sup> of May. This is the tourism industry's largest annual business-to-business event bringing together Australian tourism operators and international buyers worldwide to meet and do business. Positioning the Limestone Coast will be important to grow and transition the relationship established by Biddie over many years.

Tourism eSchool are continuing our social media marketing activities as per the Destination Development Strategy.

The Destination Tourism and Marketing Plan 2025 was approved in 2020 and shortly after the COVID-19 pandemic significantly impacted the tourism industry. Now mid-strategy, a review of the Plan is imminent. The Tourism Management Group will be consulted for feedback on future priorities and a refresh of the Plan presented to Board in the coming months.

The DDM and EO are meeting with the new SATC CEO on the 9th of February.

## **LIMESTONE COAST REGIONAL SPORTS ACADEMY (LCRSA)**

The academy induction and awards evening was held on the 16<sup>th</sup> of January 2023 at Wulanda. It was a very successful night, with over one hundred people attending.

The Academy, for the first time, has athlete representation from all seven member councils.

Workshops in Naracoorte and Mount Gambier will be held in March to help provide us with vital information for our Sporting Ecosystem Analysis. We aim to be the 'best region per capita for producing elite athletes in the country'. We will also look to foster a culture of celebrating our past and current sporting stars, in turn, inspiring and supporting our future ones

The Academy uniform supplier EMU Sportswear is opening an online shop for Academy Families and Friends to purchase LCRSA Merchandise. The Academy will receive 10% of all sales. This money will be ring-fenced and reinvested into the Academy as sponsorship income.

Academy athlete Jamison Buckley starred at the recent State Cycling Championships, winning five State titles and numerous silver and bronze medals. Jamison was the rider of the meet and has been included in the SASI State Development Squad and will compete at the National titles in Brisbane in April. The Academy cycling program has four athletes in various age groups that will compete at this year's National Titles.

Jamison was also awarded the Academy Athlete of the year for 2022 at our recent induction evening. Jami trains 6 days a week and covered over 14,000kms on his bike last year. He is a diligent worker in the gym and has used our education sessions to improve his mindset and nutritional expertise.

The STARCLUB Field Officer Program ended on 31st December 2022. This was an extremely successful program for our region as we consistently lead the state in ORSR Grant Funding acquisition and registered STARCLUB's.

Our StarClub success has seen the ORSR make us one of only two regions in the state to Pilot a new Connected and Active Communities Project. A recommendation report detailing this project and the LCLGA's role has been put forward to the board at this meeting.

The STARCLUB Field Officer would like to express gratitude to all seven Council members for the support given to the STARCLUB program over the past eight years.

## **REGIONAL ROADS**

Following the success of last year's applications which secured over \$2M in funding for regionally significant local roads, we are finalising the methodology for supporting evidence for applications for the 2023 funding round.

Recommended priority projects will be presented to the Board for approval once the analysis is completed.

## **Regional Waste**

Marsden Jacobs (MJ) are engaged to undertake a risk, governance, regulatory and commercial review of a regional MFR. Following a kick-off meeting before Christmas, they have identified additional information they need to complete a discussion paper. We have been compiling this information from our member Councils and expect to be in a position to undertake workshops in February. I met again with MJ in January and have asked them for a schedule of dates so we can lock in attendee availability.

A meeting with MJ and the Waste Committee is being set up, and following this, workshops with councils.

Recycling Victoria has also reached in to engage with the project since the regional waste authorities in Victoria have been incorporated into Recycling Victoria.

**Economic Growth Strategy**

We expect to have completed the scoping document for the revised regional growth strategy this week and may even be able to provide it to the Board as a late paper for consideration, if not an out of session paper may be required.

## **9.0 LCLGA SUB-COMMITTEE MINUTES**

9.1 Roads and Transport Committee

9.2 Tourism Working group



## **10.0 OUTSIDE ORGANISATIONS AND COMMITTEES**

10.1 RDALC Pipeline Report

10.2 RDALC LCLGA Report

10.3 SACCA Report

# PIPELINE REPORT SUMMARY

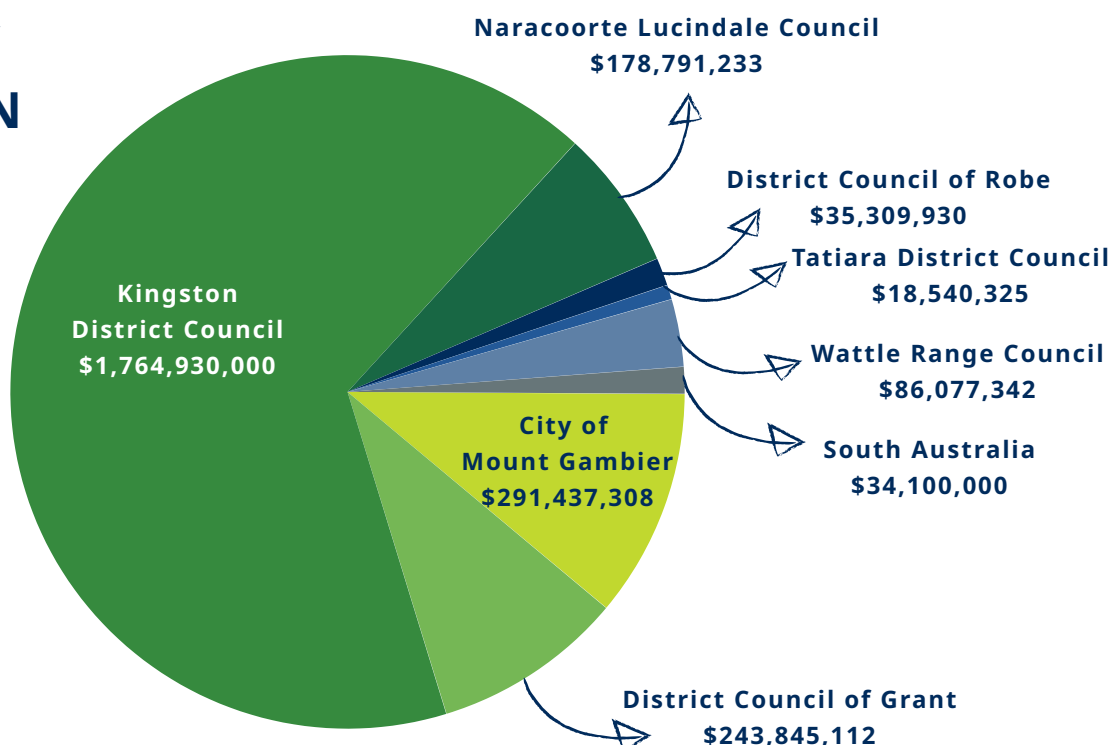
October - December 2022

Regional Development Australia  
Limestone Coast

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*The Pipeline Report tracks regional investment that RDALC is aware of. It is intended to give a snapshot and is not an exhaustive list. The projects listed here are the property of councils, businesses or organisations. Some have the involvement or support of RDALC.*

