



Limestone Coast Local Government Association

“Limestone Coast Better Together”

NOTICE is hereby given that an Ordinary Meeting
of the

Limestone Coast Local Government Association Board

is to be held at the

Tatiara District Council Chambers

43 Woolshed Street Bordertown

on

Friday 8 August 2025

commencing at 10.00am

Charlotte Edmunds
Executive Officer
Limestone Coast Local Government Association

ORDER OF BUSINESS

Board Members	4
CEO's / Staff	4
1. PRESIDENT'S WELCOME	4
1.1 HOST MAYOR – Mayor Liz Goossens to welcome all Board members to District Council of Tatiara	4
2. APOLOGIES	4
3. CONFIRMATION OF MINUTES	4
4. DISCLOSURE OF INTERESTS	5
5. BUSINESS ADJOURNED	5
6. MINUTE ACTION LIST	6
7. PRESENTATIONS/VERBAL REPORTS	10
7.1 PROFESSOR KIRSTY ROSS, FLINDERS UNIVERSITY	10
8. EXTERNAL ORGANISATIONS REPORTS	10
8.1 DEPARTMENT OF PRIMARY INDUSTRIES & REGIONAL DEVELOPMENT	10
8.2 REGIONAL DEVELOPMENT AUSTRALIA – LIMESTONE COAST	10
8.3 LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA	10
8.4 UNIVERSITY OF SOUTH AUSTRALIA	11
8.5 CROSS BORDER COMMISSIONER	11
9. LCLGA REPORTS	11
9.1 REGIONAL TOURISM REPORT	11
9.1.1 Regional Tourism Review	12
9.1.2 Regional Tourism Management structures	12
9.1.3 Regional Tourism Manager Update	13
9.2 FINANCE REPORT	15
9.2.1 2024/2025 Financial Results	15
9.2.2 2024/25 ANNUAL FINANCIAL STATEMENTS	17
9.3 PRESIDENT'S REPORT	19
9.4 EXECUTIVE OFFICER UPDATE REPORT	21
9.4.1 Operations update	22
9.4.2 Regional Academies of Sport	23
9.4.3 Establishment Of A Tourism Transition Sub- Committee	24
9.4.4 Administrative Project	26
9.4.5 SPECIAL LOCAL ROADS PROGRAM – supplementary grant round	27

9.4.6	Delegations.....	29
10.	MOTIONS WITH NOTICE	30
11.	MOTIONS WITHOUT NOTICE.....	30
12.	QUESTIONS WITH NOTICE.....	30
13.	QUESTIONS WITHOUT NOTICE	30
14.	CORRESPONDENCE.....	30
14.1	Attachment 14.1A - SACCA re auspicing and funding & governance.....	30
15.	MINUTES of WORKING GROUPS.....	30
16.	CONFIDENTIAL ITEMS	31
16.1	LEGAL MATTERS.....	31
16.2	VISIT LIMESTONE COAST – DIGITAL ASSET MANAGEMENT	31
17.	OTHER BUSINESS.....	32
18.	MEETING CLOSED	32

Board Members

City of Mount Gambier	Mayor Lynette Martin OAM - <i>President</i>
Tatiara District Council	Mayor Liz Goossens – <i>Vice President</i>
District Council of Grant	Mayor Kylie Boston
District Council of Robe	Mayor Lisa Ruffell
Kingston District Council	Mayor Jeff Pope
Naracoorte Lucindale Council	Mayor Patrick Ross

CEO's / Staff

Tatiara District Council	Anne Champness	CEO
District Council of Grant	Darryl Whicker	CEO
District Council of Robe	Nat Traeger	CEO
Kingston District Council	Ian Hart	CEO
Naracoorte Lucindale Council	Kelly Westell	CEO
LCLGA	Charlotte Edmunds	Executive Officer

1. PRESIDENT'S WELCOME

1.1 HOST MAYOR – Mayor Liz Goossens to welcome all Board members to District Council of Tatiara

WE ACKNOWLEDGE THE TRADITIONAL OWNERS OF THE LAND ON WHICH WE MEET AND PAY OUR RESPECTS TO THEIR ELDERS, BOTH PRESENT AND PAST.

[Return to Order of Business](#)

2. APOLOGIES

Board Member apologies:

Board Members Leave of Absence: Nil

CEO's/Staff apologies: City of Mount Gambier CEO

[Return to Order of Business](#)

3. CONFIRMATION OF MINUTES

RECOMMENDATION

1. That the Minutes of the LCLGA Board Meeting held on 6 June 2025 held at the District Council of Grant be taken as read and confirmed.
2. That the Minutes of the LCLGA Special Board Meeting held on 4 July 2025 held at City of Mount Gambier be taken as read and confirmed.
3. That the Minutes of the LCLGA Special Board Meeting held on 22 July held via Microsoft teams be taken as read and confirmed.

[Return to Order of Business](#)

4. **DISCLOSURE OF INTERESTS**

Pursuant to Division 1, Part 4, Chapter 5 of the Local Government Act 1999, a Board Member who has an interest in a matter within the Agenda must disclose the interest to the Board.

Agenda Report No and Title	ADD
Board Member Name and Council	ADD
Type of interest	GENERAL/MATERIAL CONFLICT
Members Interest in the Matter:	Explanation provided here
Member participating in Meeting?	YES/NO
Reasons for Participating:	Explanation provided here
Member Voting on matter?	YES/NO

[Return to Order of Business](#)

5. **BUSINESS ADJOURNED**

Nil

[Return to Order of Business](#)



Limestone Coast Local Government Association

"Limestone Coast Better Together"

RECOMMENDATION

That the Minute Action List be received and noted.

MOVED:

SECONDED:

6. MINUTE ACTION LIST

Completed	Will be removed from Action List	all actions required of the Motion have been completed						
In Progress	Will remain on Action List until completed	A start has been made on the action of the Motion (progress commentary will provide explanation)						
Outstanding/Delayed	Will remain on Action List until completed	Work has not yet commenced or there has been a delay on the action. (progress commentary will provide explanation)						
Meeting Date	Subject	Resolution	Officer/ Council	Progress commentary	Status	Due date	Updated due date	
22/7/25	Limestone Coast Regional Sorting Academy	1. That the Limestone Coast Local Government Association, bearing in mind the current Heads of Agreement between LCLGA and Regional Academy of Sport, approve the expenditure of \$45,500 plus gst from consolidated revenue (reserves) to bridge the funding gap for this calendar year and ensure the existing Limestone Coast Athletes remain in their programs under the new management of Regional Academy of Sport. 2. That a formal letter be sent from LCLGA EO to Regional Academy of Sport by COB Wednesday 23 July 2025, giving in-principle agreement of this financial commitment.	EO	Letter of in principle support sent to RAS Official handover Week 18 August		18/8/25		
22/7/25	Limestone Coast Regional Sorting Academy	That LCLGA write to the Premier advising of the transitional funding being provided by the LCLGA, and encouraging the State Government to commit to supporting the continuation of the program as soon as possible.	EO	Not actioned		22/6/25		

Completed		Will be removed from Action List	all actions required of the Motion have been completed				
In Progress		Will remain on Action List until completed	A start has been made on the action of the Motion (progress commentary will provide explanation)				
Outstanding/Delayed		Will remain on Action List until completed	Work has not yet commenced or there has been a delay on the action. (progress commentary will provide explanation)				
Meeting Date	Subject	Resolution	Officer/ Council	Progress commentary	Status	Due date	Updated due date
4/7/25	LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION DRAFT BUSINESS PLAN 2025-2026	<ol style="list-style-type: none"> 1. That the Limestone Coast Local Government Association (LCLGA) Board accept the Draft LCLGA Annual Business Plan 2025-26 as presented to the Special Board meeting held on the 4 July 2025. 2. That the budget be amended to reflect the addition of tourism funding from SATC \$82,261 and the associated expenditure, noting that the bottom line of the budget is not impacted. 3. That the Executive Officer and Presiding Member be authorised to make further minor adjustments in line with Board discussions, and any typographical corrections if required. 4. That the Draft LCLGA Annual Business Plan 2025-2026 be provided to the Constituent Councils for consideration at their July/August Council meeting for approval. 	all	Special meeting will need to be called once comments/approval is received from constituent councils.		31/8/25	

Completed		Will be removed from Action List	all actions required of the Motion have been completed				
In Progress		Will remain on Action List until completed	A start has been made on the action of the Motion (progress commentary will provide explanation)				
Outstanding/Delayed		Will remain on Action List until completed	Work has not yet commenced or there has been a delay on the action. (progress commentary will provide explanation)				
Meeting Date	Subject	Resolution	Officer/ Council	Progress commentary	Status	Due date	Updated due date
4/07/25	LCLGA DIGITAL TOURISM ASSET MANAGEMENT	<p>That:</p> <ol style="list-style-type: none"> 1. The LCLGA recognises the importance of a strong regional tourism presence for the Limestone Coast and that while we are transitioning to a new model, we aim to strengthen the relationship with industry and SATC. 2. The licences and domain name be retained for 12 months. 3. The Executive Officer provide additional information into the three options provided by Lachlan Swan Services. 4. The Executive Officer approach the market for alternative providers and options. 5. The Executive Officer determine the current access to the website/social media to determine if Council officers can direct post for the future, and any associated governance requirements. 6. Each Council's tourism officers continue to post locally and tag in LCLGA for sharing. 7. A further report be provided to the next Board meeting 	EO	Report presented to meeting 8/8/25		8/8/25	
4/4/25	11.4 Limestone Coast Sustainable Futures Association	<ol style="list-style-type: none"> 1. The LCLGA notes the presentation of the Limestone Coast Sustainable Futures Association. 2. The LCLGA writes to the Premier of SA, the Minister for Environment, the Minister of Primary Industries, Regional Development and Forestry, the Minister for Mining and Energy, Shadow Ministry counterparts and local Members of Parliament to express concerns around the potential impact to water, agriculture, viticulture, dairy and forestry of the strip-mining project, and to seek an independent science-based assessment of environmental impact of the proposal 3. The LCLGA seeks a presentation from the 	EO	<p>Letters Written</p> <p>Still waiting for the proponents to come back with presentation date</p>		30/6/25	

Completed		Will be removed from Action List	all actions required of the Motion have been completed				
In Progress		Will remain on Action List until completed	A start has been made on the action of the Motion (progress commentary will provide explanation)				
Outstanding/Delayed		Will remain on Action List until completed	Work has not yet commenced or there has been a delay on the action. (progress commentary will provide explanation)				
Meeting Date	Subject	Resolution	Officer/ Council	Progress commentary	Status	Due date	Updated due date
		proponents in order to understand the proposal from the proponent's perspective and any scientific evidence they have to mitigate environmental impacts					
4/4/25	9.6.3 Equitable Rating of the Energy Sector	That the Limestone Coast Local Government Association support the introduction of the <i>Statutes Amendment (Rates-Electricity Generation) Bill 2025</i> into parliament and advocate to all Members of Parliament especially local representatives the benefits of this reform would bring to regional communities and their ratepayers.	Mayors EO	Ongoing		ongoing	
13/12/24	10.1 4WD messaging	That the LCLGA leverage the learnings from the positive effort to define and control 4WD messaging from Robe to Beachport Coastline and seek to continue this work with all Coastal Councils. That a working party be formed to consider the merit of a consistent approach to 4WD messaging around access to coastlines	EO	No progress to date		March 24	
25/6/24	14.1 Confidential Item – Consideration of Legal Advice Received		EO	Confidential report provided August Board meeting			
21/6/24	Special Meetings – Confidential items		EO	Series of special meetings held in confidence. Collated for October meeting.			Feb 24
16/02/24	10.2.2 Eyes on Eyre	2. Request the Executive Officer to obtain more information about resources, including costing. 3. Present findings to the LCLGA Board at the LCLGA April Board Meeting. <i>Moved: Tatiara, Seconded: Naracoorte Lucindale</i>	EO	Phone discussions have already been held with the EO of EPLGA. A meeting is set for September with all other LGA EO's in the State. Awaiting structure review to be completed		19/04/24	Feb 24

[Return to Order of Business](#)



Limestone Coast Local Government Association

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7. PRESENTATIONS/VERBAL REPORTS

7.1 PROFESSOR KIRSTY ROSS, FLINDERS UNIVERSITY

Environmental Health Officers

[Return to Order of Business](#)

8. EXTERNAL ORGANISATIONS REPORTS

8.1 DEPARTMENT OF PRIMARY INDUSTRIES & REGIONAL DEVELOPMENT

Report Author: Jennifer Schilling, Principle Regional Advisor

Attachments: Nil

No report

[Return to Order of Business](#)

8.2 REGIONAL DEVELOPMENT AUSTRALIA – LIMESTONE COAST

Report Author: Lauren Oxlade, CEO

Attachments: 8.2 A RDALC Report to LCLGA

Recommendation

That the report be received and noted

MOVED:

SECONDED:

[Return to Order of Business](#)

8.3 LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA

Report Author: Leanne Schmidt, Manager Emergency Support

Attachments: Nil

Verbal Report

[Return to Order of Business](#)

8.4 UNIVERSITY OF SOUTH AUSTRALIA**Report Author:** Peta Crewe, Regional General Manager**Attachments:** 8.4 A UNI SA MOUNT GAMBIER CAMPUS UPDATE**Recommendation**

That the report be received and noted

MOVED:**SECONDED:**[Return to Order of Business](#)**8.5 CROSS BORDER COMMISSIONER****Present via Microsoft teams****Report Author:** Kelly-Anne Saffin, Cross Border Commissioner – South Australia**Attachments:**

8.5 A Cross Border Commissioner Update

8.5 B Cross border collaboration opportunities: Visitor Economy in Limestone Coast and South West Victoria

Recommendation

That the report be received and noted

MOVED:**SECONDED:**[Return to Order of Business](#)**9. LCLGA REPORTS****9.1 REGIONAL TOURISM REPORT****Report Author:** Charlotte Edmunds EO LCLGA**Officers consulted:** Regional Tourism Manager, Kate Napper**Strategic Reference:** LCLGA Strategic Plan – Building a Stronger Economy**Budget Implications:** N/A**Risk Assessment:** Low**Attachments:** 9.1A SATC CEO Emma Terry correspondence

Recommendation

1. That the report be received and noted.
2. That the board note an additional two years funding from the SATC as outlined in attachment 9.1A, with a view to a more detailed discussion at a later date concerning the implications and use of this funding.

EXECUTIVE SUMMARY

Update the board on the activities of the Executive Officer as Chair of the Limestone Coast Regional Tourism Organisation including activities related to the regional tourism review.

Update the Board on activities of the Regional Tourism Manager.

DISCUSSION**9.1.1 Regional Tourism Review**

The Regional Tourism Review commissioned in January 2023 recommended the consolidation of the existing 11 tourism regions to establish a minimum of five 'Destination Management Zones' with a phased approach to implementation.

