



# **LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION**

## **BUSINESS PLAN 2024/25**

***“LIMESTONE COAST BETTER TOGETHER”***

## INTRODUCTION

The Limestone Coast Local Government Association's (LCLGA) Annual Business Plan is provided for the financial year 2024/25 as required under clause 24, Schedule 2 of the Local Government Act 1999 (the Act). As a Section 43 Committee under the Act, the LCLGA operates as a subsidiary of seven member councils, each with a goal to enhancing regional collaboration to deliver efficient, effective and quality services to our communities.

Members of the LCLGA consist of the following seven Councils:

- City of Mount Gambier
- District Council of Grant
- District Council of Robe
- Kingston District Council
- Naracoorte Lucindale Council
- Tatiara District Council
- Wattle Range Council

Our committee's formation and mandate reflect the collective vision and strategic alignment of the seven councils. Together, we endeavour to address common challenges, leverage shared opportunities, and potentially achieve economies of scale in delivering essential services and programs.

This collaboration allows us to optimise resource use, share expertise, and provide more effective and innovative solutions to meet the diverse needs of the constituents of each of our Councils.

During a workshop held in April 2024, the Board unanimously agreed on four Strategic Focus areas to ensure, moving forward, we are clear about our goals and focused in our efforts to achieve them.

These four Strategic Focus areas consist of:

1. Fostering a thriving economy
2. Healthy and Vibrant Limestone Coast
3. Activate Key Infrastructure
4. Develop Member Capability and Capacity

The workshop also revealed our united agreement on the motto "Limestone Coast Better Together," which appropriately conveys our shared vision for the future. This slogan signifies our collective commitment to collaboration, emphasising that through working together, we can achieve greater success. It reflects our dedication to fostering partnerships and leveraging our combined strengths to address challenges and seize opportunities.

By strengthening our united efforts, we consolidate the strengths and concerns of the seven councils, creating a more formidable and persuasive collective voice (*stronger together*).

This increased visibility and unified stance aim to prompt government to listen, and address issues raised with greater urgency. Our united voice can also highlight issues and possible solutions for government consideration in the future.

This Annual Business Plan outlines our strategic priorities, key initiatives, and budget allocations for the upcoming year. It serves as a roadmap guiding our actions, with a focus on delivering value and achieving our strategic objectives. Through this plan, we reaffirm our commitment to transparency, accountability, and sustainable development, aiming to foster a thriving and resilient region for all our communities.

We uphold the mantra of the 2020 -2025 Strategic Plan "Collectively Building Stronger Communities" and look forward to embracing our agreed future motto "Limestone Coast Better Together". Over the next 12 months our goal is to further unite our seven councils to amplify our voice and enhance the strategic future planning of the LCLGA.

## **OVERVIEW**

As initially reported in last year's Business Plan, the operating environment remains highly volatile. While the challenges from the COVID-19 pandemic have reduced, geopolitical tensions persist, increased interest rates are significantly impacting household budgets, and low unemployment levels, along with severe housing shortages continue to pose ongoing challenges for each of the Councils in our region.

Additionally, over the past 12 months, the role of Executive Officer saw an Interim Executive Officer for the first six months, followed by the appointment of an Executive Officer for the following five months and upon receipt of that resignation, the final month of the financial year saw another Interim Executive Officer taking on the role.

This succession caused some interruption not only for staff but also the Board and other LCLGA stakeholders, primarily due to the adjustments required in leadership styles and understanding of local government, continuity of strategic direction, and adaptation to different management approaches and priorities.

While the turnover of different Executive Officers has caused some disruption, it is an opportune time to conduct a thorough examination of the LCLGA.

The Business Plan for the next 12 months will focus on an initial in-depth examination of the LCLGA's purpose, structure and the value it provides to our member councils whilst ensuring the efficient and effective delivery of current plans and projects.

The LCLGA acknowledges the need for flexibility in delivering value to our members during these challenging times. Looking ahead to the next 12 months, we are committed to enhancing communication, transparency and in providing more measurable value for money to our members. This Business Plan is for a one-year period.