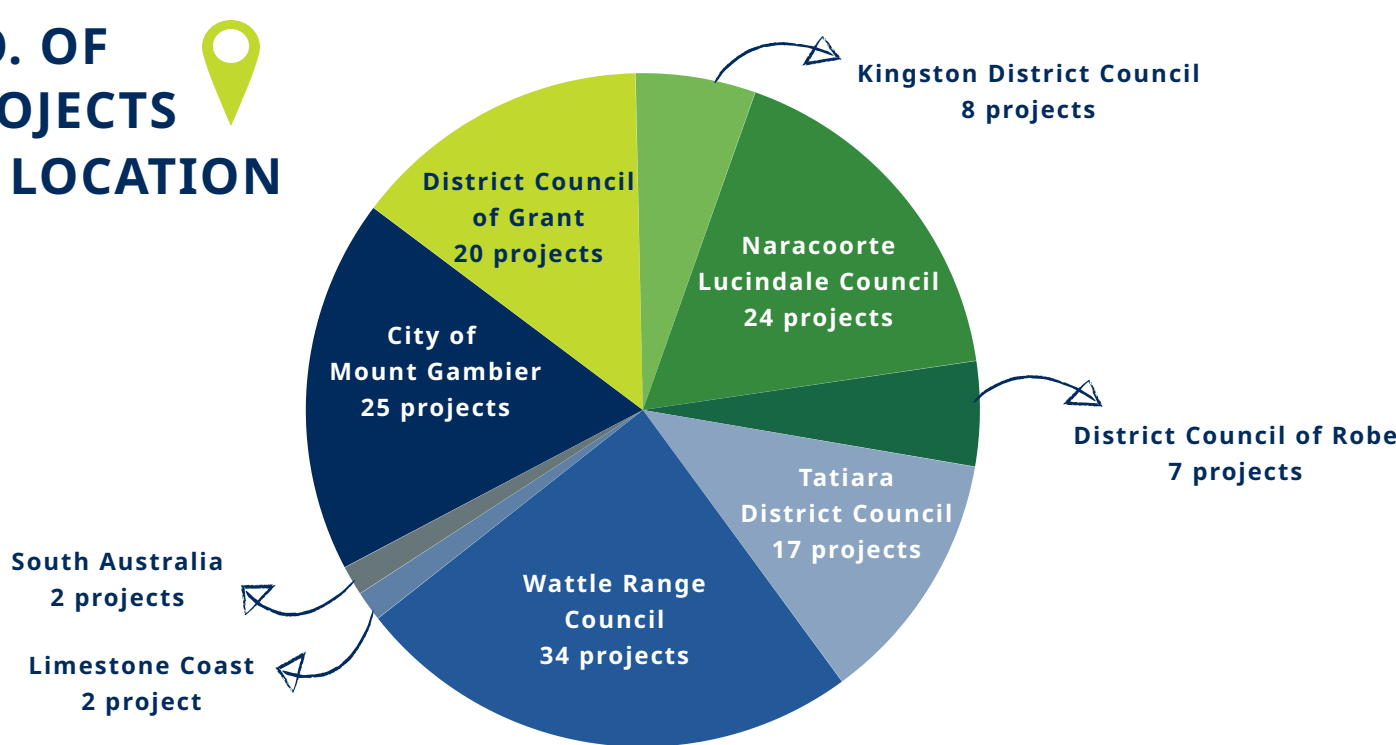
## CAPEX BY LOCATION



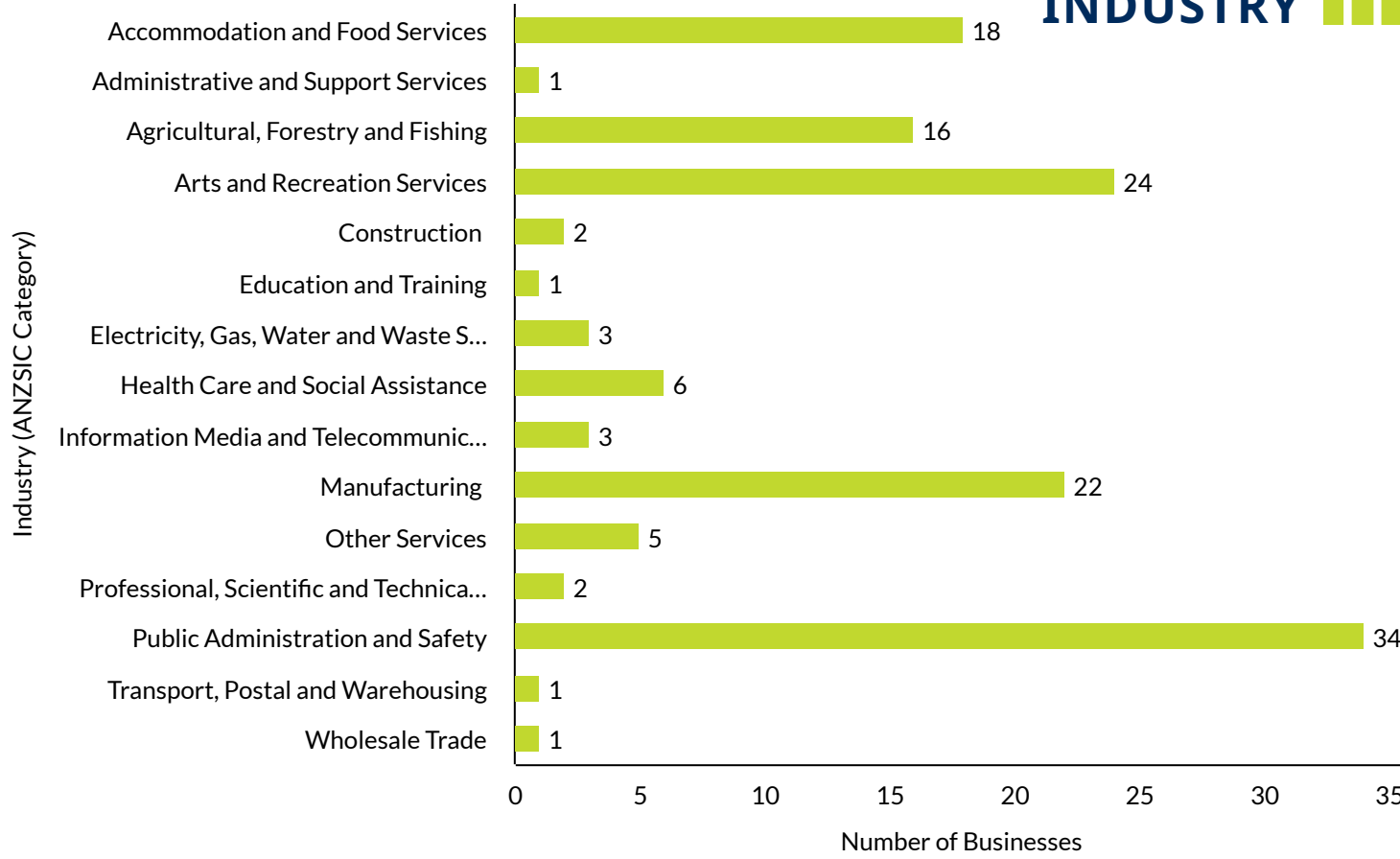
**\$2.653 BILLION**  
INVESTMENT

**139 PROJECTS**

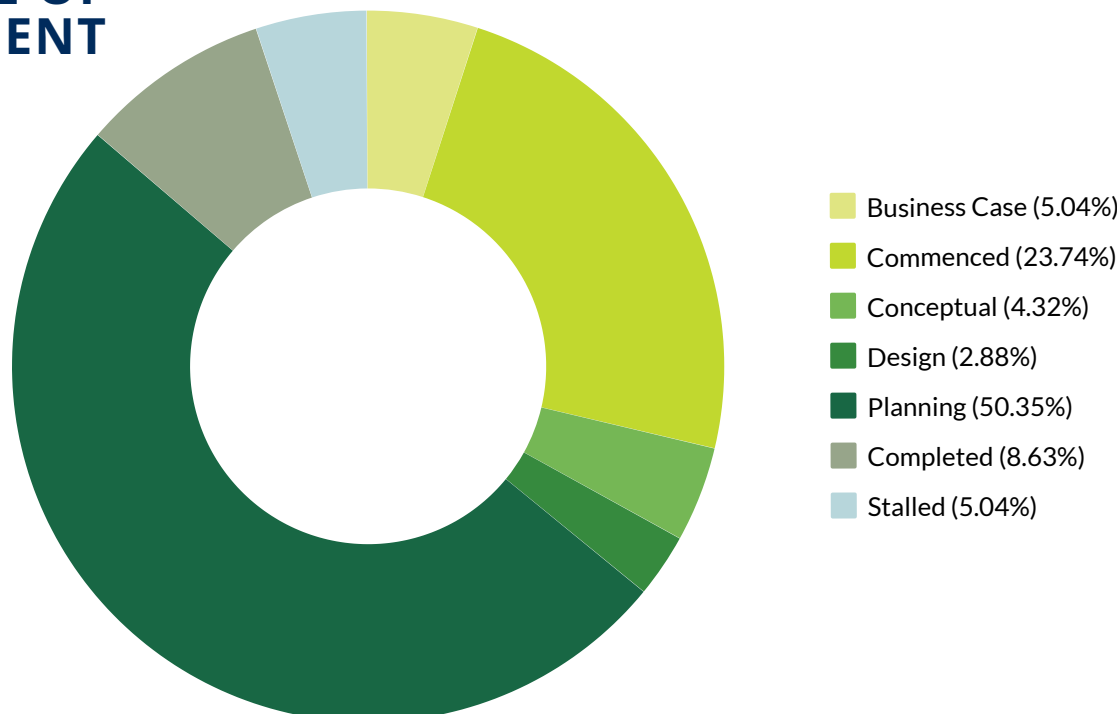
## NO. OF PROJECTS BY LOCATION



## PROJECTS BY INDUSTRY



## STAGE OF DEVELOPMENT



**RDALC INVOLVEMENT**

**65%**

Regional Development Australia  
LIMESTONE COAST

# RDALC REPORT TO LCLGA

NOVEMBER - DECEMBER 2022

## ABOUT US

Regional Development Australia Limestone Coast (RDALC) has evolved into the area's key regional development agency, focusing on the success and growth of businesses in the Limestone Coast. We do this by supporting and mentoring businesses in a way that maximises opportunities, reduces costs and builds economic resilience.

RDALC provides a free one-on-one business support service for business owners. We help with starting and operating a business, including business plan development and review, licensing and registration, recruitment (including connection to job seekers and accessing the skilled migration program), and information on (and referral to) State and Federal Government programs and grants. We also assist with developing marketing and communications strategies, and help operators further their online presence. This includes facilitating the delivery of the Government's Australian Small Business Advisory Services (ASBAS).

RDALC also provides tailored support for businesses and organisations across our region that are seeking private investment as well as funding through grants. We provide economic impact analysis reports for applications, assist with the development of Information Memorandums and Investment Prospectus and assist with framing grant applications.

## SMALL BUSINESS SUPPORT

From 1 November to 31 December 2022, **31** businesses/organisations accessed Regional Development Australia Limestone Coast's small business support services. A further **29** businesses/organisations were supported in their applications for investment (grants and funding). This includes **three** not-for-profit organisations and **two** local council.

### THE BIG PICTURE

To date this financial year, RDALC has provided support to a total of **151** businesses/organisations.



## STUDY ADELAIDE

In November, RDALC and StudyAdelaide collaborated on another tour for students and recent graduates, showcasing the employment and lifestyle opportunities in the region.