On Monday 11 August 2025, the first pilot Zone—the Mid North and Yorke Tourism Zone—will be established.

While it was initially suggested that Limestone Coast could form part of Zone 2 with Kangaroo Island (KI) and Fleurieu Peninsular (FP) it was the opinion of KI and FP RTO Boards that the initial focus of discussions should be on exploring a partnership between FP and KI only before considering Limestone Coast.

Zone 2 Exploratory Working Group held their first meeting 22 May 2025.

The Limestone Coast RTO has since been invited to join the Zone 2 Exploratory Working Group as an *observer*. The second meeting of the working group is scheduled for 13 August 2025.

Cross Border opportunities also continue to be investigated and the Cross Border Commissioner has developed a discussion paper for the Tourism Minister to help guide further work on these opportunities. A meeting with the Tourism Minister is being sort to discuss the next steps.

I have also been invited by the Cross Border Commission in Victoria to visit Budj Bim in September. This visit will offer an invaluable opportunity to open dialogue with Great Ocean Road Regional Tourism General Manager Liz Price who has also been invited.

9.1.2 Regional Tourism Management structures

The Limestone Coast Local Government Association (LCLGA) is the designated Regional Tourism Organisation (RTO) for the Limestone Coast.

**Ordinary Board Meeting Agenda
Tatiara District Council****8 August 2025**

As the RTO the LCLGA is contracted with funding to work in partnership with the South Australian Tourism Commission (SATC) to support and advocate for regional tourism development.

The current funding agreement allows the LCLGA to employ a Regional Tourism Manager on a part-time basis.

On the 24 July, SATC informed all RTO Chairs that in order to allow the learnings from the Pilot Zone (Mid-North and York) to be shared and all regions time to explore the opportunity of forming a Zone, the SATC will continue to support current Regional Tourism Management structures by maintaining existing funding amounts until the end of the financial year June 2028.

This additional two years of funding will be set out in a separate funding contract to be issued in the next few months.

LCLGA will need to consider the use of this funding in terms of allocation towards a local contact person, product development, industry capability building and the destination management plan moving beyond the 2025-26 year.

More information and clarification around funding amount and uses will be obtained to inform future decisions.

9.1.3 Regional Tourism Manager Update

Since commencing in the role of Regional Tourism Manager in July 1, Kate Napper has undertaken the following activities:

- Ongoing support for the Limestone Coast Destination Management Plan (DMP) project, with the consultation phase nearing completion. Two stakeholder workshops were held in June, supported by ongoing industry discussions and survey responses throughout July. The survey was shared widely, with direct outreach undertaken to encourage operator and stakeholder engagement. Participated in a project work-in-progress (WIP) meeting in July to support alignment on upcoming milestones. A draft of the DMP is on track for completion by October, with the final version to follow in December 2025.
- Managed the transition into the new Regional Tourism Manager role following the wind-down of the Destination Development program. This has included ongoing communication with industry and key stakeholders to help clarify the shift in responsibilities, current resourcing, and the status of regional digital assets (e.g. social media and website). Coordinated with the South Australian Tourism Commission (SATC) to ensure Limestone Coast RTO contact details are current across internal systems and public-facing platforms, supporting consistency and visibility across statewide channels.
- Participated in the July Regional Tourism Manager meeting hosted by SATC to remain aligned with statewide programs and priorities.
- Ongoing direct communication with industry, including sharing relevant updates, promoting opportunities, and maintaining operator engagement through high-level

guidance and support on tourism-related queries. Recent targeted outreach has included:

- SATC's Distribution Ready Program (with a focus on Limestone Coast engagement ahead of ATE26), Regional Event Fund – Drought Relief Stream, and
 - Sharing key information on the unfolding coastal algal bloom situation.
-
- Participated in the Naracoorte Lucindale Council elected member update session to support engagement in the DMP process and broader regional tourism priorities.

 - Preparing the Year 1 acquittal for the SATC two-year Local Contact Grant (2024/25–2025/26), including required financial reporting and outcome documentation. SATC has approved a \$6,000 rollover into 2025/26 to support continuity of activity, recognising the shift in operational capacity following LCLGA's transition away from Destination Development during the first year of the funding agreement.

[Return to Order of Business](#)

9.2 FINANCE REPORT**9.2.1 2024/2025 Financial Results**

Report Author: Vanessa McDonald, LCLGA Finance Consultant

Officers consulted: Colin Byles, Interim EO LCLGA, Charlotte Edmunds EO LCLGA

Strategic Reference: LCLGA Strategic Plan – Building a Stronger Economy

Budget Implications: Nil

Risk Assessment: Low

Attachments: 9.2.1A Model Financial Statements Budget to Actual
9.2.1B Detailed P&L Budget to Actual

Recommendation

That the

1. That the Board note the report on 2024/2025 Financial Results.

MOVED:

SECONDED:

EXECUTIVE SUMMARY

To provide information to the Board on the 2024/2025 financial results.

BACKGROUND

In accordance with regulation 10 of the Local Government (Financial Management) Regulation 2011, LCLGA must by no later than 31 December in each year, prepare and consider a report showing the audited financial results of each item shown in the statement of comprehensive income and balance sheet of the budgeted financial statements of the LCLGA for the previous financial year compared with the estimated financial results set out in the budget presented in a manner consistent with the Model Financial Statements (Attachment 4.3.1A).

Discussion:

The following report provides LCLGA with a detailed review of the 2024/2025 financial results. As the Board has had numerous discussions as to the way the financial information is to be presented this report has detailed 2 reports to assist the Board in understanding.

The first report is in accordance with the Model Financial Statements and is very high level. The second report is the report that the Board is more accustomed to with more detail regarding the projects and various lines.

The report highlights any material variances in a commentary format as follows which takes the form of the more detailed second report:

Statement of Comprehensive Income:

LCLGA's Budget Review 3 budget projected an operating surplus of \$30,030 made up of \$1,414,461 in income and \$1,384,432 in expenses

The end of year result shows an operating surplus of \$103,427 which is favourable when compared to the forecast surplus of \$30,030 by \$73,397.

The better than-budget position is largely due to the wages savings following the resignation of one employee during the year and one employee not being employed of \$41,047. There was also savings in both CAC and Tourism programs.

Revenue for the year was \$1,407,912 which was \$6,549 worse than budget review 3, as a result of

\$1,351 more interest income

\$10,000 less project other grant income that did not eventuate.

Expenditure for the year was \$1,304,485 which was \$79,947 better than budget review 3 as a result of:

\$94,974 more operating expenses

\$150,764 less project expenses

The two lines above have been allocated slightly different between the budget and the financial statements but the main reasons for the \$55,790 savings in the operational/project expenditure is

CAC program being \$26,546 lower than budget.

Tourism Program being \$12,546 less than budgeted.

The balance sheet is showing an increase in cash held compared to budget of \$242,114 this is a direct result of

\$73,397 better operating position

\$135,000 advance funding for 2025/2026 for Connected and Active Communities Project which was received in June 2025.

The budget for both Trade and Other Payables assumed that the actuals to remain constant. Actuals saw the trade and other payables increase by \$168,492 due to the advance funding for 2025/2026 for Connected and Active Communities Project to be transferred to the District Council of Grant.

The closing member's equity is \$354,864 against a budget forecast of \$281,467.

CLOSING COMMENTS

Overall, the LCLGA is in a stronger position than forecast with \$73k higher members equity than forecast.

9.2.2 2024/25 ANNUAL FINANCIAL STATEMENTS

Report Author: Vanessa McDonald, LCLGA Finance Consultant

Officers consulted: Colin Byles, Interim EO LCLGA, Charlotte Edmunds EO LCLGA

Strategic Reference: LCLGA Strategic Plan – Building a Stronger Economy

Budget Implications: Nil

Risk Assessment: Low

Attachments: Attachment 9.2.2A – Draft Annual Financial Statements

Recommendation

That the:

1. Board receive and note 2024/2025 Annual Financial Statements as presented on 8 August 2025.
2. LCLGA authorise the Executive Officer, the Presiding Member of the Audit Committee, the President of the LCLGA and all Chief Executive Officers of the Constituent Councils to sign the Audit Independence Statement.
3. LCLGA authorise the Executive Officer and the President of the LCLGA to sign the Certification of Financial Statements certificate associated with the Financial Statements pertaining to the operations of the Limestone Coast Local Government Association for the financial year ending 30 June 2025, pursuant to Section 14 of the Local Government (Financial Management) Regulations 2011.
4. LCLGA adopts the audited Annual Financial Statements for the year ending 30 June 2025 and publishes them in the Annual Report accordingly.

MOVED:

SECONDED:

EXECUTIVE SUMMARY

To provide information to the Board on the 2024/2025 Annual Financial Statements.

BACKGROUND

In accordance with 5.1.1 of the Charter The Limestone Coast Local Government Association (LCLGA) is required to 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.

LCLGA's Auditors have conducted their audit on 18 July 2025 remotely. Usually, this report would then be presented to the Audit and Risk Committee whereby the Auditor would present their report and answer any questions. As at this time the LCLGA Audit and Risk Committee does not have a quorum and due to time restraints on ensuring the Financial

Statements are included in the Annual Report and circulated to the Councils it has come direct to the Board.

PURPOSE

The purpose of this report is to provide information to the Board in support of the 2024/2025 Annual Financial Statements to enable the Board to deliberate on. This report provides end-of-year financial statements as endorsed by our Auditors who have advised they intend to issue an unqualified audit opinion.

LCLGA is required to prepare Annual Financial Statements that accurately present the state of affairs of LCLGA activities.

The following commentary provides an overview of the relative legislative requirements that apply when preparing annual financial statements. These requirements include:

Section 127 of the Local Government Act 1999 (The Act) requires financial statements be prepared each financial year and be audited by LCLGA's auditor.

The Local Government (Financial Management) Regulations 2011 indicate that the financial statements be prepared:

That comply with the relevant Australian Accounting Standards

Any revaluation of assets is made in accordance with the Australian Accounting Standard AASB 116; and

In accordance with the Model Financial Statements that are updated each year.

External Audit Independence

Regulation 22 of the Local Government (Financial Management) Regulations 2011 provides specific guidance regarding the independence of LCLGA's audit. This guidance states that:

LCLGA must not engage its auditor to provide services that are outside the scope of the auditor's function under the Act

The Executive Officer the Presiding Member of the Audit Committee, the President of the LCLGA and all Chief Executive officers of the Constituent Councils must provide a certification of compliance as to the auditor's independence of LCLGA; and

LCLGA's auditor must provide a statement to certify that they have maintained their independence in accordance with the requirements of APES 110 - Code of Ethics for Professional Accountants.

These certifications form part of the Annual Financial Statements.

The Annual Financial Statements have been audited by LCLGA's auditor, Dean Newbery with reference to Section 127 of the Act and Regulation 14 of the Local Government (Financial Management) Regulations 2011. Once adopted by the Board a copy of the Statements will be submitted to all stakeholders. The Statements will also

form part of LCLGA's Annual Report which will be published on the website for interested parties.

The Auditors have given in principle clearance for the attached Draft Annual Financial Statements.

[Return to Order of Business](#)

9.3 PRESIDENT'S REPORT

Report Author: Mayor Lynette Martin OAM, LCLGA President

Officers consulted: N/A

Strategic Reference: LCLGA Strategic Plan – Building a Stronger Economy

Budget Implications: N/A

Risk Assessment: Low

Attachments: Nil

Recommendation

That

1. the report be received and noted.

MOVED:

SECONDED:

I would like to report that new EO Charlotte Edmunds is settling into her role well. As always with Local Government instrumentalities, there is governance still to be dealt with, even though the new model of the LCLGA has removed programs and projects, there is still some tidying up still remaining.

Charlotte is very keen to commence advocacy activities as per our agreed position.

Since our June Board Meeting I have had several meetings with Interim EO Colin Byles and our new EO Charlotte.

Telephone meeting with Daisy Miller from Minister Bettison's Office re tourism landscape.

Along with fellow Mayors I have attended Special Board Meetings and Workshops of the LCLGA.

Met with Adam Gray from SACCA re the LCLGA membership of that organization.

Met with the Office of Recreation and Sport to provide an evaluation on the CAC program.

**Ordinary Board Meeting Agenda
Tatiara District Council****8 August 2025**

Hosted a meeting with SASI representatives, Olympian Brett Aitken, and Paralympians Emily Petricola and Jed Altschwager who were visiting Mount Gambier particularly looking to promote paralympic sporting opportunities in our region.

Met with Tony Elletson re Limestone Coast Sporting Academy.

Mayor's Catchup sessions.

Attended SAROC and LGA Board Meetings in Adelaide on 24 July.

As always I encourage you to read the SAROC and LGA Board Meeting Agendas and Minutes.

To provide consistent reporting, the LGA also provide a precis of the meeting outcomes, but in the meantime I will provide some brief notes.

1. Drought is an ongoing item on the SAROC Agenda. Further meetings with stakeholders and the Minister's office have been held and the only real shovel ready option is the LGA Scheme for rate deferral.

2. In relation to the Preferential Voting Item of business which was approved by Member Councils at the AGM on 22 November 2024 it has prompted a process to explore the adoption of a preferential voting system for the election of LGA President, GAROC Committee Members and SAROC Committee Members.

Councils will be asked to consider three questions at our August meetings :-

a. Does your Council support the proposed implementation of a preferential voting system for choosing the President of the LGA.

b. Do we agree to replace the sealed envelope voting method and go through the Council Resolution process.

c. Does your Council wish to see preferential voting extend to future SAROC and GAROC elections. Difficulty here is some regional LGAs (eg LCLGA) have presidents and vice presidents as their SAROC representatives.

4. SAROC will hold a workshop in relation to the Waste Strategy for regional areas.

5. Code of Conduct for Office Bearers has been significantly re-written by the LGA with advice from Norman Waterhouse Lawyers to simplify the policy and ensure it reflects the reform changes in the Local Government Act.

6. Item 7.3 on the Agenda is the SAROC Annual Report on Activities 2024/25. I encourage you to provide a copy of this to your Elected Members so that they are informed with regard to the activities of SAROC.

7. Advocacy Priorities – 2026 State Election - consideration of our ask of Government

[Return to Order of Business](#)

9.4 EXECUTIVE OFFICER UPDATE REPORT**Report Author:** Charlotte Edmunds EO LCLGA**Officers consulted:** N/A**Strategic Reference:** LCLGA Strategic Plan – Building a Stronger Economy**Budget Implications:** N/A**Risk Assessment:** Low**Attachments:** Nil**Recommendation**

That

1. the report be received and noted.

MOVED:**SECONDED:****EXECUTIVE SUMMARY**

Update of the activities of the Executive Officer and organisation for Members information.

DISCUSSION

I have now been serving as the Executive Officer for almost seven weeks and continue familiarising myself with the intricacies, responsibilities and demands of the position. My focus during this initial period has been to assess the current situation, past practices and identify critical tasks. It is important for me to develop an understanding of the organisation's history over the past 12-18 months the challenges, and ongoing work required to finalise transition and tidy up loose ends before I am able to fully focus on the future direction of the organisation.