## KEY PRIORITIES FOR THE COMING YEAR

### 1. Undertake a comprehensive review of the LCLGA and develop options for the future models of operation

*Investigate through an initial in-depth examination of the LCLGA's purpose, structure and the value it provides to member councils*

### 2. Undertake a comprehensive governance review of the LCLGA

*The next 12 months will include an audit of the current suite of LCLGA policies, procedures, delegations, sub delegations and the Records Management system, including legislative policies as required under the Local Government Act 1999, along with Human Resources policies.*

*The audit, when complete, will highlight any deficiencies in these areas and an implementation plan will be developed to update where required.*

### 3. Complete the Regional Growth Strategy

*The Regional Growth Strategy is currently underway with a number of milestones completed, continue working with the consultants to ensure completion of the project.*

### 4. Continue consideration of Regional /Subregional waste options

*Explore Waste recovery options that will outline the most appropriate options for Regional and Sub Regional areas.*

### 5. Continue to work regionally on priority road infrastructure with Department Infrastructure and Transport (DIT)

*Partnering with DIT to provide advice on road infrastructure requirements in the Limestone Coast region.*

*The Strategic Local Roads Program (SLRP) continues to be an essential source of funding for Limestone Coast Regionally Significant roads which support economic, tourism and community activities. Regionally identified roads for this grant program is essential to successful applications.*

### 6. Review of the South Australian Tourism Commission Regional Review and Limestone Coast Destination Development Management Plan

*The Board will undertake continued investigation of the SA Tourism Commission Regional Review to better understand, and ensure benefits are received for the Limestone Coast and its destination development.*

*The Board will also continue to review the Limestone Coast Destination Development Strategy to ensure that the plan provides benefits and opportunities to all Councils.*

**7. Continue and maintain the existing Connected and Active Communities grant program**

*The Connected and Active Communities (CAC) Project is a place-based approach that aims to address poor levels of physical activity participation at a local level by investing in the strengths of our communities through a partnership approach.*

*By partnering with local communities, the CAC Project will identify opportunities to elevate the capacity of volunteers, decision makers and local leaders to create and deliver innovative and effective sport and recreation initiatives.*

*Currently this program is delivering outstanding outcomes throughout the region.*

**8. Continue the operations of the Limestone Coast Regional Sporting Academy (LCRSA) and review the Business Case for the establishment of an Incorporated Association or other governance structure to operate the Sporting Academy**

*The LCRSA exists to provide development, support and opportunities within identified sports. Every sport is different, but all have a set of national / and or state development pathways that provide the basis for identifying talent and establishing the LCRSA specific sports skill-based programs.*

*The LCRSA takes time to understand the overall structure of each participating sport and works with the state and /or national body to formulate a program that will provide maximum benefits to the athletes. By taking this approach the LCRSA is able to deliver a high-performance training environment that otherwise might be out of reach for regional athletes.*

*The Board will consider the Business Case currently being prepared by a consultant to review the governance of the LCRSA.*

**9. Continue other operational programs including the Heritage Advisory service and South Australian Councils Coastal Alliance**

*LCLGA currently has a Heritage Advisory Service in place with Arcuate Architecture who provides advice to Councils in the region on Heritage Building issues.*

*LCLGA is also the sponsoring body for the South Australian Coastal Councils Alliance (SACCA). The alliance provides an informed, coordinated advocacy voice for issues impacting on coastal Council in South Australia as well as information sharing and networking on coastal management issues.*

## Finance Overview

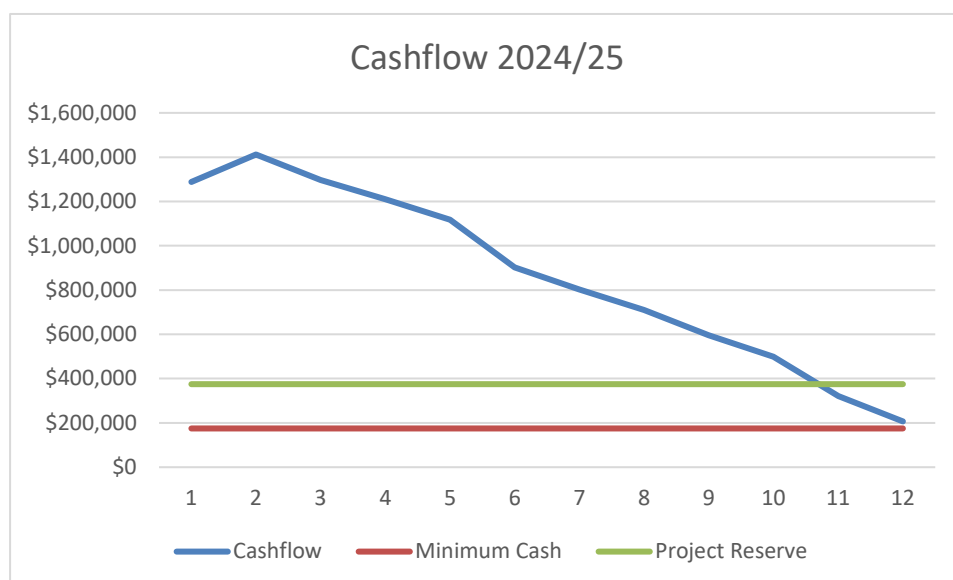
The LCLGA adopted the 2024-2025 budget at the 21 June 2024 Board Meeting.