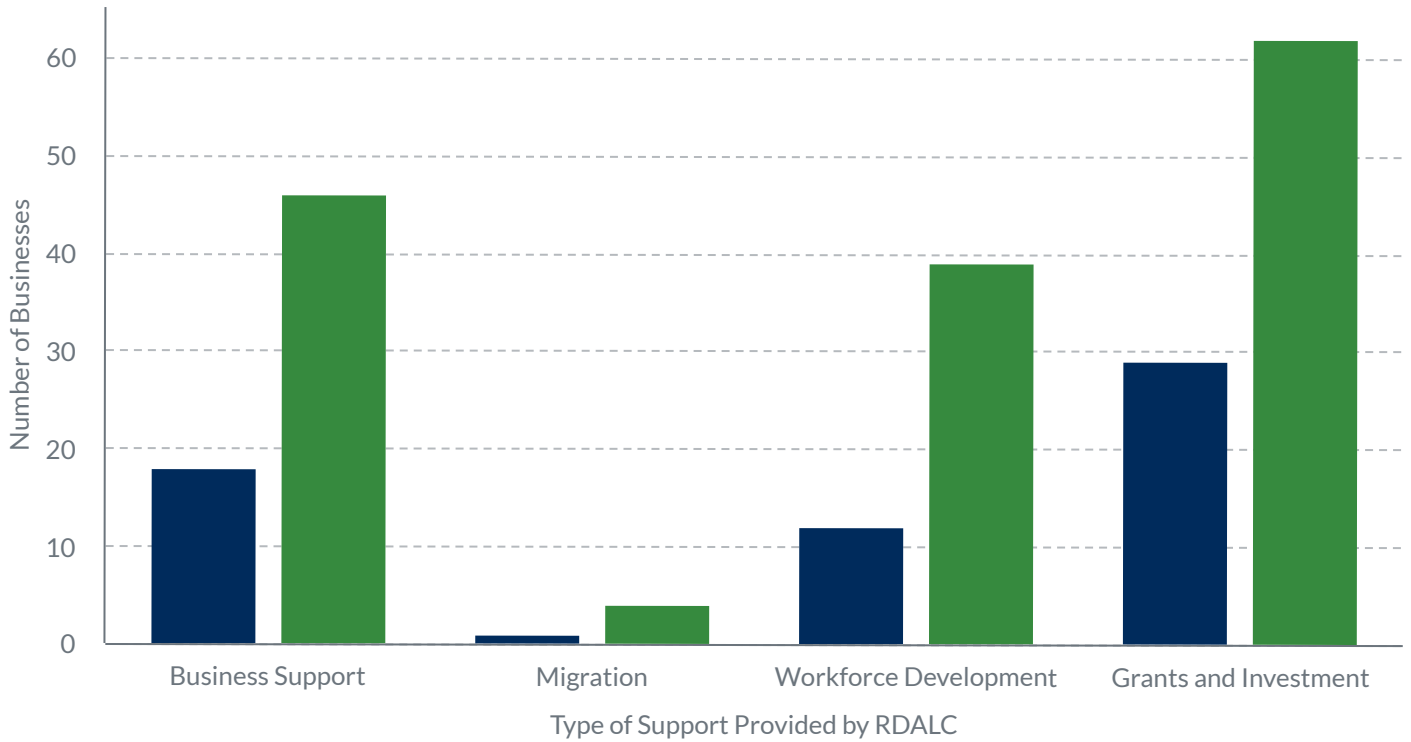
The tour focused on allied health and social work students, with 16 international students and graduates visiting from Adelaide. The students had the opportunity to explore the Limestone Coast, meet with prospective employers, attend site visits, and learn more about living and working in the region.

The group heard from Trevor Smart, CEO Naracoorte Lucindale Council and Angela Willsmore (Good Country Physio) in Naracoorte. A mini-business expo and dinner event was held in Mount Gambier where students were able to network with local businesses, and ask questions to a panel of recent relocators. The following day students had a chance to learn more about employment opportunities at a range of site visits.