Meetings and preliminary discussions have been held with a variety of stakeholders to date with more scheduled for the coming month. Building relationships and gaining an understanding of aligned priorities with external stakeholders and the LCLGA is critical to setting the path forward.

Meetings held since commencement:

- | | |
|---------|---|
| 23 June | CEO meeting via teams |
| 24 June | Final staff meeting with LCLGA staff |
| 25 June | Tourism briefing with Kate Napper |
| 26 June | Mayor's catch up |
| 27 June | Intro meeting CEO RDA |
| 4 July | LCLGA Special Board meeting |
| 4 July | Advocacy workshop |
| 10 July | Mayor's Catch up |
| 10 July | Meeting with SACCA (Adam Gray) and Mayor Martin via teams |
| 14 July | Meeting with Orbit Creative studio via phone |
| 18 July | SA Water, Water Futures team |

**Ordinary Board Meeting Agenda
Tatiara District Council**

8 August 2025

18 July	Meeting, LCLGA President Mayor Martin
21 July	Regional Academies of Sport and LCLGA re transition
21 July	Cross Border Commissioner
22 July	Troy Bell MP
22 July	CEO Wattle Range Council
22 July	LCLGA Special Board Meeting via teams
22 July	Intro with Kingston District Council elected members
22 July	Intro with Naracoorte District Council
24 July	Meeting, LCLGA President Mayor Martin
24 July	Regional Tourism Organisation Chairs reference group
25 July	CEO RDA
25 July	Editor, SE Voice
25 July	Mayor Martin
28 July	CEO catch up
29 July	LCLGA Regional Tourism Manager
30 July	City Mount Gambier, General Manager City Infrastructure

9.4.1 Operations update

Leased premises

I worked from the Bay Road office for until the conclusion of the lease at the end of July.

I have been required to finalise the LCLGA's time at this location including furniture disposal and relocation, IT relocation, final clean, mail redirection, telephone disconnection and signage removal.

The furniture was offered to constituent councils in the first instance but as no interest was received it was offered for sale. Only a couple of pieces were sold with monies raised transferred to the LCLGA account.

The remaining furniture was donated directly to the Women's Legal Service in lieu of paying to transport it to the transfer station.

Motor vehicles

With the reduction in staff at the LCLGA, the Association now has only one lease agreement with Fleet Partners with other vehicles either being returned or transferred with programs.

IT equipment

I am currently updating our register of assets following laptops, mobile phones and monitors being returned by pervious staff. Much of this equipment now sits spare, unused.

Intellectual property

Files of the CAC program have been transferred to DC Grant.

LCRSA files still sit with LCLGA until RAS officially take over.

I have updated the admin register to include all login and password details for digital assets held by LCLGA.

The LCLGA website has been updated to reflect the new structure, staff and Wattle Range withdrawal. LCLGA will need to consider a new website in due course.

Banking

Bank signatories – process to remove Colin Byles and add myself is still pending all signatories re-signing bank documents. 8.5

New leased premises

I have now signed a new lease agreement with the City of Mount Gambier for an office space in the old town hall at a cost to the LCLGA of \$684 for 12 months. (Utilities use will incur additional costs).

9.4.2 Regional Academies of Sport

The RAS Board has now passed a motion to proceed with LCRSA.

RAS Chief Operating Officer is planning a trip to Mount Gambier week beginning 18th August to facilitate the handover, onboard staff, set up the office, and get things underway for RAS Ltd.'s management of the academy.

I will be meeting with some of the RAS team during that time to discuss the future of the academy, the growth and lobbying strategy towards the State election and also do some media on the success of the Limestone Coast Regional Sporting Academy to date.

[Return to Order of Business](#)

9.4.3 Establishment Of A Tourism Transition Sub- Committee**Report Author:** Charlotte Edmunds EO LCLGA**Officers consulted:** N/A**Strategic Reference:** LCLGA Strategic Plan – Building a Stronger Economy**Budget Implications:** N/A**Risk Assessment:** Low**Attachments:** 9.4.3A Draft Terms of Reference**Recommendation****That the board resolve to:**

3. Establish a Tourism Transition sub-committee
4. Endorse the Terms of Reference as set out in Attachment 9.4.3A
5. Receive nominations and appoint members to the sub-committee from constituent councils for six of the 10 positions of membership as outlined in the TOR
6. Appoint the CEO of RDALC to the sub-committee
7. Appoint the LCLGA EO to the sub-committee
8. Appoint the Regional Tourism Manager to the sub-committee
9. Appoint in-principle a representative of the SATC to be determined upon request made by the LCLGA EO to SATC

EXECUTIVE SUMMARY

It is recommended that a sub-committee be established to inform, guide and actively participate in the transition of the Limestone Coast Regional Tourism Organisation and the development of a new Destination Management Plan.

DISCUSSION

The Limestone Coast tourism region is currently the only RTO (of 12 in total) in South Australia that is made up entirely of Local Government. The LCLGA acts as the RTO. Transitioning the RTO to expand beyond Local Government is desirable. This recommendation shapes an incremental approach and opening dialogue between RDA, Local Government and SATC as a first step.

Under the formal structure of a sub-committee, a view to engaging with industry to attend meetings from time to time to join discussions as external organisation/observer would be preferable.

The proposal is for a sub-committee to be established for a period of 12 months, at which time the Board will review the membership with a view to including industry representatives unless, it is the opinion of the Board that the sub-committee is no longer required as a result of wider Statewide reforms.

Importantly, this sub-committee would operate concurrently to the SATC implementing the recommendations from the Regional Tourism Review in two main streams of activity:

1. The establishment of Destination Management Zones
2. The development of Destination Management Plans for all regions

**Ordinary Board Meeting Agenda
Tatiara District Council****8 August 2025**

With the desire to transition Limestone Coast RTO to a broader organisational membership base (regardless of final Zone inclusion), the establishment of a sub-committee to strategically inform, guide and actively participate in a local transition while Zone discussions are being undertaken parallel.

Additionally, it is intended that the sub-committee would increase collaboration with SATC and support the Regional Tourism Manager in the development and implementation of a regional Destination Management Plan, in light of the Limestone Coast Tourism Management Group disbanding as a result of the Destination Development program concluding.

This collaborative approach is in line with documented views of the Board as expressed in the special meeting of the LCLGA held on 4 July 2025, when the Board resolved:

The LCLGA recognises the importance of a strong regional tourism presence for the Limestone Coast and that while we are transitioning to a new model, we aim to strengthen the relationship with industry and SATC.

Governance

As per 6.11 of the LCLGA Charter, *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.*

To this end, it is recommended that the Board establish a **Tourism Transition** sub-committee to oversee and support the engagement with SATC, industry and development of the new destination management plan during the transition period.

A draft TOR can be found in attachment 9.4.3A for consideration.

It is recommended that the Board discuss this proposal and agree to accept nominations for ten positions to establish a Tourism Transition sub-committee for an initial 12-month period as follows:

- The six constituent councils shall have one member each of the sub-committee, being a maximum of two CEOs and at least four Tourism related employees.
- RDA Limestone Coast shall have one member
- SATC shall have one member.
- The remaining two positions being LCLGA EO and the Limestone Coast Regional Tourism Manager.

Resolution**That the board resolve to:**

2. Establish a Tourism Transition sub-committee
3. Endorse the Terms of Reference as set out in Attachment 9.4.3A
4. Receive nominations and appoint members to the sub-committee from constituent councils for six of the 10 positions of membership as outlined in the TOR
5. Appoint the CEO of RDALC to the sub-committee
6. Appoint the LCLGA EO to the sub-committee
7. Appoint the Regional Tourism Manager to the sub-committee

8. Appoint in-principle a representative of the SATC to be determined upon request made by the LCLGA EO to SATC

MOVED:**SECONDED:**

9.4.4 Administrative Project

Report Author: Charlotte Edmunds EO LCLGA

Officers consulted: N/A

Strategic Reference: LCLGA Strategic Plan – Building a Stronger Economy

Budget Implications: N/A

Risk Assessment: Low

Recommendation

That the board resolve to:

1. Delegate authority to the EO to undertake the administrative project, funding for which to be drawn from budgeted project funding as set out in the 2025/26 Draft Business Plan, noting that this will include expenditure for human resources.

MOVED:**SECONDED:**

Executive summary

This report outlines a new project to be undertaken by the LCLGA that will see a new records and database system created and existing data and records reconciled.

Discussion

This project aims to create and implement a new records and database management system to ensure best practice for strong governance, robust security and efficient organisation.

Project outcomes are expected to ensure:

- Archive documentation is able to be retrieved easily as required
- The organisation has and applies appropriate secure document management systems

for confidential items

- Ensure record keeping accuracy, completeness, and consistency
- Clear and consistent processes for managing board resolutions from creation to action, retention schedules and archive.

By creating and implementing best practices, the LCLGA can ensure the integrity, security, and accessibility of our records and databases, leading to better decision-making, improved efficiency, and reduced risks.

[Return to Order of Business](#)

9.4.5 SPECIAL LOCAL ROADS PROGRAM – supplementary grant round

Report Author: Charlotte Edmunds EO LCLGA

Officers consulted: N/A

Strategic Reference: LCLGA Strategic Plan – Building a Stronger Economy

Budget Implications: N/A

Risk Assessment: Low

Recommendation

1. That the Board review the current membership of the LCLGA Roads and Transport Management Group.
2. That the Board resolve to remove the membership of Colin Byles
3. That the Board appoint LCLGA EO Charlotte Edmunds to the LCLGA Roads and Transport Management Group.

MOVED:

SECONDED:

Executive Summary

This report discusses the opportunity to submit applications (small projects recommended) for a supplementary grant round of the SLRP.

Background

The LG Transport Advisory Panel has reviewed and assessed the applications submitted in the SLRP 2025-26 grant round and has made its recommendations to the LGA Board who subsequently considered and endorsed the recommendations put forward by the Panel.

Constituent councils should have been advised of the outcome of this assessment.

There was unallocated funding from the 2025-26 SLRP grant round as well as funds recovered from a discontinued project from a previous grant round, providing a total funding pool of \$2,291,207 for a **supplementary grant round**.

The supplementary grant round will open on Monday 18 August and close on Monday 22 September 2025.

The LGA will be seeking comments on the SLRP applications received relevant to our region, based on regional transport plans/databases (where available), and local/regional knowledge.

On Wednesday 22 September 2025, the LCLGA will be provided with access in Smarty Grants to all applications from the region, along with a comment form.

Comments will be due by Wednesday 8 October 2025.

Note that eligible projects funded through the supplementary round will need to be completed by 31 December 2026.

It is recommended that the Roads and Transport Management Group convene after 22 September to discuss regional priorities and review and comment on applications to the SLRP supplementary grant round prior to the deadline of October 8.

The Board endorsed the following members of the Roads and Transport Management Group at the LCLGA AGM, 14 February 2025.

Current Appointment	Council
Mr Aaron Hillier	Tatiara District Council
Mr Abdulah Muhmud	City of Mount Gambier
Mr Daniel Willsmore	Naracoorte Lucindale Council
Mr Dave Worthley	District Council of Robe
Mr Peter Halton	Wattle Range Council
Mr Tony Jordan	District Council of Grant
Mr Brett Holmes	Kingston District Council
Mr Colin Byles	Interim Executive Officer LCLGA

[Return to Order of Business](#)

9.4.6 Delegations**Report Author:** Charlotte Edmunds EO LCLGA**Officers consulted:** N/A**Strategic Reference:** LCLGA Strategic Plan – Building a Stronger Economy**Budget Implications:** N/A**Risk Assessment:** Low**Recommendation**

1. That the Board resolve that the Executive Officer be delegated authority to spend any amount in accordance with the operating budget as set out in the 2025-26 Annual Business Plan.
2. That the Board resolve that the Executive Officer be delegated authority to draw from consolidated revenue in line with sound business management to the maximum value of \$

MOVED:**SECONDED:****Executive Summary**

This report aims to give clarity around the financial responsibilities delegated to the Executive Officer.

Discussion

In accordance with section 4.5 of the LCLGA Charter the functions of the Executive Officer shall include;

4.5.9 ensuring that the assets and resources of the LCLGA are properly managed and maintained.

And;

4.5.13 achieving financial outcomes in accordance with adopted plans and budgets of LCLGA

Until such time as the Charter is reviewed and amended, it is recommended that the Board resolve to delegate specific financial responsibilities to the Executive Officer to ensure good governance and transparency and avoid unnecessary meetings of the Board outside scheduled General Meetings.

10. MOTIONS WITH NOTICE

Nil

[Return to Order of Business](#)**11. MOTIONS WITHOUT NOTICE**[Return to Order of Business](#)**12. QUESTIONS WITH NOTICE**

Nil

[Return to Order of Business](#)**13. QUESTIONS WITHOUT NOTICE**[Return to Order of Business](#)**14. CORRESPONDENCE****14.1 Attachment 14.1A - SACCA re auspicings and funding & governance****15. MINUTES of WORKING GROUPS**

Nil

16. CONFIDENTIAL ITEMS**16.1 LEGAL MATTERS****CONSIDERATION FOR EXCLUSION OF THE PUBLIC**

Pursuant to section 90(3)(h) of the Local Government Act 1999 the Limestone Coast Local Government Association orders that all members of the public, except Mayor Lynette Martin OAM, Mayor Liz Goossens, Mayor Kylie Boston, Mayor Jeff Pope, Mayor Patrick Ross, Mayor Lisa Ruffell, CEO Darryl Whicker, CEO Anne Champness, CEO Nat Traeger, CEO Ian Hart, CEO Kelly Westell, and LCLGA Executive Officer Charlotte Edmunds be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 15.1 Legal Matters

The Limestone Coast Local Government Association is satisfied that, pursuant to section 90(3) (h) of the Act, the information contained in Agenda Item 15.1 Legal matters is in relation to Legal Advice.

The Limestone Coast Local Government Association is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the information to be presented and discussed relates to a confidential legal matter.

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

In accordance with sections 91(7) and 91(9) of the Local Government Act 1999 the Limestone Coast Local Government Association orders that Agenda Item 15.1, the report and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Limestone Coast Local Government Association in confidence under section 90(3)(h) be kept confidential and not available for public inspection until further notice of the Board of Limestone Coast Local Government Association.

Further, that the Limestone Coast Local Government Association delegates the power to review, revoke, but not extend the confidential order to the Executive Officer in accordance with the provisions of section 91(9)(c) of the Local Government Act 1999

[Return to Order of Business](#)

16.2 VISIT LIMESTONE COAST – DIGITAL ASSET MANAGEMENT

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(3) of the Local Government Act 1999 the Limestone Coast Local Government Association orders that all members of the public, except Mayor Lynette Martin OAM, Mayor Liz Goossens, Mayor Kylie Boston, Mayor Jeff Pope, Mayor Patrick Ross, Mayor Lisa Ruffell, CEO Darryl Whicker, CEO Anne Champness, CEO Nat Traeger, CEO Ian Hart, CEO Kelly Westell and LCLGA Executive Officer Charlotte Edmunds be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 15.2 VISIT LIMESTONE COAST – DIGITAL ASSET MANAGEMENT.