The Budget for 2024-25 has a cash deficit budget of \$168,092 and an operating deficit of \$68,092 forecast for the 2024/2025 Year as reported in the April 2024 Board Meeting.

Cash reserves are predicted to be at \$206,851 at the end of the 2024/25 Financial Year.

As reported to the LCLGA Board on 22 March 2024 the LCLGA must ensure a sound financial position which maintains a core LCLGA reserve above \$175,000 and carries capacity for current and future programs.

2024/25 is a year in which most budget reserves will be gone leaving an opportunity to re-invest and increase funding to secure a bright and sustainable future.



Member Contributions	Subscriptions	Tourism	24//25					Total
			Connected & Active Communities	SACCA	Programs	RDALC	Heritage	
City of Mount Gambier	\$90,301	\$64,191	\$13,388	\$1,200	\$19,702	\$28,084	\$35,812	\$252,678
District Council of Grant	\$44,116	\$31,360	\$8,932	\$1,201	\$9,625	\$13,720	\$3,602	\$112,556
Wattle Range Council	\$72,527	\$51,556	\$13,108	\$1,201	\$15,824	\$22,558	\$15,099	\$191,873
Naracoorte Lucindale Council	\$49,578	\$35,242	\$9,410	\$1,201	\$10,816	\$15,419	\$7,838	\$129,504
District Council of Robe	\$19,440	\$13,819	\$1,825	\$1,201	\$4,241	\$6,046	\$14,294	\$60,866
District Council of Tatiara	\$42,785	\$30,414	\$8,559	\$1,201	\$9,335	\$13,306	\$4,267	\$109,867
District Council of Kingston	\$22,107	\$15,715	\$4,208	\$1,201	\$4,823	\$6,876	\$3,615	\$58,545
<b>Total</b>	<b>\$340,854</b>	<b>\$242,297</b>	<b>\$59,430</b>	<b>\$8,406</b>	<b>\$74,366</b>	<b>\$106,009</b>	<b>\$84,527</b>	<b>\$915,889</b>

**LIMESTONE COAST LGA  
CONSOLIDATED DRAFT BUDGET 2024-2025**

<b>STATEMENT OF COMPREHENSIVE INCOME</b>		
<b>2023/2024 Predicted ACTUALS \$</b>		<b>2024/2025 DRAFT BUDGET \$</b>
	<b>INCOME</b>	
874,338	Local Government Council Contributions	915,889
40,000	Other Contributions	40,000
35,760	Other Income	62,100
395,583	Project Income	337,100
43,000	Interest Income	28,000
<b>1,388,681</b>	<b>TOTAL REVENUES</b>	<b>1,383,089</b>
	<b>EXPENSES</b>	
623,477	Wages and Salaries	642,509
287,227	Operating Expenses	252,715
627,098	Project Expenditure	555,958
<b>1,537,801</b>	<b>Total Expenses</b>	<b>1,451,181</b>
<b>-149,121</b>	<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>-68,092</b>
-	Net gain (loss) on disposal or revaluation of assets	-
-	Amounts specifically for new or upgraded assets	-
-	Physical resources received free of charge	-
<b>-149,121</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>-68,092</b>