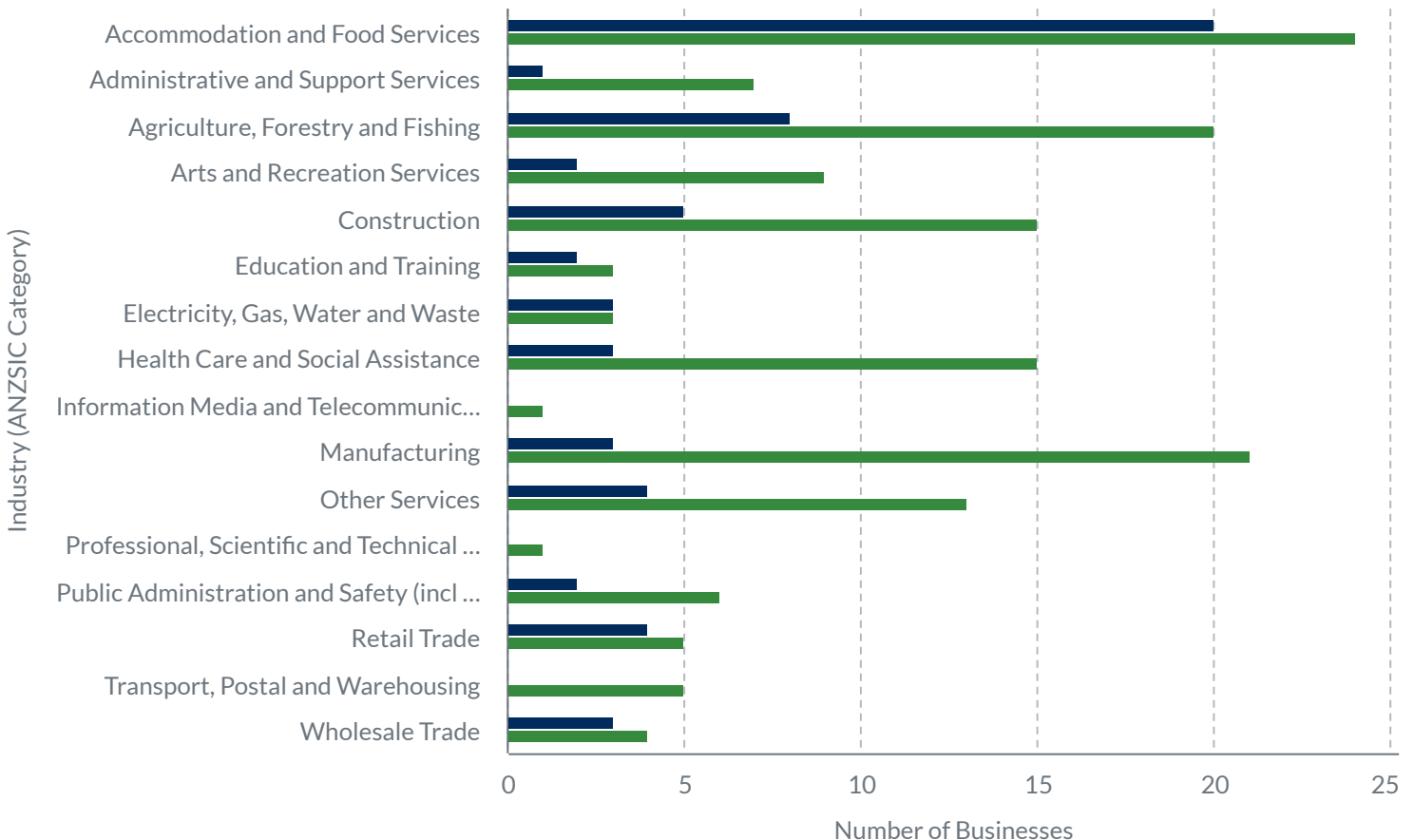
# TYPE OF SUPPORT PROVIDED

■ Nov - Dec 2022 ■ Financial YTD



# INDUSTRY RECEIVING RDALC SUPPORT

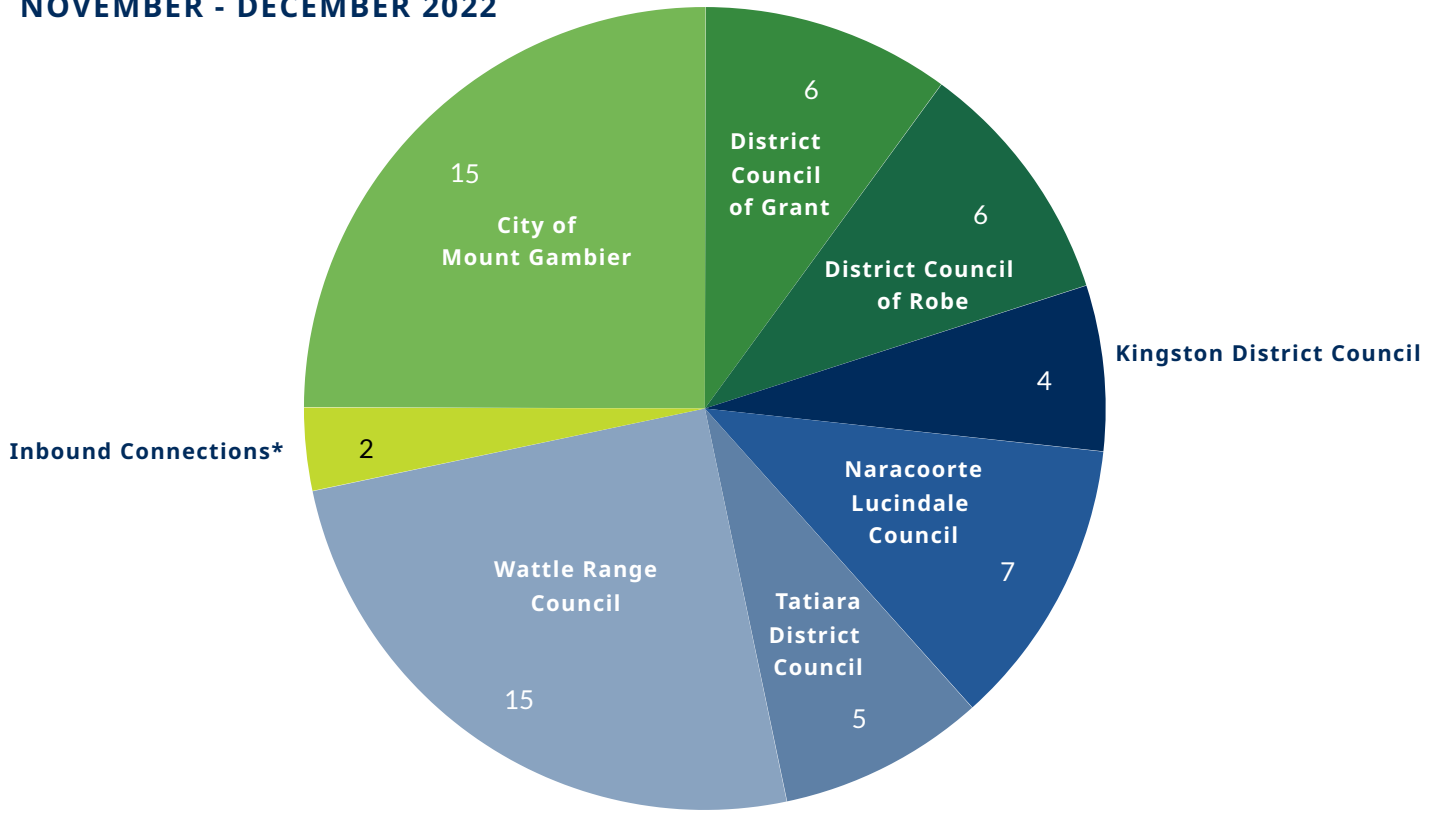
■ Nov-Dec 22 ■ Financial YTD



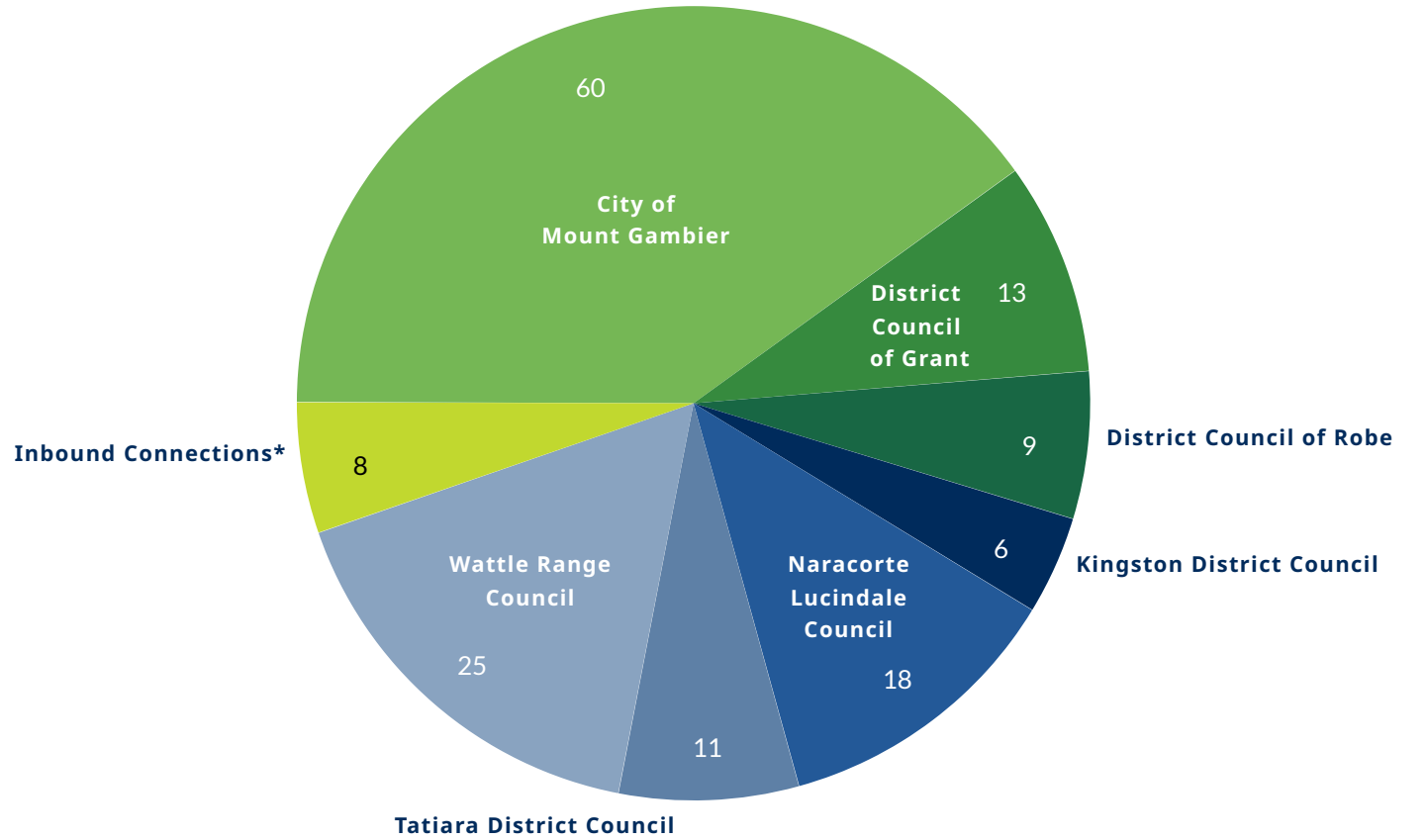


# LOCATION OF BUSINESSES RECEIVING RDALC SUPPORT

## NOVEMBER - DECEMBER 2022



## FINANCIAL YEAR TO DATE



\* The inbound connections figure represents businesses that are not located in the Limestone Coast, but are either looking to expand into our region, or are collaborating on a project with a Limestone Coast business.



## SA Coastal Councils Update – Nov/Dec 2022

### This update includes;

- **Welcome new Elected Members**
- **Federal CERMP program**
- **Off-road vehicles coastal zone**
- **SACCA Coastal Forum 2022**
- **SACCA Funding the Future reports**
- **SACCA funding and governance arrangements 2022-23**
- **SACCA stakeholders – an update on SACCA engagement activities**

### Welcome new LG Elected Members & SACCA Committee nomination process

On behalf of the SACCA Committee I would like to extend a sincere thank you to the members of the inaugural SACCA Committee, and particularly those that are not continuing as Local Government (LG) elected members for their service over the last three years.

SACCA would also like to congratulate and welcome the new and re-elected LG elected members from across the State.

As a result of the LG elections several SACCA Committee members are not continuing on the Committee. The following is a summary of the SACCA Committee as it stands post the 2022 LG elections.

- Metropolitan Zone