The Limestone Coast Local Government Association is satisfied that, pursuant to section 90(3) (k) of the Act, the information contained in Agenda Item 15.2 Visit Limestone Coast – Digital Asset Management is in relation to tenders for the supply of goods, the provision of services or the carrying out of works.

The Limestone Coast Local Government Association is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the information to be presented and discussed relates to a commercial proposal for the provision of services.

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with sections 91(7) and 91(9) of the *Local Government Act 1999* the Limestone Coast Local Government Association orders that the report VISIT LIMESTONE COAST – DIGITAL ASSET MANAGEMENT and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Limestone Coast Local Government Association in confidence under section 90(3)(k) be kept confidential and not available for public inspection until further notice of the Board of the Limestone Coast Local Government Association.
2. Further, that the Limestone Coast Local Government Association delegates the power to review, revoke, but not extend the confidential order to the Executive Officer in accordance with the provisions of section 91(9)(c) of the *Local Government Act 1999*

17. OTHER BUSINESS**18. MEETING CLOSED**

[Return to Order of Business](#)

Attachments

- 8.2A RDA Report for LCLGA May-June 2025
- 8.4A UniSA RM MtG Report August 1, 2025
- 8.5A Cross Border Commissioner Update
- 8.5B Cross Border Collaboration Opportunities
- 9.1A Strengthening Regional Tourism – RTO Chairs
- 9.2 1A Model Financial Statements Budget to Actual
- 9.2 2A Draft Financial Statements
- 9.2 1B Detailed PL Budget to Actual
- 9.4.3A Draft Terms of Reference - Tourism Transition sub-committee
- 14.1 A SACCA auspicing and funding & governance
- CONFIDENTIAL 16.2 A Proposal Orbit Creative Studio
- CONFIDENTIAL 16.2 B Proposal Lachlan Swan Services
- CONFIDENTIAL 16.2 C Digital Marketing Services procurement Sep 2024

RDALC REPORT TO LCLGA

MAY - JUN 2025

WE SUPPORT BUSINESSES WHERE THEY'RE AT

In the 2024-25 financial year, Regional Development Australia Limestone Coast (RDALC) has provided 1,008 business support interactions across the region up to 30 June 2025. This includes attendance at workshops, one to one mentoring, advisory services, and grant support for business. Of these, 508 were eligible participants in the Office for Small and Family business program. The remainder were supported by the Local Government contribution, in particular start up or concept development prior to registering for an ABN or did not meet the eligibility requirements for the State Government program. This highlights the importance of the continued contribution from Local Government.

RDALC has been successful in attracting funding from Round 2 of the Small Business Fundamentals program from the Office for Small and Family Business. As part of the State Government's drought response, RDALC will provide one-to-one mentoring services, workshops and advisory services. All small and family businesses with an ABN are eligible as the region navigates the direct and indirect impacts of drought. We look forward to continuing to support businesses across the region with the support of Local Government.

WE ENCOURAGE INVESTMENT IN THE REGION

Grant Support

With caretaker conventions and a hiatus following the Federal Government election, grant funding is once again beginning to flow. The Australian Government has commenced implementation of election commitments and the continuation of programs that were in place prior to the election. RDALC will promote these opportunities through the e-newsletter, *The Weekly*, as well as by direct email to relevant organisations.

The Limestone Coast Grant Finder continues to be a useful resource for local government, business, and community organisations. The subscription feature ensures that people can register for email notifications when relevant grants become available. A link to the Grant Finder is available on the RDALC website or directly at <https://grantguru.com/au/rdalc>.

In addition to the support available for identifying grants, RDALC can assist with aligning to strategic priorities, meeting the grant guidelines, and understanding the economic impact.

WE GROW THE LEADERS OF TOMORROW

Thank you to all Local Government representatives that attended the Emerging Leaders graduation in May 2025. As part of the celebration, the 16 participants presented their Community Action Projects through posters and brief speeches, showcasing the work they had developed throughout the program. Topics included childcare, cost of living, tourism, and healthcare. We look forward to seeing the participants progress in their chosen fields.

The Australian Institute of Company Directors Course was successfully delivered in Mount Gambier in May 2025. Two scholarships were provided by RDALC and Stand Like Stone to enable community leaders to participate alongside nine others from across the Limestone Coast.

The first Alumni event for all participants in the Emerging Leaders and Limestone Coast Leaders programs is scheduled for Tuesday 16 September in Lucindale. This event will provide a refresher on leadership skills, an opportunity to connect with other participants and reignite the passion for regional leadership.

COUNCIL HIGHLIGHTS

NARACOORTE LUCINDALE COUNCIL

- During 2024-25, there were a total of 156 interactions with businesses, community groups, and individuals, compared to 90 interactions in 2023-24.
- RDALC recently provided support for two emerging businesses looking at opportunities in the circular economy space, connecting to relevant government agencies, and assisting with the alignment of project documents with government processes.
- The Wellbeing Habits workshop in Lucindale was well supported, with 17 participants from business and community enjoying connection and learning or refreshing skills. The focus was ensuring people look after themselves while supporting the people around them.

KINGSTON DISTRICT COUNCIL

- RDALC hosted a Wellbeing Habits workshop in Kingston, with 11 participants learning how to look after themselves while supporting others. The session provided lunch and the opportunity to talk, recognising the importance of connection when the cost of living is high and people are doing it tough.
- During 2024-25, there were a total of 76 interactions with businesses, community groups and individuals, compared to 47 interactions in 2023-24. There was particular interest in grants for business, attracting and retaining staff, and support for community groups.

DISTRICT COUNCIL OF ROBE

- During 2024-25, there were a total of 56 interactions with businesses, community groups and individuals. This equates to a 43% increase when compared to 39 interactions in 2023-24. Support included identifying grants, attendance at events and connection to government services.
- Graduate, Kelly Burton celebrated her participation in the Emerging Leaders' program with Mayor Lisa Ruffell. Kelly was part of the project group who identified ways to build a stronger tourism approach in the Limestone Coast.

WATTLE RANGE COUNCIL

- During 2024-25, there were a total of 290 interactions with businesses, community groups and individuals. This is a significant increase when compared to 143 interactions in 2023-24. Support included developing business plans, assistance with marketing and ensuring psychological safety.
- Working with the Millicent Business and Community Association, RDALC hosted a Wellbeing seminar with 21 attendees in June. The evening session included a dinner provided by Millicent Football Netball Club and the opportunity to wind down with likeminded people. The training component offered practical skills to help people manage during difficult times and how to support those around them.

COUNCIL HIGHLIGHTS

TATIARA DISTRICT COUNCIL

- During 2024-25, there were a total of 224 interactions with businesses, community groups and individuals. This is a significant increase when compared to 92 interactions in 2023-24. There was particular interest in grants for business, attracting and retaining staff, and support for community groups.
- RDALC staff have received a warm welcome for the many events over the past 12 months, including marketing, project management, and wellbeing.
- The RDALC Board recently met in Bordertown, taking the opportunity to tour local award-winning business, Tatiara Trucks and Trailers. Board members mingled with industry and community leaders over lunch to discuss local issues, before the formal Board Meeting. Thank you to the Elected Members and Council staff who were able to attend.

DISTRICT COUNCIL OF GRANT

- During 2024-25, there were a total of 132 interactions with businesses, community groups and individuals. This is a significant increase when compared to 82 interactions in 2023-24. There is further opportunity to increase the connection with agricultural businesses in the coming year.
- The RDALC Board is looking forward to inviting Elected Members, industry and community leaders for a lunch at the Mount Gambier Airport as part of the next Board Meeting. On Tuesday 26 August, the Board will tour the Airport and engage with participants in the Leaders Lunch, before the formal Board Meeting in the afternoon. Invitations will be sent soon.

CITY OF MOUNT GAMBIER

- It is no surprise that the largest number of interactions was in the City of Mount Gambier, with a total of 526 interactions with businesses, community groups and individuals. This is also a significant increase when compared to 305 interactions in 2023-24. Many community groups sought grant support, while many businesses engaged in events and sought advisory services.
- Mount Gambier Businesses were strong supporters of the Business Sustainability Workshop hosted by RDALC and delivered by 2XE. Participants made good use of the time, not only learning from the presenter, also connecting with each other to develop innovative solutions to complex sustainability problems.



UniSA Mount Gambier Campus Update

August 2025

Local activity

- 2025 UniSA Mt Gambier Scholarships, Awards and Grants event - local students received 45 awards or acknowledgements.
- Social Work Networking event - brought together industry, academics and students from across the region to catchup and explore further opportunities for collaboration.
- Secondary school visits - we have visited the majority of schools across the Limestone Coast and South West Victoria, and attended Jobs & Skills Expos across the Green Triangle region promoting programs available in 2026.
- On campus immersion activities - hosting 50+ year 10 students with our nursing and education academic staff.
- 150 years of plantation forestry in South Australia - joined local gala event and welcomed LCLGA President & Executive Officer as our guest.
- Pioneers Basketball 2025 Indigenous Strips - designed by UniSA student Belinda Bonney with a signed & framed strip to be displayed on campus.
- Open Day Sunday 3rd Aug - our first as Adelaide University, and we thank Councils for supporting us through displaying banners across our regional communities.

Public Lecture Series

This monthly event continues to attract a strong crowd, with great speakers from across the University (and beyond) presenting on a diverse range of topics and then joining us for supper and further discussion.

23 July - Prof Andrew Beer, Executive Dean UniSA Business

Professor Beer's presentation, '*A place in the sun? Australia's regions and place-based policy*' considered how local communities can take the first steps towards shaping a more productive policy environment, effectively 'leading from below' to generate the policies and opportunities that best meet our needs and offer the most productive pathways to success.

We were also able to secure Prof Beer's time to host two workshops during his visit, one with representatives from our key regional boards to discuss existing place based policies and associated challenges and opportunities, and the second with business service providers



(including local government economic development staff) to contribute to a 'pulse check' of regional businesses and identify how the University can assist through research, micro credential, undergraduate and postgraduate programs.

12 August - Dr David Radford, Associate Professor (Sociology) at UniSA Justice and Society

Dr Radford presentation, '*Attracting and retaining international migrants in rural and regional communities: Dream or illusion?*' will share about rural and regional communities in Australia struggling to sustain their population and economic growth and attracting and retaining international migrants and refugees as one critical pathway to address these challenges.

Remember, if you can't join the Public Lecture in person, we can provide a link to the recording after the event – see details on our flyers.

Adelaide University Update

Adelaide University Aboriginal Name Launch

Adelaide University is proud to stand with First Nations people and to be the first university in Australia to have provision for an Aboriginal name in its founding Act.

Tirkangkaku – meaning Place of Learning – is a gift from the Kurna People & it honours the University's connection to Country and its commitment to ensuring the transformative potential for all.

Adelaide University debuts in the world's top 100

Adelaide University recently claimed 82nd position in the 2026 QS World Rankings global top 100, and 8th nationally in its inaugural institutional ranking.

The new university – built on the collective expertise, strengths and achievements of the University of Adelaide and the University of South Australia – has confirmed its place in the global top 1% as one of the best universities amongst more than 15,000 worldwide. Adelaide University will commence its first year of operations as a world top 100 university and member of Australia's prestigious and research-intensive Group of Eight (Go8).



Adelaide University new Vice Chancellor

Professor Nicola Phillips has been announced as its new Vice Chancellor of Adelaide University with effect from 12 January 2026.

Prof. Phillips joins Adelaide University from the University of Melbourne, where she is currently the Provost and has served as both Acting and Interim Vice Chancellor. With some 30 years of experience in the higher education sector across Australia and the United Kingdom, Prof. Phillips has cultivated a deep understanding of the sector and brings a local and global perspective to the position.

Other Senior Appointments for Adelaide University

Depute Vice Chancellors:

- Provost & Deputy Vice Chancellor: Professor Joanne Cys
- Deputy Vice Chancellor Academic: Professor John Williams AM
- Deputy Vice Chancellor Research and Innovation: Professor Anton Middelberg
- Deputy Vice Chancellor Student Experience and Success: Mr Tom Steer
- Deputy Vice Chancellor Indigenous: Professor Steve Larkin
- Deputy Vice Chancellor International and External Engagement: Professor Jessica Gallagher
- Deputy Vice Chancellor Corporate: Mr Paul Beard
- Deputy Vice Chancellor People and Culture: Ms Paula Ward

Heads of College:

- Pro Vice Chancellor, College of Business and Law: Professor Jodie Conduit
- Pro Vice Chancellor, College of Creative Arts, Design and Humanities: Professor Craig Batty
- Pro Vice Chancellor, College of Education, Behavioural and Social Sciences: Professor Shane Dawson
- Pro Vice Chancellor, College of Engineering and IT: Professor David Lewis
- Pro Vice Chancellor, College of Health: Professor Andrew Zannettino
- Pro Vice Chancellor, College of Science: Professor Nikki Stanford

2026 Study Guides

For details of the 400+ degree programs available across Adelaide University, please see the latest [Study Guides](#) and associated information available on the website.

Peta Crewe

Regional Manager Mount Gambier, 28/7/2025



Government of South Australia
Cross Border Commissioner

Cross Border Commissioner Update

This update covers activities undertaken by the Office of the Cross Border Commissioner during June and July 2025. I would like to take this opportunity to thank the Limestone Coast Local Government Association for our ongoing dialogue and cooperation in several of the following activities.

During this period, the Commissioner finalised an additional 65 engagement activities. These included participation in the Drought Financing Forum and roundtable with banks, the Premier's Drought Round Table, consultations with the Department for Education on the draft *Education and Child Attendance* Legislation, the PIRSA Fodder Roundtable Focus Group, the ZEMC Emergency Management Exercise, the Green Triangle Freight Action Plan meeting, the Murray Darling Basin Association Conference, and the launch of the Global Adelaide report on future workforce needs for South Australia.

Skills and Labour Mobility in Cross Border report

Throughout June 2025 the Office of the Cross Border Commissioner has undertaken a high-level examination of jobs and skills mobility across cross-border regions, in response to persistent concerns regarding workforce challenges, occupational licensing, and the broader ease of doing business within a constrained labour market.

Key areas of focus in the report include:

- Mutual recognition of qualifications and skills
- Analysis of high-risk exempted professions
- Occupational licensing frameworks
- Access to technical colleges, VET, and Fee-Free TAFE

This included 15 stakeholders' interviews across June 2025. The report is in its final stages and is currently with additional stakeholders, including Limestone Coast LGA for additional feedback. It will provide strategic insights aimed at enhancing workforce mobility and reducing barriers to employment and business operations across state borders, along with clear recommendations for action.