**LIMESTONE COAST LGA  
CONSOLIDATED DRAFT BUDGET 2024-2025**

		<b>CASH FLOW STATEMENT</b>	
<b>2023/2024</b>			<b>2024/2025</b>
<b>Predicted</b>			<b>DRAFT</b>
<b>ACTUALS</b>			<b>BUDGET</b>
<b>\$</b>			<b>\$</b>
Inflows			Inflows
(Outflows)			(Outflows)
		<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>	
		<b>RECEIPTS</b>	
1,090,681		Operating Receipts	1,255,089
43,000		Investment Receipts	28,000
		<b>PAYMENTS</b>	
-1,537,801		Operating payments to suppliers & employees	-1,451,181
-		Finance Payments	-
-404,121		<b>Net Cash provided by (or used in) Operating Activities</b>	-168,092
		<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
-		<b>Net Cash provided by (or used in) Investing Activities</b>	-
		<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
-		<b>NET CASH USED IN FINANCING ACTIVITIES</b>	-
-404,121		<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-168,092
779,028		<b>CASH AT BEGINNING OF YEAR</b>	374,907
<u>374,907</u>		<b>CASH AT END OF YEAR</b>	<u>206,815</u>

**LIMESTONE COAST LGA  
CONSOLIDATED DRAFT BUDGET 2024-2025**

<b>BALANCE SHEET</b>			
<b>2023/2024</b>			<b>2024/2025</b>
<b>Predicted</b>			<b>DRAFT</b>
<b>ACTUALS</b>			<b>BUDGET</b>
		<b>ASSETS</b>	
		<b>CURRENT ASSETS</b>	
\$			\$
374,907		Cash and cash equivalents	206,815
11,330		Trade & other receivables	11,330
-		Inventories	-
386,237		<b>TOTAL CURRENT ASSETS</b>	218,145
386,237		<b>TOTAL ASSETS</b>	218,145
		<b>LIABILITIES</b>	
		<b>CURRENT LIABILITIES</b>	
42,462		Trade & Other Payables	42,462
137,569		Other Liabilities	37,569
44,775		Short-term Provisions	44,775
224,806		<b>TOTAL CURRENT LIABILITIES</b>	124,806
		<b>NON-CURRENT LIABILITIES</b>	
658		Long-term Provisions	658
658		<b>TOTAL NON-CURRENT LIABILITIES</b>	658
225,464		<b>TOTAL LIABILITIES</b>	125,464
160,773		<b>NET ASSETS</b>	92,681
		<b>EQUITY</b>	
160,773		Accumulated Surplus	92,681
-		Asset Revaluation	-
-		Other Reserves	-
160,773		<b>TOTAL EQUITY</b>	92,681

**LIMESTONE COAST LGA  
CONSOLIDATED DRAFT BUDGET 2024-2025**

<b>STATEMENT OF CHANGES IN EQUITY</b>			
<b>2023/2024</b>			<b>2024/2025</b>
<b>Predicted</b>			<b>DRAFT</b>
<b>ACTUALS</b>			<b>BUDGET</b>
<b>\$</b>			<b>\$</b>
		<b>ACCUMULATED SURPLUS</b>	
309,894		Balance at end of previous reporting period	160,773
-149,121		Net Result for Year	-68,092
0		Transfer From Reserves	0
0		Transfer To Reserves	0
160,773		<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	92,681

**LIMESTONE COAST LGA  
CONSOLIDATED DRAFT BUDGET 2024-2025**

**UNIFORM PRESENTATION OF FINANCES**

<b>2023/2024</b>			<b>2024/2025</b>
<b>Predicted</b>			<b>DRAFT</b>
<b>ACTUALS</b>			<b>BUDGET</b>
<b>\$</b>			<b>\$</b>
1,388,681	Operating Revenues		1,383,089
-1,537,801	less Operating Expenses		-1,451,181
-149,121	<b>Operating Surplus / (Deficit) before Capital Amounts</b>		-68,092
	<b>Less Net Outlays in Existing Assets</b>		
-	Capital Expenditure on renewal and replacement of Existing Assets		-
-	less Depreciation, Amortisation and Impairment		-
-	less Proceeds from Sale of Replaced Assets		-
-			-
	<b>Less Net Outlays on New and Upgraded Assets</b>		
-	Capital Expenditure on New and Upgraded Assets		-
-	less Amounts received specifically for New and Upgraded Assets		-
-	less Proceeds from Sale of Surplus Assets		-
-			-
-149,121	<b>Net Lending / (Borrowing) for Financial Year</b>		-68,092