  - Cr Bill Jamieson did not re-nominate for election to City of Onkaparinga
  - Cr Oanh Nguyen did not re-nominate for election to City of Charles Sturt
  - Cr William Miller was **re-elected** to City of Holdfast Bay
- Southern Zone
  - SACCA Chair, Mayor Keith Parkes was **re-elected** to Alexandrina Council
  - SACCA Deputy Chair, Mayor Richard Sage was not re-elected to DC Grant
  - Mayor Alison Nunan did not re-nominate for election to DC Robe
- Northern Zone
  - Mayor Darren Braund was **re-elected** to Yorke Peninsula Council
  - Mayor Leon Stephens was **re-elected** to Port Pirie Council
  - Mayor Mark Wasley was **re-elected** to Adelaide Plains Council
- Western Zone
  - Cr Alan Tingay did not re-nominate for election to DC Lower Eyre Peninsula
  - Cr Andrea Broadfoot was **re-elected** to the City of Port Lincoln
  - Deputy Mayor Robert Randall did not re-nominate for election to the DC Tumby Bay

Regional Local Government Associations are currently undertaking Board member inductions and nomination processes for various positions as office bearers and on external bodies. As part of this process SACCA is currently preparing correspondence inviting all Regional LGAs and the new Adelaide Coastal Councils Network (ACCN) (formerly the Metropolitan Seaside Councils Committee – MSCC) to nominate Committee members for the 2023-25 SACCA Committee.

The SACCA committee is also supported by the LGA president as an ex-officio member, and we look forward to working with the newly elected LGA President Mayor Dean Johnson from the District Council of Kimba during 2023-25.