ALGA Cross Border Council breakfast

In June 2025, at the National ALGA Conference in Canberra, the South Australian Cross Border Commissioner hosted a Cross Border Breakfast attended by over 60 representatives from cross border local government areas. Professor Barney Glover AO,



Commissioner of Jobs and Skills Australia delivered the keynote address, presenting details on the *Jobs and Skills Roadmap for Regional Australia*.

The Roadmap outlines a framework for strategic analysis, evaluation, and advice on regional Australia's employment, education, and training systems. Submissions in response to the Roadmap are invited and will close at 5:00pm (AEST) on Thursday, 2 October 2025.

TAFE Roundtable

The Cross Border Commissioner convened a roundtable discovery session with representatives from New South Wales, Victoria, South Australia, Queensland, and the Australian Capital Territory to discuss access to Fee-Free TAFE across borders.

The discussion explored opportunities and complexities within jurisdictions that have active Cross Border Commissioners or similar functions, with a focus on identifying pathways to ensure equitable access for students residing in border communities.

Tourism

In collaboration with Kate Napper, Limestone Coast Regional Tourism Manager, we have drawn on previous cross border tourism collaboration to develop a high level starting point for marketing and product synergies between Limestone Coast and South West Victoria. This work is also designed to sit within the framework of existing MoU's between Limestone Coast Local Government Association and both Great Ocean Road Tourism and Glenelg Shire Council, as well as previous proposed arrangements with Wimmera Mallee Tourism Association.

Submissions and Advocacy

In June 2025 the Office of Cross Border Commissioner also provided submissions to the *South Australia's Transport Strategy* and *National Competition Policy Analysis 2025* outlining cross border challenges and opportunities.

Document Information

Date	Topic	Author
31/07/2025	Cross Border Commissioner Update- Limestone Coast Local Government Association	Kelly-Anne Saffin- Cross Border Commissioner (South Australia)

Cross border collaboration opportunities: Visitor Economy in Limestone Coast and South West Victoria

(Great Ocean Road | Grampians | Wimmera)

21 July 2025



Government of South Australia
Cross Border Commissioner



Contents

EXECUTIVE SUMMARY.....	2
LIMESTONE COAST AND SOUTH WEST VICTORIA SYNERGIES.....	4
TOURISM EXPENDITURE AND OPPORTUNITY.....	5
LIMESTONE COAST: REGIONAL KEY DEMAND DRIVING PRODUCT AND EXPERIENCE OFFERING.....	10



EXECUTIVE SUMMARY

The Limestone Coast continues to demonstrate robust growth in interstate visitation, reaffirming its strategic position as a natural cross border partner with South West Victoria, encompassing the Great Ocean Road, the Grampians and the Wimmera regions.

For the year ending December 2024, the Limestone Coast recorded the highest number of domestic overnight visitors and the highest visitor expenditure of all South Australian regions (excluding Adelaide) with 807,000 overnight stays and \$662 million in total spend. The region also led the state in interstate visitation, with Victoria continuing to drive strong growth.

Victorian visitation increased from 228,000 in 2023 to 276,000 in 2024 maintaining its position as the Limestone Coast's largest and most valuable interstate market. Interstate overnight expenditure rose by \$20 million over the past year, reinforcing the significance of Victorian travellers to the region's visitor economy.

The region plays a pivotal role in the Melbourne to Adelaide touring route as a key travel corridor for international visitors who increasingly arrive via Melbourne and undertake self-drive journeys through South West Victoria into South Australia. Enhancing cross border collaboration along this route presents a significant opportunity to expand both international and interstate visitor markets.

Limestone Coast region, and the Limestone Coast Local Government Association, who partner with South Australian Tourism Commission to deliver Destination Management have for a long time recognised the potential of linking with their neighbouring regions to better reflect a visitor experience.

This situational analysis is a high-level snapshot of the opportunities for a collaborative partnership between the state of South Australia and Victoria across the Limestone Coast and South West Victoria tourism regions. It includes a point in time assessment of the:

- Tourism synergies and relationships between bookable experiences and international markets that could leverage opportunities for Limestone Coast and South West Victoria tourism regions.
- Leveraging the strong performance of the Limestone Coast Tourism region in both expenditure and visitation in 2024 primarily driven by the interstate market and a snapshot comparison to the Great Ocean Road.
- The opportunities to extend visitation on the route, and encourage repeat visitation, by looking further along Great Ocean Road into South West Victoria and the Limestone Coast.

There are also several higher impact tourism products and opportunities which should form the basis of future discussions:

- Potential to link the tourism and cultural assets and develop integrated visitation to Budj Bim Cultural Landscape and Tae Rak Aquaculture Centre (UNESCO Listed), Naracoorte

Caves (World Heritage Listed), Grampians and the Crater Lakes and Volcanic Precinct (formerly part of Kanawinka National Geopark).

- The opportunity to develop an integrated product itinerary to include Kangaroo Island and Great Ocean Road through Limestone Coast, leveraging recognised attractions and tourism assets including Coonawarra wine regions.
- Linking the coastal towns from DC Kingston, DC Robe, Wattle Range Council, District Council of Grant and Glenelg Shire and their traditional seaside experience.
- The specific opportunity that arises in cruise travel and linking Robe and Portland in future itineraries.
- Highlighting the Melbourne to Adelaide touring routes and various routes and points of interest that could be promoted to drive holiday destination. Strategic discussions should centre on timely opportunities such as the Melbourne to Adelaide touring route and major events including Gather Round, which offer strong platforms for collaborative marketing.
- Additionally, the Australian Tourism Exchange (ATE), scheduled to be held in Adelaide in 2026, presents a significant opportunity to elevate destination visibility through targeted spotlight marketing initiatives.

The next steps in pursuing these opportunities are:

- Leveraging the existing Memorandum of Understanding between Limestone Coast (Limestone Coast Local Government Association), Glenelg Shire Council and Great Ocean Road Tourism to support collaborative efforts.
- Explore opportunities to activate the proposed cross border alliance between the Limestone Coast Local Government Association and the Wimmera Mallee Tourism Association (first scoped in 2019), with a focus on touring routes and associated infrastructure.
- Consideration to the establishment of a cross border tourism working group to coordinate regional opportunities and include this as a formal action within the Limestone Coast Destination Management Plan, ensuring sustained engagement as the emerging Destination Management Zone framework is rolled out and long-term planning aligns across jurisdictions.
- The respective State Tourism Organisations leverage cross border synergies and visitor flows, given tourism movement is not confined by state boundaries.
- Further develop joint marketing opportunities and product development synergies that leverage complementary strengths across the Limestone Coast and South West Victoria.
- An opportunity for the respective Victoria and South Australia Tourism Ministers to consider formalising the marketing and collaborative efforts.

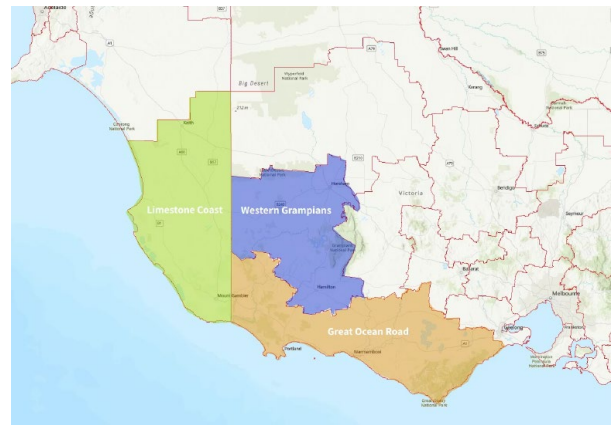
LIMESTONE COAST AND SOUTH WEST VICTORIA SYNERGIES

There are thematic synergies between the Limestone Coast and South West Victoria that offer substantial potential for strengthened collaboration, joint marketing initiatives and enhanced visitor dispersal across both regions. These include:

- **World Heritage and Cultural Tourism**

Linkages: The UNESCO World Heritage-listed Naracoorte Caves and Budj Bim Cultural Landscape provide a strong foundation for cross border nature-based, heritage, and Indigenous cultural tourism.

- **Volcanic Province:** The most extensive, volcanic province in Australia, which has been recognized as one of the most significant in the world (formally Kanawinka Geopark). The connections between significant natural assets including Grampians, Mount Gambier Volcanic Complex, caves and diving in Lower Limestone Coast, Cape Nelson Caves, Bydak Caves, Tumuli and Lake Condah.



- **Trail Tourism Development:** Shared nature-based and pilgrimage trails, such as the Great South West Walk and the Aussie Camino, present opportunities for joint promotion to stimulate multi-day, cross border hiking and walking tourism.
- **Coastal and Cruise Tourism:** The Limestone Coast and South West Victoria share a strong coastal touring appeal, with experiences ranging from heritage towns and seafood trails to cliff-top walks and surf beaches. This alignment is anchored by iconic Great Ocean Road destinations such as Apollo Bay, Torquay, Lorne, Barwon Heads, and Portland, and extends westward through Robe and Beachport to Port MacDonnell. Emerging and existing cruise arrivals at Portland, Robe, and Port MacDonnell further support access and visitor dispersal across these linked coastal experiences.
- **First Nations Collaboration:** Cross border initiatives aimed at enhancing First Nations storytelling and co-managed park experiences can deliver more cohesive and immersive cultural tourism offerings.
- **Event-Driven Touring:** Major events, such as the AFL Gather Round, Rip Curl Bells Beach, Great Ocean Road Tour and Port Fairy Folk Festival, naturally support drive tourism and touring itineraries that connect Adelaide, the Limestone Coast, and southwest Victoria.
- **Melbourne to Adelaide touring route:** The region plays a pivotal role in the Melbourne to Adelaide Touring Route, which is a key corridor for international visitors who increasingly arrive via Melbourne and undertake self-drive journeys through southwest Victoria into South Australia.

To fully realise these opportunities, several key enablers must be prioritised:

- **Development of High-Quality Accommodation:** Investment in scalable, high-standard accommodation is essential to meet the expectations of high-value domestic and international touring markets. Aligning product quality with other recognised destinations — such as Kangaroo Island — may support early trade engagement, particularly through packaging and distribution.
- **Enhanced Strategic Leadership and Coordination:** Strengthened collaboration among State Tourism Organisations (STOs), Regional Tourism Organisations (RTOs), and local governments is necessary to streamline cross border marketing, investment attraction and product development. Coordination will be key to ensuring complementary experiences are visible, bookable and well-supported on both sides of the border.
- **Integrated Touring Itineraries and Dispersal Pathways:** Supporting multi-day, self-drive touring itineraries that link iconic destinations — including the Great Ocean Road, Grampians, Budj Bim, Naracoorte Caves and the Coonawarra — will be central to encouraging extended stays and deeper regional dispersal.
- **Revitalisation of the Melbourne to Adelaide Touring Route:** There is strong potential to reposition the Melbourne to Adelaide Touring Route as a nationally recognised self-drive product, alongside itineraries such as The Explorer’s Way and The Red Centre Way. Previous collaboration between the regions laid early groundwork — including brand development and secured domains — but limited resourcing has prevented full activation. A renewed joint effort to market the route as a bookable, trade-ready experience would strengthen international appeal and deliver broad cross border benefit.

TOURISM EXPENDITURE AND OPPORTUNITY

The Limestone Coast recorded the highest total visitor numbers among all South Australian regions, with growth primarily driven by interstate markets in 2024. For the year ending December 2024, 377,000 interstate visitors stayed 1.08M nights with an average length of stay of 2 days in the Lime Coast. Predominately Victoria makes up 73% of domestic overnight visitation in the Limestone Coast which emphasises the natural destination pathway and connection between Victoria and South Australia.

The increase in visitation has largely been based on better positioning in digital marketing and clearer messaging and consistency of position of the Limestone Coast. The next phase is deliberate connection of product development and marketing, which has until this stage been ad hoc, to realise the full potential.

In comparison with the Limestone Coast, the Great Ocean Road, covering the Surf Coast, Colac Otway, Corangamite, Warrnambool, Moyne and Glenelg region for the year ending December 2024, 333,423 interstate visitors stayed 909,556 nights with an average length of stay of 2.7 days. South Australia is the 2nd biggest interstate visitor, behind New South Wales, and there is potential for more growth.

The international market for the Great Ocean Road saw 153,120 visitors for the year end 2024, staying 899,281 nights and staying an average of 5.9 days. This is a real market opportunity that could be leveraged alongside the synergies of experiences and product offerings of the Great Ocean Road and South Australia to capture more of the international market and extend visitation within the respective regions.

The Limestone Coast’s strong performance in interstate visitation, its strategic location along the Melbourne to Adelaide Touring Route, and its shared natural, cultural, and experiential assets with neighbouring Victorian regions provide a compelling foundation for a more integrated and coordinated southern Australian visitor economy strategy.

The below three tables present a snapshot of the Limestone Coast and Great Ocean Road tourism data which provides some initial benchmarking of opportunities.