PROFIT AND LOSS				
INCOME	25 Draft Budget	2024 Budget	Variance	Variance %
City of Mount Gambier	\$252,678	\$241,160	\$11,518	4.78%
District Council of Grant	\$112,556	\$107,458	\$5,098	4.74%
Wattle Range Council	\$191,873	\$183,141	\$8,732	4.77%
Naracoorte Lucindale Council	\$129,504	\$123,630	\$5,874	4.75%
District Council of Robe	\$60,866	\$58,135	\$2,731	4.70%
District Council of Tatiara	\$109,867	\$104,893	\$4,974	4.74%
District Council of Kingston	\$58,545	\$55,921	\$2,624	4.69%
Interest	\$28,000	\$43,000	-\$15,000	-34.88%
Grants	\$303,500	\$362,858	-\$59,358	-16.36%
Participant Income	\$33,600	\$32,725	\$875	2.67%
LGA - SA Regional Capacity Buildi	\$40,000	\$40,000	\$0	0.00%
Other	\$62,100	\$35,760	\$26,340	73.66%
<b>Total</b>	<b>\$1,383,089</b>	<b>\$1,388,681</b>	<b>-\$5,592</b>	<b>-0.40%</b>

EXPENSES	25 Draft Budget	2024 Budget	Variance	Variance %
Advertising & Marketing	\$6,000	\$600	\$5,400	900.00%
Audit and Accounting Fees	\$30,500	\$28,018	\$2,482	8.86%
Bank Fees	\$540	\$782	-\$242	-30.95%
Computing & IT	\$19,200	\$30,400	-\$11,200	-36.84%
Consultancy	\$7,000	\$16,000	-\$9,000	-56.25%
Occupancy	\$21,700	\$20,824	\$876	4.21%
Governance	\$12,000	\$18,000	-\$6,000	-33.33%
Insurance	\$21,000	\$19,051	\$1,949	10.23%
Meeting Expenses	\$6,000	\$6,000	\$0	0.00%
Miscellaneous	\$6,000	\$7,000	-\$1,000	-14.29%
Printing/Stationery	\$4,800	\$3,600	\$1,200	33.33%
Seminars	\$0	\$5,000	-\$5,000	-100.00%
Subscriptions	\$1,000	\$1,000	\$0	0.00%
Telephone	\$7,500	\$9,700	-\$2,200	-22.68%
Training	\$8,000	\$10,728	-\$2,728	-25.43%
Travel/Accommodation/Meals	\$8,000	\$18,032	-\$10,032	-55.63%
Vehicle - Fuel	\$22,100	\$22,000	\$100	0.45%
Vehicle - Lease	\$53,980	\$52,651	\$1,329	2.52%
Vehicle - R & M	\$1,500	\$1,600	-\$100	-6.25%
Heritage Services	\$84,529	\$70,000	\$14,529	20.76%
Regional Development Australia LC	\$106,009	\$101,155	\$4,854	4.80%
Wages	\$562,386	\$545,071	\$17,315	3.18%
Wages - Superannuation	\$64,674	\$61,086	\$3,589	5.87%
Wages Workers Compensation	\$5,895	\$6,241	-\$346	-5.55%
Wages-FBT	\$10,000	\$10,000	\$0	0.00%
Wages Accruals	\$15,448	\$17,320	-\$1,872	-10.81%
SACCA	\$78,844	\$57,135	\$21,709	38.00%
1. Marketing	\$64,816	\$64,816	\$0	0.00%
2. Visitor Servicing	\$5,000	\$5,000	\$0	0.00%
3. Events	\$750	\$750	\$0	0.00%
4 & 5. Project Costs	\$1,000	\$1,000	\$0	0.00%
6. Governance & Collaboration	\$26,199	\$26,199	\$0	0.00%
7. Industry Capability	\$650	\$650	\$0	0.00%
8. Promote Value of Tourism	\$1,999	\$1,999	\$0	0.00%
LCRSA	\$84,000	\$100,000	-\$16,000	-16.00%
Waste Program	\$0	\$70,669	-\$70,669	-100.00%
CAC	\$39,162	\$56,000	-\$16,838	-30.07%
Roads Program	\$38,000	\$21,775	\$16,225	74.51%
Economic Program	\$25,000	\$49,950	-\$24,950	-49.95%
Oncost	\$0	\$0	\$0	#DIV/0!
<b>Total</b>	<b>\$1,451,181</b>	<b>\$1,537,801</b>	<b>- 86,620.22</b>	<b>-5.63%</b>

P&L	-\$68,092	-\$149,121	\$81,029	-54.34%
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**Opening cash**

375000

LCRCA BUSINESS PLAN 2023/24