## Federal Coastal & Estuarine Risk Mitigation Program

On 8th March 2022, the Federal Government invited applications from Emergency Management Departments in each State and Territory under a \$50 million Coastal and Estuarine Risk Mitigation (CERM) Program.

SACCA supported the Dept for Environment and Water (DEW) with development of communication materials and distribution of program details and application templates to Councils.

The LGASA in partnership with the DEW, SACCA and the MSCC prepared and submitted a state-wide application, titled Climate Adaptation for SA (CA4SA). The aims of the CA4SA Project are:

- *Local-driven* - to accelerate development and use of regional and local coastal adaptation planning processes that incorporate disaster risk and vulnerability assessment and mapping.
- *State-driven* - to establish state-level data baseline and monitoring infrastructure and activities that inform regional and local Coastal Adaptation Plans and future investment to manage coastal hazards.

Specific initiatives proposed by the CA4SA project include;

- Adaptation Planning and Capacity Building
  - Development of guidelines and standards for adaptation planning
  - Hazard identification and mapping
  - The consolidation of Council adaptation planning into revised 'Regional Adaptation Plans'
  - Capacity building programs and workshops
  - Practitioners network
  - State and community-based forums
- Data and Monitoring
  - Gap analysis and review of current available data
  - Additional coastal bathymetric data
  - Coastal hazard and habitat mapping
  - Additional wave rider buoys across the State
  - Establishment of a coastal hazard information & data database

The total budget for the CA4SA project is \$6M with over \$3.7M sought from the CERMP.

SACCA also noted several applications submitted by SA Councils ranging from hard & soft infrastructure projects through to coastal process research programs.

In October 2022 the Federal Government announced the following **successful projects from SA**;

Project title	Recipient	Description	Funding
The Barunga West Council Coastal Protection Project	Barunga West Council	This project involves the implementation of a range of coastal protection measures focused on coastal erosion.	\$359,000.00
Coastal Adaptation for South Australia - CA4SA Project.	Local Government Association of South Australia	This project accelerates development and use of adaptation strategies by establishing foundations of quality data and on-going monitoring to underpin disaster risk and vulnerability assessment.	\$3,707,000.00

Project title	Recipient	Description	Funding
Encounter Bay Coastal Protection Sea Wall	City of Victor Harbor	This project will create a resilient foreshore for local community and visitors. This is a low-lying part of the coast that will come under increased risk of inundation due to storm surges and future impacts of climate change as sea levels rise.	\$518,000.00
Wyomi Stage 2 Seawall Construction	Kingston District Council	The project involves construction of a 345m Stage 2 rock seawall at Wyomi to the north and south of the existing Stage 1 seawall.	\$1,953,750.00
Data Collection and Modelling Study: Horseshoe Bay, Port Elliot, South Australia	Alexandrina Council	This project will support the local council to take a proactive, best practice approach to data collection and modelling. This will support future master planning and future proofing the Bay and its intrinsic value for the community.	\$112,500.00
Lower Eyre Peninsula Coastal Adaptation and Emergency Management Strategy	District Council of Lower Eyre Peninsula	This project will develop coastal adaptation strategies for North Shields and Tulka and emergency management plans for Tulka and Farm Beach to identify hazards, mitigation and management measures associated with coastal inundation risk.	\$60,000.00

### Off-road vehicles in the coastal zone

Over the last 18 months the SACCA Committee has been in discussions with the DEW Crown Lands Department and various Landscape Boards seeking support for Councils in managing public access to coastal crown lands. SACCA has been seeking a Statewide consistent approach to mitigating environmental harm by vehicles in the coastal zone, while still maintaining access when/where deemed appropriate.

This discussion has also considered issues such as speed limits on beaches. Alexandrina Council has recently been successful in working with the State Government to gazette a reduced speed limit (40Km/hr) on Goolwa beach. SACCA is currently in discussions with DIT to identify options for other SA Councils to do similar.

In late 2021 Minister Speirs requested that a forum be held to identify key stakeholder issues, management principles and options. The forum was presumed to be motivated by the June 2020 findings from the Natural Resources Committee Parliamentary Inquiry into off road vehicles. SACCA and a range of other stakeholders contributed to the forum, and SACCA has distributed the forum summary to all coastal Councils. A discussion paper from this forum has also been prepared and is currently with the Government for consideration and potential release for consultation in late 2022, early 2023.

SACCA was not successful in its funding bid to the 2022 LGAR&DS for a project to identify state and local government reform opportunities and as such is pursuing alternate funding options for the project with various stakeholders, including State Landscape Boards and the Coast Protection Board.



## SACCA Coastal Forum 28 September 2022

The inaugural SACCA Coastal Forum held in November 2021 was attended by over 50 Council elected members and staff from across the State. The forum covered topics such as;

- The ERDC Parliamentary Inquiry into the Coast Protection Board
- Coast Protection Board State Coastal Directions Statement and Implementation Plan
- National coastal management reforms and implications for SA
- Funding the Future... learnings from the SACCA LGR&DS project and innovative funding examples from councils
- Innovative projects from other coastal stakeholders (Uni sector, Landscape SA boards etc)
- Climate change science update – and the impact for coastal councils,
- And case studies from Councils across the State.

Feedback from attendees indicated strong support for an annual forum being coordinated by SACCA, and as such the SACCA Committee prepared and delivered the 28 September 2022 forum, themed **'Adaptation Planning – Best Practice'**.

The Focus of the forum included;

- Insurance Council of Australia response to Australia's natural disasters
- National case studies and exploration of State Coastal Management Frameworks in Qld, NSW and Victoria
- SA based case studies and best practice planning initiatives
- Monitoring and evaluation of coastal processes
- Innovation in coastal assets and infrastructure

Over 60 participants attended in person and over 30 (including from interstate) participated on-line. The 2022 SACCA forum received fantastic feedback from attendees and is proving to be a very well regarded and popular annual event.