Limestone Coast Visitation Data

Name	Specific Metric	Baseline	2021	2022	2023	2024
Expenditure	Tourism Expenditure	\$337M (Dec 2018)	439M	441M	520M	662M
Jobs	Number of people directly and indirectly employed in tourism	3,000	2,900	3,900	2,900	NA
Visits	Total number of overnight visits (domestic + international)	617,000	610,000	622,000	763,000	807,000
Nights	Total nights (Domestic + International)	2,001,000	1,800,000	1,900,000	2,100,000	2,263,000
ALOS	Average length of stay (domestic)	3	2.9	2.8	2.7	3
Day trips	Total number of Day Trip visitors	402,000	628,000	827,000	800,000	656,000

Great Ocean Road Visitation Data

Name	Specific Metric	Baseline	2021	2022	2023	2024
Expenditure	Tourism Expenditure	1.5B (Dec 2019)	1.45B	1.84B	2.05B	2B
Jobs	Number of people directly and indirectly employed in tourism	9,800*		9,900 (direct only)*	9,600K (only direct)	13,800K
Visits	Total number of overnight visits (domestic + international)	2.9M		2.4M	2.4M	2.6M
Nights	Total nights (Domestic + International)	8.52M	6.5M	7.06M	8.30M	7.34M
ALOS	Average length of stay (domestic)	2.6				2.6
Day trips	Total number of Day Trip visitors	4.5M			3.3M	3.1M (domestic only)

*FY data 2019

Data commissioned by Limestone Coast Local Government Association and provided by Localis Analytics identifies that the average length of stay is comparable across South West Victoria and Limestone Coast but that the variance in average spend is significant. In the latest (June 2025) Localis monthly report the Limestone Coast had an average 2.7 night stay, mid-range against Western Grampians and Great Ocean Road but the Average Daily Rate varied significantly:

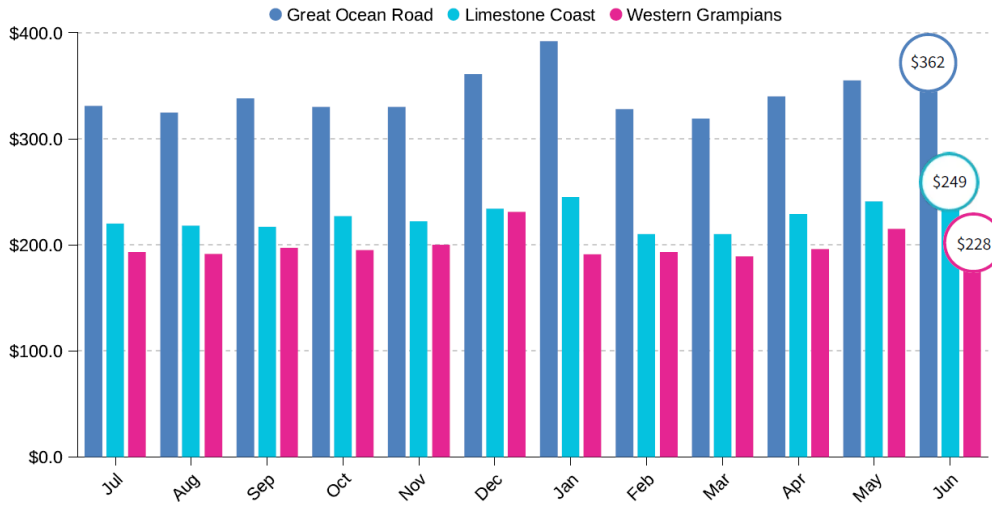
- Western Grampians- \$228 average daily rate
- Limestone Coast- \$249 average daily rate
- Great Ocean Road- \$362 average daily rate

The cumulative data further highlights that visitor numbers, length of stay and future bookings for the Limestone Coast as strong comparative to neighbouring regions and following are four key charts showing the comparative performance of the three tourism regions showing:

- Average Daily Rate (Limestone Coast mid range)
- Average Occupancy Rate (Limestone Coast low range- seasonally adjusted mid range)
- Future Occupancy Rate (Limestone Coast high to mid range)
- Length of Stay (Limestone Coast mid range)

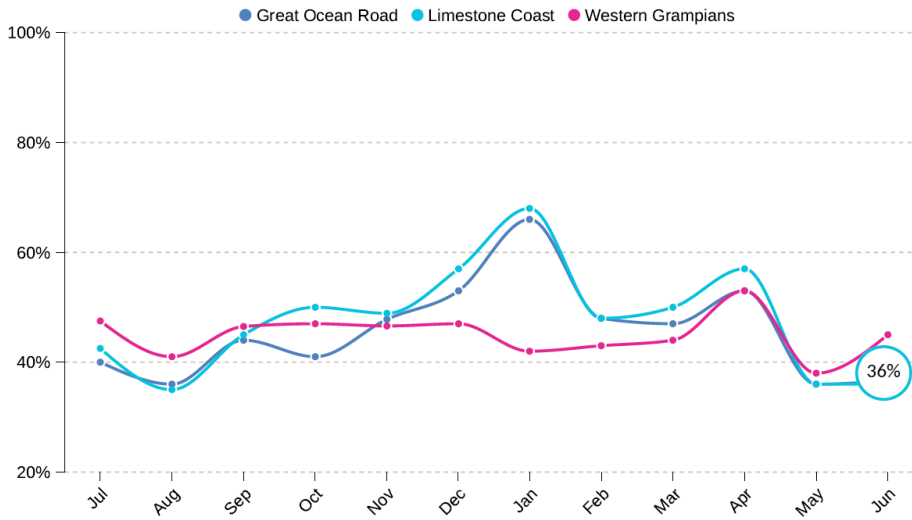
Average Daily Rate - Region Comparison

The average daily rate (ADR) measures the average rental revenue earned for an occupied room per day.



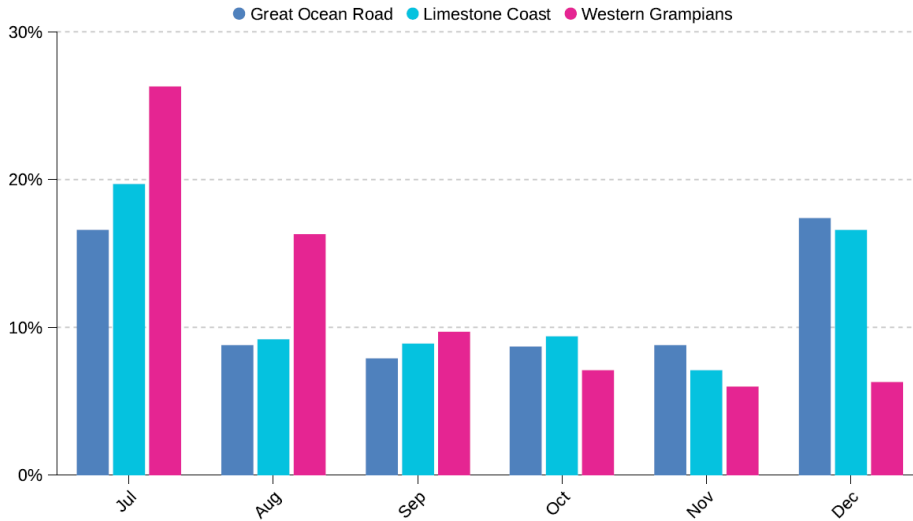
Average Occupancy Rate - Region Comparison

The occupancy rate is the ratio between the number of occupied rooms and the number of rooms offered that are open.



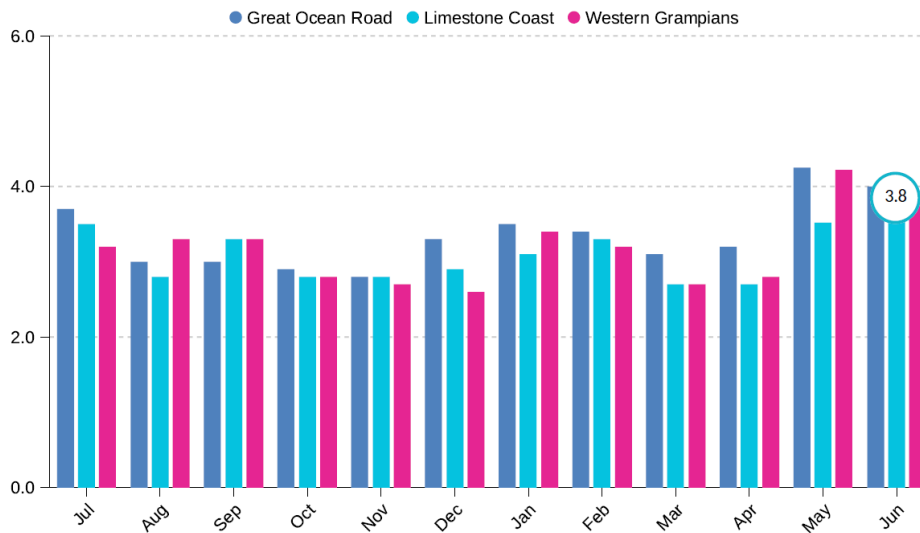
Future Occupancy Rate - Region Comparison

This graph shows monthly future occupancy for the next 6 months. You can also compare this to what the future bookings were for the same month in previous years.



Length of Stay - Region Comparison

Length of stay is the amount of time that was booked at the accommodation.



LIMESTONE COAST: REGIONAL KEY DEMAND DRIVING PRODUCT AND EXPERIENCE OFFERING

ENABLING INFRASTRUCTURE

Key accommodation offerings across the Limestone Coast support a diverse range of visitor needs, from drive tourism to premium experiential stays. Emerging trends are shaping the region’s ability to attract higher-yield domestic and international markets, complementing cross border touring routes.

Motels, boutique hotels, caravan parks	Well-established	Over 120 accommodation offerings across the region, including 19 caravan parks. Major concentrations in Mount Gambier, Robe, Penola, Bordertown, Kingston and Naracoorte.
Luxury/ Eco Accommodation	Emerging	Growth in premium stays, with a continuing need for quality and experiential accommodation of scale across winery and coastal communities.
Farm stays and agritourism	Emerging and relatively untapped	New experiences such as farm stays and olive oil tastings are emerging alongside mainstays like Mayura Station Tasting Room. Broader agritourism potential (beyond wine producers) remains largely untapped.
Accommodation yield and quality development	Emerging	Increasing the region’s accommodation capacity and upgrading existing properties to a higher quality standard remains a priority to meet the expectations of high-value domestic and international visitors.

Tourism Infrastructure Opportunities and Emerging Developments

- A small number of new premium accommodation properties (e.g., Stony Rise Lodge, Warrawindi Farm Escapes, Delgattie Estate) are beginning to set new benchmarks for quality experiential stays. These offerings are already proving highly appealing to high-value travellers, including international visitors journeying along the Melbourne–Adelaide Touring Route.
- Growth in farm stay and agritourism offerings (e.g., Confido olive oil tasting) highlights early movement into underdeveloped experiential sectors.
- Expanding high-quality accommodation and agritourism experiences will be critical to strengthen the Limestone Coast’s position as a desirable cross border touring destination.

Towns- Tourism/Service Towns

Key towns across the Limestone Coast play critical roles in servicing both resident and visitor populations. Tourism towns support visitor economy growth through destination appeal, while

service towns ensure essential infrastructure and services are in place for both local communities and travellers.

Primary Classifications and Roles

Each town is identified based on its primary function in the visitor economy — either as a tourism town, a service centre, or a combination of both. This classification supports cross border alignment by recognising the types of destinations that drive visitor spend, facilitate regional dispersal, and anchor visitor servicing infrastructure.

Town	Classification	Notes
Mount Gambier	Major Service Centre & Tourism Hub	South Australia's second-largest city outside Adelaide. Recognised regional city status. Anchor for accommodation, retail, services, recreation, arts, and events (e.g., Wulanda Recreation and Convention Centre).
Port MacDonnell	Seasonal Tourism Town	Historic coastal town and working fishing port with a strong summer holiday market. Known for its rugged coastline, seafood (notably rock lobster), coastal walks, and proximity to natural attractions like Piccaninnie Ponds. Supports coastal touring between Mount Gambier and the South West of Victoria.
Robe	Seasonal Tourism Town	Iconic coastal destination with a strong cosmopolitan visitor experience, boutique retail, heritage charm, vibrant food and beverage offerings, and a reputation for quality seafood.
Kingston SE	Seasonal Tourism Town & Service Centre	Established coastal destination with a strong summer holiday market. Also provides essential services and amenities for travellers and the local community. Kingston also incorporates the coastal community of Cape Jaffa with access to modern marina facilities.
Beachport	Seasonal Tourism Town	Highly sought-after coastal destination, particularly in summer. Equally strong holiday home, caravan park, and seasonal seafood tourism appeal.
Penola	Service Centre & Gateway Tourism Town	Penola serves as the main visitor hub and service centre for the Coonawarra wine region, offering access to cellar doors, accommodation, dining, and cultural attractions.

Town	Classification	Notes
Naracoorte	Established Service Town	Major service centre for surrounding agricultural communities. Also, a gateway town for Naracoorte Caves National Park, a World Heritage-listed site.
Bordertown	Service Town (Transit Hub)	Key highway service stops on the Melbourne–Adelaide corridor. Provides critical refuelling, food, accommodation, and toilet services for road travellers. Growing tourism profile with Tolmer Speedway developments.

Additional Notes:

- **Beachport**, while smaller and less cosmopolitan than Robe, is a significant seasonal tourism driver during peak periods.
- **Beachport, Kingston SE, and Port MacDonnell** also play important roles as seasonal coastal destinations, with visitor numbers peaking in summer months.
- **Naracoorte's** tourism profile is continuing to grow, however, it is primarily classified based on its established service function supporting the broader farming community.
- **Bordertown's** strategic location on the Melbourne–Adelaide highway positions it as an important visitor servicing town, with growing motorsport-related tourism opportunities.
- **Keith and Kingston SE** provide essential stop-off services for travellers along the Dukes and Princes Highways respectively, though at a smaller scale compared to Bordertown and Mount Gambier.

Place-making

Investment in placemaking across the Limestone Coast is enhancing the character, amenity, and visitor appeal of key destinations. Strategic projects are strengthening the region’s cultural identity, natural asset presentation, and liveability for both residents and visitors.

Town	Current or Emerging Projects	Notes
Mount Gambier	Active place-making and master planning investment	<ul style="list-style-type: none"> ● Wulanda Recreation and Convention Centre (opened 2022–23). ● Master planning and upgrades underway for Umpherston Sinkhole/Balumbul, Vansittart Park, and the Crater Lakes precinct. ● Public art initiatives (e.g., murals), upgraded parks, and town entry improvements.

Town	Current or Emerging Projects	Notes
Naracoorte	Emerging cultural and natural place-making initiatives	<ul style="list-style-type: none"> ● Development of the Naracoorte World Heritage and Cultural Tourism Precinct to enhance the gateway function of the town linked to Naracoorte Caves National Park.
Robe	Ongoing town preservation and enhancement	<ul style="list-style-type: none"> ● Robe has the highest concentration of State Heritage-listed sites of any town in South Australia, with over 80 heritage buildings and sites. ● Strong natural appeal and historic charm continue to underpin Robe’s success as a major coastal tourism destination (population swells to over 20,000 during peak summer periods). ● Scheduled boutique cruise ship arrivals including Seabourn Sojourn (March 2026) and Silver Nova (November 2025) provide an opportunity to strengthen tourism servicing, develop local produce experiences, and drive broader regional dispersal across the Limestone Coast.

Placemaking Opportunities and Emerging Developments

- Priorities include enhancing visitor experiences at natural attractions (e.g., Crater Lakes, Umpherston Sinkhole/Balumbul), reinforcing cultural narratives (e.g., Naracoorte World Heritage Precinct), maintaining the heritage and coastal character of towns like Robe, and leveraging boutique cruise ship arrivals to stimulate regional product development and visitor dispersal across the broader Limestone Coast.

Document Information

Date	Topic	Co-Author	Approved By
31/07/2025	Cross Border Collaboration Opportunities: Visitor Economy in Limestone Coast and South West Victoria	Kate Napper <ul style="list-style-type: none"> ● Limestone Coast Local Government Association-Regional Tourism Manager & SATC Local Liaison 	Kelly-Anne Saffin <ul style="list-style-type: none"> ● Cross Border Commissioner (South Australia)

24 July 2025

Dear RTO Chairs

I'm writing to provide an update on the *Strengthening Regional Tourism* initiative and to ensure you and your Boards are fully informed as we move forward together.

Given some personnel changes since the review of South Australia's regional tourism model began in January 2023, it's timely to revisit the purpose of this work.

The initiative, which included the review of the regional tourism model has been undertaken in response to feedback from the regions. At its core, it is about supporting growth in regional tourism through delivering a sustainable and effective regional tourism model.

The South Australia Tourism Plan 2030, released last month, outlines a strategy to grow tourism across South Australia from \$9.8 billion to \$12.8 billion by 2030, and for regional tourism to grow from \$4.0 billion to \$5.1 billion.

The review into regional tourism highlighted key challenges facing regional tourism including:

- lack of clarity on roles and responsibilities
- inconsistent funding models
- financial sustainability
- governance arrangements
- limited strategic alignment.

The recommendations from the review are being implemented in two main streams of activity:

- The establishment of Destination Management Zones (Tourism Zones), commencing with a Pilot Zone
- The development of Destination Management Plans for all regions

On 11 August 2025, the first pilot Zone —the Mid North and Yorke Tourism Zone—will be established. I commend the Yorke Peninsula, Clare Valley, and Southern Flinders regions for their collaboration on this milestone.

The Pilot Zone is an important step in demonstrating the benefits of the Zone approach while retaining regional identity and focus. Recognising there is keen interest in the outcomes of the Zone, we will share regular progress updates with you. An update on the establishment of the Zone will be provided in September 2025, followed by a further update at the end of March 2026 (at the six-month mark of the Zone operating) on how the Zone has been operating so that Boards can see how it is working in practice.

While the process for forming a Zone is designed to be regionally led, the SATC team is available to provide support at every stage. The process involves the following steps:

- Identify potential Zone partners (more than one option may be explored)
- Have initial discussions
- When ready, form an exploratory working group
- Exploratory Working Group develops a business case for RTO Board consideration
- Business case reviewed and approved by RTO Boards
- Begin transition process to form the new Zone.

There is no expectation that regions will form Exploratory Working Groups or develop business cases prior to the learnings from the pilot being shared; noting that some Boards may be in a position where they are happy to progress prior to the Pilot Zone learnings being shared.

What we do ask RTO Boards to consider over this period is to explore potential regional partnerships and initiate preliminary discussions.

There are many questions that Boards have on resources, budget, Zone Board composition, staff location etc. There is no upfront or standard answer to this as they are considerations that the Exploratory Working Group works through and decides upon.

Forming an exploratory working group will help surface opportunities, address questions, and manage risks, ensuring the model reflects local perspectives. An Exploratory Working Group develops the business case for the Zone, which needs to be approved by the RTO Boards prior to a Destination Management Zone being formed.

The learnings from the Pilot Zone will show how the Working Group considered and made decisions on these aspects of the Zone.

To allow the learnings from the Pilot Zone to be shared and all regions time to explore the opportunity of forming a Zone, the SATC will continue to support current Regional Tourism Management structures by maintaining existing funding amounts until the end of the financial year June 2028.

I hope this commitment provides your Boards and stakeholders with confidence moving forward and I encourage you to read the information about the Strengthening Regional Tourism initiative on the SATC website for answers to some commonly asked questions tourism.sa.gov.au/regions/strengthening-regional-tourism.

Tourism is a shared effort, involving all levels of government and community. We acknowledge that change can be challenging, but we firmly believe these steps are essential to enable regional tourism in South Australia to fulfil its potential and it's important we work through this collectively.



Government
of South Australia

Thank you for your continued commitment and partnership. Please don't hesitate to reach out with any questions or ideas as we move forward together.

Warm regards

A handwritten signature in black ink, appearing to read 'Emma Terry'.

Emma Terry
CHIEF EXECUTIVE OFFICER



LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2024/2025 BUDGET V ACTUAL REPORT

STATEMENT OF COMPREHENSIVE INCOME

2023/2024 FULL YEAR ACTUALS \$	INCOME	2024/2025 BUDGET REVIEW 3 \$	2024/2025 ACTUAL \$	2024/2025 Variance Budget v Actual \$
874,335	Local Government Council Contributions	915,889	915,891	2
40,000	Other Contributions	40,000	40,000	-
71,787	Other Income	4,500	44,646	40,146
378,368	Project Income	419,072	371,024	(48,048)
42,894	Interest	35,000	36,351	1,351
<hr/> 1,407,384	TOTAL REVENUES	<hr/> 1,414,461	<hr/> 1,407,912	<hr/> (6,549)
	EXPENSES			
638,542	Wages and Salaries	608,962	584,805	(24,157)
201,624	Operating Expenses	92,079	187,053	94,974
625,676	Project Expenditure	683,391	532,627	(150,764)
<hr/> 1,465,842	Total Expenses	<hr/> 1,384,432	<hr/> 1,304,485	<hr/> (79,947)
(58,458)	OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	30,030	103,427	73,397
-	Net gain (loss) on disposal or revaluation of assets	-	-	-
-	Amounts specifically for new or upgraded assets	-	-	-
-	Physical resources received free of charge	-	-	-
<hr/> (58,458)	TOTAL COMPREHENSIVE INCOME	<hr/> 30,030	<hr/> 103,427	<hr/> 73,397

**LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2024/2025 BUDGET V ACTUAL REPORT**

CASH FLOW STATEMENT

2023/2024 FULL YEAR ACTUALS \$		2024/2025 BUDGET REVIEW 3 \$	2024/2025 ACTUAL \$	2024/2025 Variance Budget v Actual \$
Inflows (Outflows)		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
	CASHFLOWS FROM OPERATING ACTIVITIES			
	RECEIPTS			
1,226,453	Operating Receipts	1,153,062	1,121,179	(31,883)
42,894	Investment Receipts	35,000	36,351	1,351
	PAYMENTS			
(1,412,066)	Operating payments to suppliers & employees	(1,471,984)	(1,199,337)	272,647
-	Finance Payments	-	-	-
(142,719)	Net Cash provided by (or used in) Operating Activities	(283,921)	(41,807)	242,114
	CASH FLOWS FROM INVESTING ACTIVITIES			
-	Net Cash provided by (or used in) Investing Activities	-	-	-
	CASH FLOWS FROM FINANCING ACTIVITIES			
-	NET CASH USED IN FINANCING ACTIVITIES	-	-	-
(142,719)	NET INCREASE (DECREASE) IN CASH HELD	(283,921)	(41,807)	242,114
779,029	CASH AT BEGINNING OF YEAR	636,311	636,311	-
<u>636,311</u>	CASH AT END OF YEAR	<u>352,390</u>	<u>594,504</u>	<u>242,114</u>

**LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2024/2025 BUDGET V ACTUAL REPORT**

BALANCE SHEET

2023/2024 FULL YEAR ACTUALS		2024/2025 BUDGET REVIEW 3	2024/2025 ACTUAL	2024/2025 Variance Budget v Actual
\$		\$	\$	\$
	ASSETS			
	CURRENT ASSETS			
636,311	Cash and cash equivalents	352,390	594,504	242,114
9,201	Trade & other receivables	-	7,178	7,178
<u>645,512</u>	TOTAL CURRENT ASSETS	<u>352,390</u>	<u>601,682</u>	<u>249,292</u>
<u>645,512</u>	TOTAL ASSETS	<u>352,390</u>	<u>601,682</u>	<u>249,292</u>
	LIABILITIES			
	CURRENT LIABILITIES			
70,923	Trade & Other Payables	70,923	239,415	168,492
252,405	Other Liabilities	-	-	-
69,040	Short-term Provisions	-	7,403	7,403
<u>392,368</u>	TOTAL CURRENT LIABILITIES	<u>70,923</u>	<u>246,818</u>	<u>175,895</u>
	NON-CURRENT LIABILITIES			
1,707	Long-term Provisions	-	-	-
<u>1,707</u>	TOTAL NON-CURRENT LIABILITIES	<u>-</u>	<u>-</u>	<u>-</u>
<u>394,075</u>	TOTAL LIABILITIES	<u>70,923</u>	<u>246,818</u>	<u>175,895</u>
<u>251,437</u>	NET ASSETS	<u>281,467</u>	<u>354,864</u>	<u>73,397</u>
	EQUITY			
251,437	Accumulated Surplus	281,467	354,864	73,397
-	Asset Revaluation	-	-	-
-	Other Reserves	-	-	-
<u>251,437</u>	TOTAL EQUITY	<u>281,467</u>	<u>354,864</u>	<u>73,397</u>

**LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2024/2025 BUDGET V ACTUAL REPORT**

STATEMENT OF CHANGES IN EQUITY

2023/2024 FULL YEAR ACTUALS \$		2024/2025 BUDGET REVIEW 3 \$	2024/2025 ACTUAL \$	2024/2025 Variance Budget v Actual \$
	ACCUMULATED SURPLUS			
309,895	Balance at end of previous reporting period	251,437	251,437	-
-58,458	Net Result for Year	30,030	103,427	73,397
0	Transfer From Reserves	0	0	0
0	Transfer To Reserves	0	0	0
<u>251,437</u>	TOTAL EQUITY AT END OF REPORTING PERIOD	<u>281,467</u>	<u>354,864</u>	<u>73,397</u>

**LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2024/2025 BUDGET V ACTUAL REPORT**

UNIFORM PRESENTATION OF FINANCES

2023/2024 FULL YEAR ACTUALS		2024/2025 ADOPTED REVIEW 3	2024/2025 ADOPTED	2024/2025 ADOPTED Budget v Actual
\$		\$	\$	\$
1,407,384	Operating Revenues	1,414,461	1,407,912	(6,549)
(1,465,842)	less Operating Expenses	(1,384,432)	(1,304,485)	79,947
(58,458)	Operating Surplus / (Deficit) before Capital Amounts	30,030	103,427	73,397
	Less Net Outlays in Existing Assets			
	Capital Expenditure on renewal and replacement of Existing Assets	-	-	-
-	less Depreciation, Amortisation and Impairment	-	-	-
-	less Proceeds from Sale of Replaced Assets	-	-	-
-		-	-	-
	Less Net Outlays on New and Upgraded Assets			
	Capital Expenditure on New and Upgraded Assets	-	-	-
	less Amounts received specifically for New and Upgraded Assets	-	-	-
-		-	-	-
-	less Proceeds from Sale of Surplus Assets	-	-	-
-		-	-	-
(58,458)	Net Lending / (Borrowing) for Financial Year	30,030	103,427	73,397

LIMESTONE COAST LOCAL GOVERNMENT ASSOC

Level 1
9 Bay Road
Mount Gambier SA 5290

Profit & Loss Consolidated

July 2024 To 30 June 25

Adopted Budget		Actual YTD	Budget Review 1	Budget Review 2	Budget Review 3	\$ Difference	Reason
	INCOME						
\$252,678.00	City of Mount Gambier	\$252,677.00	\$252,678.00	\$252,678.00	\$252,678.00	\$1.00	
\$112,556.00	District Council of Grant	\$112,556.00	\$112,556.00	\$112,556.00	\$112,556.00	\$0.00	
\$191,873.00	Wattle Range Council	\$191,873.00	\$191,873.00	\$191,873.00	\$191,873.00	\$0.00	
\$129,504.00	Naracoorte Lucindale Council	\$129,504.00	\$129,504.00	\$129,504.00	\$129,504.00	\$0.00	
\$60,866.00	District Council of Robe	\$60,867.00	\$60,866.00	\$60,866.00	\$60,866.00	(\$1.00)	
\$109,867.00	District Council of Tatiara	\$109,867.00	\$109,867.00	\$109,867.00	\$109,867.00	\$0.00	
\$58,545.00	District Council of Kingston	\$58,547.00	\$58,545.00	\$58,545.00	\$58,545.00	(\$2.00)	
\$66,000.00	SA Tourism Commission	\$80,839.67	\$80,254.62	\$80,254.62	\$80,254.62	(\$585.05)	\$585 received for venue hire for DMP Workshops
\$40,000.00	LGA SA	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$0.00	
\$28,000.00	Interest	\$36,351.51	\$28,000.00	\$35,000.00	\$35,000.00	(\$1,351.51)	Interest greater than anticipated
\$100,000.00	Grants (Liabilities)	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$0.00	
\$0.00	Rental Income	\$4,545.75	\$4,500.00	\$4,500.00	\$4,500.00	(\$45.75)	
\$100.00	Sundry Income	\$10,924.47	\$100.00	\$10,000.00	\$10,000.00	(\$924.47)	Greater income from SACCA Function than budgeted
\$33,600.00	Participant Contribution	\$26,420.99	\$33,600.00	\$33,600.00	\$25,463.00	(\$957.99)	Recovered some of the Provision for Doubtful Debts from 23/24
\$62,000.00	SA Coastal Councils Alliance	\$54,584.29	\$62,000.00	\$55,000.00	\$55,000.00	\$415.71	
\$0.00	Power of Her	\$2,754.55	\$0.00	\$2,754.55	\$2,754.55	\$0.00	
\$137,500.00	Grants	\$135,600.00	\$145,600.00	\$145,600.00	\$145,600.00	\$10,000.00	Additional Project Grant budgeted BR1 that did not eventuate.
\$1,383,089.00	Total INCOME	\$1,407,912.23	\$1,409,943.62	\$1,422,598.17	\$1,414,461.17	\$6,548.94	
	EXPENSES						
\$6,000.00	Advertising & Marketing	\$0.00	\$6,000.00	\$6,000.00	\$2,000.00	\$2,000.00	Lack of advertising due to model change
\$30,500.00	Audit & Accountants Fees	\$32,134.46	\$30,500.00	\$30,500.00	\$30,500.00	(\$1,634.46)	Audit Fees accrued for 24/25
\$540.00	Bank Fees	\$197.52	\$540.00	\$540.00	\$540.00	\$342.48	
\$19,200.00	Computing & IT	\$15,641.18	\$19,200.00	\$15,000.00	\$15,000.00	(\$641.18)	
\$7,000.00	Consultancy	\$7,528.44	\$7,000.00	\$7,000.00	\$7,000.00	(\$528.44)	Recruitment costs & Legal Fees
\$21,700.00	Occupancy	\$24,735.28	\$21,700.00	\$21,700.00	\$21,700.00	(\$3,035.28)	
\$12,000.00	Governance	\$16,607.50	\$12,000.00	\$12,000.00	\$12,000.00	(\$4,607.50)	Legal Costs
\$21,000.00	Insurances	\$19,029.89	\$21,000.00	\$21,000.00	\$19,030.00	\$0.11	
\$6,000.00	Meeting Expenses	\$1,501.37	\$6,000.00	\$6,000.00	\$5,000.00	\$3,498.63	Less expenditure
\$6,000.00	Miscellaneous Expenses	\$4,089.91	\$6,000.00	\$6,000.00	\$6,000.00	\$1,910.09	Cleaning went to Fortnightly less general operational costs
\$4,800.00	Printing/Stationery	\$2,232.48	\$4,800.00	\$4,800.00	\$4,800.00	\$2,567.52	
\$1,000.00	Subscriptions	\$516.34	\$1,000.00	\$1,000.00	\$1,000.00	\$483.66	
\$7,500.00	Telephones	\$7,475.16	\$7,500.00	\$7,500.00	\$7,500.00	\$24.84	
\$8,000.00	Training	\$0.00	\$6,000.00	\$6,000.00	\$0.00	\$0.00	
\$8,000.00	Travel/Accommodation/Meals	\$27,749.95	\$23,140.00	\$23,140.00	\$27,340.00	(\$409.95)	Accommodation to 30 June 2025
\$22,100.00	Vehicles - Fuel	\$15,830.68	\$22,100.00	\$22,100.00	\$17,000.00	\$1,169.32	Less travel costs
\$53,980.00	Vehicles - Leasing	\$58,587.68	\$56,480.00	\$56,480.00	\$56,480.00	(\$2,107.68)	Double leasing fees whilst vehicle being fixed
\$1,500.00	Vehicles - Repairs/Maintenance	\$1,455.19	\$1,500.00	\$1,500.00	\$1,500.00	\$44.81	
\$84,529.00	Heritage Services	\$60,373.66	\$84,529.00	\$84,529.00	\$64,529.00	\$4,155.34	Less costs
\$106,009.00	Regional Development Australia LC	\$106,009.00	\$106,009.00	\$106,009.00	\$106,009.00	\$0.00	
\$562,386.00	Wages	\$549,128.48	\$562,386.00	\$548,511.00	\$533,511.00	(\$15,617.48)	
\$64,674.00	Wages - Superannuation	\$59,063.34	\$64,674.00	\$62,053.00	\$60,003.00	\$939.66	
\$5,895.00	Wages - Workcover	\$6,890.00	\$5,895.00	\$5,895.00	\$6,890.00	\$0.00	Wages Savings payments to 30 June
\$10,000.00	Wages - FBT	\$8,557.46	\$10,000.00	\$10,000.00	\$10,000.00	\$1,442.54	
\$15,448.00	Wage - Accruals	(\$38,834.57)	\$15,448.00	\$15,448.00	\$15,448.00	\$54,282.57	
\$78,844.00	SACCA	\$70,614.71	\$78,844.00	\$78,844.00	\$78,844.00	\$8,229.29	Expenditure not as great
\$64,816.00	1. Marketing	\$58,551.07	\$59,000.00	\$59,000.00	\$59,000.00	\$448.93	
\$5,000.00	2. Visitor Servicing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
\$750.00	3. Events	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
\$1,000.00	4 & 5. Experience Development / Acces	\$0.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	Project expenditure less than anticipated
\$26,199.00	6. Governance & Collaboration	\$25,098.66	\$34,000.00	\$34,000.00	\$34,000.00	\$8,901.34	
\$650.00	7. Industry Capability	\$647.64	\$650.00	\$650.00	\$650.00	\$2.36	
\$1,999.00	8. Promote Value of Tourism	\$306.00	\$0.00	\$0.00	\$0.00	(\$306.00)	
\$84,000.00	LCRSA	\$95,728.45	\$84,000.00	\$84,000.00	\$84,000.00	(\$11,728.45)	
\$22,182.00	CAC	\$2,118.42	\$22,182.00	\$22,182.00	\$22,182.00	\$20,063.58	
\$0.00	1. Children at Risk Project	\$1,027.16	\$0.00	\$0.00	\$0.00	(\$1,027.16)	
\$4,980.00	2. Tatiara Soccer Project	\$3,320.00	\$4,980.00	\$4,980.00	\$4,980.00	\$1,660.00	Project expenditure less than anticipated
\$5,000.00	3. Tatiara Youth Leadership Project	\$0.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	
\$5,000.00	4. Facility Analysis Project	\$3,737.00	\$5,000.00	\$5,000.00	\$5,000.00	\$1,263.00	
\$2,000.00	6. Training Workshops Project	\$2,412.65	\$2,000.00	\$2,000.00	\$2,000.00	(\$412.65)	
\$38,000.00	Roads Program	\$11,290.00	\$38,000.00	\$38,000.00	\$13,000.00	\$1,710.00	Project completed and SLRP Submitted
\$25,000.00	Regional Growth Strategy	\$16,958.31	\$25,000.00	\$25,000.00	\$17,000.00	\$41.69	Project completed
\$0.00	Power of Her	\$22,289.71	\$0.00	\$18,495.62	\$18,495.62	(\$3,794.09)	
\$0.00	Storage	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	Included as part of transition costs
\$0.00	Transition Costs	\$3,884.14	\$0.00	\$0.00	\$5,000.00	\$1,115.86	Removalist Costs
\$1,451,181.00	Total EXPENSES	\$1,304,484.32	\$1,463,557.00	\$1,461,356.62	\$1,384,431.62	\$79,947.30	
(\$68,092.00)	Operating Profit	\$103,427.91	(\$53,613.38)	(\$38,758.45)	\$30,029.55	(\$73,398.36)	