## SACCA LG R&DS project 'Funding the Future'

Finalised in Mid 2022 the key findings of the Funding the Future reports include;

- To deliver key coastal management and climate adaptation projects in SA a greater allocation of funding by State and Federal Governments (and their respective bodies such as Infrastructure Australia and the NRRRA) is required urgently.
- Historical funding models (such as one-off grants) do not deliver the best outcomes for long term challenges associated with the coast. Funding models need to include suitable timeframes (multi-year), inputs from multiple stakeholders and prioritisation criteria.
- Funding needs to be strategic, structured to deliver regional scale triple bottom line objectives and targeted at building resilience.
- International and National evidence suggests SA needs to consider how it builds 'beneficiary pays' principles into a strategic approach to coastal management and regional resilience.

The final reports including feedback from Councils have informed SACCA discussions with various stakeholders including the new State and Federal Governments and SACCA has already utilised the findings of this project in our advocacy at State and Federal levels. This has included SACCA providing input into the following;

- The National Recovery and Resilience Agency (NRRRA) preparation of the new National Action Plan
- The \$50M NRRRA Coast and Estuarine Risk Mitigation program, and
- The new \$200M Disaster Ready Fund.

## SACCA Funding and Governance arrangements

### ➤ **Membership subscriptions**

All regional LGAs have committed membership and funding to SACCA for 2022-23. Metropolitan Councils however are still finalising and implementing their own structure and function review. SACCA is aiming to engage with and secure membership from the new Adelaide Coastal Councils Network in early 2023.

### ➤ **SACCA Committee nominations**

Further to above update. While the term for SACCA committee membership was initially intended to be 2 years from October 2019 to October 2021 at its 30 September 2021 meeting the SACCA committee resolved to carry over current committee members for at least an additional 12 months while State & Federal elections are held in March and May 2022 respectively and Local Government elections in November.

SACCA anticipates that nominations for the SACCA Committee will be requested from regional LGAs and the ACCN (former MSCC) following confirmation of LG elected members and Regional Association Board members between December 2022 – Feb 2023.

### ➤ **Business Plan and SACCA Priorities**

Acknowledging that the new 2023-25 SACCA Committee will likely lead a review of the SACCA Strategic and Business Plan in early 2023 the SACCA Committee in March 2022 endorsed a range of priorities for SACCA to focus on for the remainder of 2022. These priorities include;

- Engagement and consultation with Councils and other stakeholders including SACCA representation at the LGA General Meetings, Regional LGA Meetings, MSCC meetings, launch of the SACCA website in 2022 and hosting the 28 September 2022 SACCA Coastal Forum to support coordination and collaboration opportunities.
- Supporting Councils with integration of coastal assets into Council strategic management plans (such as long-term asset and financial management plans) via an R&D collaboration with Flinders University and the Institute of Public Works Engineering Australasia (IPWEA)
- Pursuing coastal management reform opportunities with the new State Government including the findings from the ERDC Inquiry into the Coast Protection Board and Act.
- Pursuing opportunities for increased State and Federal funding to address local and regional coastal management challenges. This includes working with the LGA and State Government to develop funding bids to agencies such as the NRRRA Coast and Estuarine Risk Management Program Rd 2.
- Investigating options for Local Government coastal risks profiling with stakeholders including the LGA MLS
- Continued representation on the Coast Protection Board (CPB) advisory committee and supporting CPB priorities (local government adaptation planning, regional engagement and grant programs)
- Supporting State and local government initiatives to address coastal zone access issues with the aim of maximising benefits and minimising negative impacts (i.e. off-road vehicles and camping in the coastal zone)
- Review of the SACCA strategic & business plan with Council members in 2022-23
- Election of the new SACCA committee for 2023-25

## SACCA stakeholders

**Marine Innovation SA (MISA)** – SACCA was recently invited to join MISA as a collaborator for upcoming projects arising from the National Environmental Science Program (NESP), Marine and Coastal Hub (NESP, MAC); the Protect Our Oceans program; The Nature Conservancy Reef Restoration Program and other research funding sources as they are announced.

MISA has been instrumental in developing large scale collaborative initiatives and is currently the South Australian member for the NESP Marine and Coastal Hub. The Marine and Coastal Hub will support management of marine and coastal environments, biodiversity and taxonomic assets, monitoring systems and decision support tools, as well as threatened and migratory species and ecological communities; protected places; waste; and climate adaptation.

**LGA SA** – SACCA and the LGA have a finalised MoU and this is now in operation. SACCA has recently supported the LGA with its successful application to the CERMP (described above) and will be working with LGA, DEW and wider stakeholders to govern and implement the project delivery.

**Australian Coastal Councils Association** – ACCA has offered to work with SACCA on mutually beneficial projects/issues and has recently considered the SACCA 'Funding the Future' paper as part of its Federal advocacy program.

**Australian Coastal Society** – SACCA has also approached the ACS to consider how both parties can work together for the benefit of SA coastal Councils. This includes collaborating on the delivery of the ACS coastal forum (held in Marion Bay, Yorke Peninsula on the 3<sup>rd</sup> & 4<sup>th</sup> November 2022).

**Coast Protection Board of SA** - SACCA is a member of the CPB LG Advisory Committee and as such attends and represents coastal Councils at CPB meetings. The CPB 2022 priorities include;

- Regional support
- Adaptation Planning
- Engagement and Communication
- First Nations Engagement and Training
- Review of CPB Grant Programs

**Environment and Resources Development Committee** - SACCA provided both a written and verbal submission to the ERDC [Inquiry into the CPB](#), the Coast Protection Act 1972 and other relevant matters. SACCA Executive Officer also participated in the ERDC visit to the Yorke and mid North coastal region, providing further input into the process. SACCA is considering the findings of the ERDC inquiry and looks forward to reform discussions with the new State Government.

**Flinders University** - SACCA is providing in-kind support to the Flinders University Coastal Climate Adaptation Research Project, partly funded via the DEW Coastal Grants program. The results of this project are due by mid-late 2022 and will be of significant value for SACCA to help identify gaps in Councils' approach to best practice adaptation planning.

**Landscape Boards** - SACCA is progressing with engaging the various Landscape SA Boards from across the State to determine where opportunities for collaboration, coordination and capacity might exist between SACCA and the Boards.

**Institute of Public Works and Engineering (IPWEA)** – SACCA has approached IPWEA to investigate opportunities to support coastal Councils with asset management and financial planning for coastal assets and in particular those that are subject to increasing erosion rates. A collaborative project has been developed and SACCA is seeking funding opportunities.

**11.0 OTHER BUSINESS**