**Limestone Coast Local Government Association
Annual Financial Statements
for the year ended 30 June 2025**

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Association to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- the financial statements present a true and fair view of the Association's financial position at 30 June 2025 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Association provide a reasonable assurance that the Association's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Association's accounting and other records.

.....
Charlotte Edmunds
Executive Officer

.....
Mayor Lynette Martin
President

Date:

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2025

	Notes	2025 \$	2024 \$
INCOME			
Local Government Council Contributions	2	915,891	874,335
Other Contributions	2	40,000	40,000
Other Income	2	80,997	114,681
Project Income	2	371,024	378,368
Total Income		<u>1,407,912</u>	<u>1,407,384</u>
EXPENSES			
Operating Expenses	3	187,053	201,624
Employee Costs	3	584,805	638,542
Project Expenditure	3	532,627	625,676
Total Expenses		<u>1,304,484</u>	<u>1,465,842</u>
NET SURPLUS / (DEFICIT)			
transferred to Equity Statement		103,428	(58,458)
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	-
Total Other Comprehensive Income		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME		<u>103,428</u>	<u>(58,458)</u>

This Statement is to be read in conjunction with the attached Notes.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF FINANCIAL POSITION

as at 30 June 2025

	Notes	2025 \$	2024 \$
ASSETS			
Current Assets			
Cash and cash equivalents	4	594,504	636,311
Trade and Other Receivables	4	7,178	9,201
Total Assets		<u>601,682</u>	<u>645,512</u>
LIABILITIES			
Current Liabilities			
Trade & other payables	5	239,415	70,923
Provisions	5	7,403	70,089
Other Liabilities	5	-	252,405
Total Current Liabilities		<u>246,817</u>	<u>393,417</u>
Non-current Liabilities			
Provisions	5	-	658
Total Non-current Liabilities		<u>-</u>	<u>658</u>
Total Liabilities		<u>246,817</u>	<u>394,075</u>
NET ASSETS		<u>354,865</u>	<u>251,437</u>
EQUITY			
Accumulated Surplus		<u>354,865</u>	<u>251,437</u>
TOTAL EQUITY		<u>354,865</u>	<u>251,437</u>

This Statement is to be read in conjunction with the attached Notes.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2025

		Accumulated Surplus	TOTAL EQUITY
2025	Notes	\$	\$
Balance at end of previous reporting period		<u>251,437</u>	<u>251,437</u>
Net Surplus / (Deficit) for Year		103,428	103,428
Other Comprehensive Income		<u>-</u>	<u>-</u>
Balance at end of period		354,865	354,865
2024			
Balance at end of previous reporting period		309,895	309,895
Net Surplus / (Deficit) for Year		(58,458)	(58,458)
Other Comprehensive Income		<u>-</u>	<u>-</u>
Balance at end of period		251,437	251,437

This Statement is to be read in conjunction with the attached Notes

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF CASHFLOWS
for the year ended 30 June 2025

		2025	2024
	Notes	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Local Government Council Contributions		915,891	874,335
Other Contributions		40,000	40,000
Other Income		80,997	114,681
Project Income		120,642	240,332
Payments			
Operating Expenses		(151,508)	(173,162)
Employee Costs		(667,078)	(613,228)
Project Expenditure		(380,751)	(625,676)
Net Cash provided by (or used in) Operating Activities	6	(41,807)	(142,718)
CASH FLOWS FROM INVESTING ACTIVITIES			
Net Cash provided by (or used in) Investing Activities		-	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Net Cash provided by (or used in) Financing Activities		-	-
Net Increase (Decrease) in cash held		(41,807)	(142,718)
Cash & cash equivalents at beginning of period		636,311	779,029
Cash & cash equivalents at end of period	4	594,504	636,311

This Statement is to be read in conjunction with the attached Notes

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1 - MATERIAL ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying Limestone Coast LGA's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest dollar (\$).

2 The Local Government Reporting Entity

Limestone Coast Local Government Association (Association) is incorporated under the SA Local Government Act 1999 and has its principal place of business at Level 1, 9 Bay Road, Mount Gambier, SA, 5290. These financial statements include Limestone Coast Local Government Associations direct operations and all entities through which Limestone Coast Local Government Association controls resources to carry on its functions. In the process of reporting on Limestone Coast Local Government Association as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

3 Income recognition

The Association recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Association expects to be entitled in a contract with a customer.

Income from Local Government Council Contributions includes income for "pass-through" expenditure for Regional Development Australia Limestone Coast (RDALC), SA Coastal Councils Alliance (SACCA) and the provision of heritage services.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at Limestone Coast Local Government Associations option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1 - MATERIAL ACCOUNTING POLICIES (con't)

5 Payables

5.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

5.2 Payments Received in Advance & Deposits

Amounts received from external parties in advance of service delivery, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

6 Employee Benefits

6.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based on costs) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based on costs) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Weighted average discount rate	3.927% (2024 3.929%)
Weighted average settlement period	1 year (2024, 1 year)

No accrual is made for sick leave as Limestone Coast Local Government Associations experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Association does not make payment for untaken sick leave.

7 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

8 Leases

At the inception of a contract, the Association assesses if the contract is a lease. If there is a lease present, a right of use assets and a corresponding lease liability is recognised by the Association where the Association is a lessee. However, all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

9 New Accounting Standards and UIG interpretations

The Association has assessed all the standards / interpretations which are not yet effective and have determined that there is no expected material impact on the reported financial position or performance.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

	Notes	2025 \$	2024 \$
NOTE 2: INCOME			
Local Government Council Contributions			
City of Mount Gambier		252,677	241,162
District Council of Grant		112,556	107,456
Wattle Range Council		191,873	183,140
Naracoorte Lucindale Council		129,504	123,628
District Council of Robe		60,867	58,140
Tatiara District Council		109,867	104,890
Kingston District Council		58,547	55,919
Total		915,891	874,335
Other Contributions			
LGA SA		40,000	40,000
Total		40,000	40,000
Other Income			
Interest		36,352	42,894
Participant Contribution		26,421	26,027
Other		18,225	45,760
Total		80,997	114,681
Project Income			
Tourism (Includes SA Tourism Commission payments)		80,840	52,198
Connective Active Communities (Office of Sport and Rec payments)		155,000	155,000
Sports Academy & Connective Active Communities (Office of Sport and Rec payments)		80,600	100,000
SA Coastal Councils Alliance		54,584	71,170
Total		371,024	378,368

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

	Notes	2025 \$	2024 \$
NOTE 3: Expenditure			
Operating Expenses			
Audit Fees (2023/2024 & 2024/2025)		8,450	4,018
Accounting Fees		23,684	25,350
Computing and IT		15,641	27,108
Rent		24,735	20,824
Insurance		19,030	18,247
Vehicles		27,305	30,048
Chairperson Allowance		9,380	9,160
Travel, Accommodation and Meals		25,096	13,455
Relocation Costs		3,884	-
Other		29,847	53,415
Total		187,053	201,624
Employee Costs			
Salaries and Wages		549,128	540,561
Workcover		6,890	6,241
Superannuation		59,063	57,530
Leave Provision Movement		(38,835)	27,262
FBT		8,557	6,949
Total		584,805	638,542
Project Expenditure			
Tourism		105,781	102,126
Connective Active Communities		40,549	51,047
Sports Academy		95,926	158,063
SA Coastal Councils Alliance		73,450	79,577
Other		216,921	234,862
Total		532,627	625,676

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

	Notes	2025 \$	2024 \$
NOTE 4: Assets			
Cash and Cash Equivalents			
Cash at Bank		<u>594,504</u>	636,311
Total		594,504	636,311
Trade and Other Receivables			
Trade Debtors		5,040	10,220
Provision for Doubtful Debts		-	(2,980)
Accrued Interest		<u>2,138</u>	1,961
Total		7,178	9,201
NOTE 5: Liabilities			
Trade and Other Payables			
Goods and Services		226,352	42,287
Accrued Expenses		7,231	26,159
Other		<u>5,831</u>	2,476
Total		239,415	70,923
Provisions - Current			
Employee Entitlements including On-Costs		<u>7,403</u>	70,089
Total		7,403	70,089
Provisions - Non-Current			
Employee Entitlements including On-Costs		-	658
Total		-	658
Other Liabilities			
LC Regional Sport Academy		-	100,000
Connected and Active Communities (CAC)		-	135,600
SA Coastal Councils Alliance		-	16,805
Total		-	252,405

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

	Notes	2025 \$	2024 \$
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NOTE 6: Reconciliation of Cash Flow Statement

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

Total cash & equivalent assets	4	<u>594,504</u>	<u>636,311</u>
Balances per Cash Flow Statement		<u>594,504</u>	<u>636,311</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		103,427	(58,458)
Non-cash items in Income Statement			
Net increase (decrease) in unpaid employee benefits		<u>(63,345)</u>	<u>25,314</u>
		40,082	(33,144)
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		2,023	2,127
Net increase (decrease) in trade & other payables		168,492	28,462
Net increase (decrease) in other liabilities		<u>(252,404)</u>	<u>(140,164)</u>
Net Cash provided by (or used in) operations		<u>(41,807)</u>	<u>(142,719)</u>

(c) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards		5,000	11,024
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LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

NOTE 7: Financial Instruments

All financial instruments are categorised as *loans and receivables*.

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned</p> <p>Terms & conditions: Deposits are returning interest rates between 4.15% and 4.55% (2024: 4.30% and 4.55%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Fees & other charges	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method</p> <p>Terms & conditions: Unsecured, and do not bear interest. Although the association is not materially exposed to any individual debtor, credit risk</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Receivables - other levels of government	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.</p> <p>Terms & conditions: Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Creditors and Accruals	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Association.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 7: Financial Instruments (Cont.)

Liquidity Analysis

2025	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	594,504	-	-	594,504	594,504
Receivables	7,178	-	-	7,178	7,178
Total	601,683	-	-	601,683	601,683
Financial Liabilities					
Payables	235,203	-	-	235,203	235,203
Total	235,203	-	-	235,203	235,203

2024	Due < 1 year	Due > 1 year < 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	636,311	-	-	636,311	636,311
Receivables	9,201	-	-	9,201	9,201
Total	645,512	-	-	645,512	645,512
Financial Liabilities					
Payables	54,338	-	-	54,338	54,338
Total	54,338	-	-	54,338	54,338

The following interest rates were applicable to Limestone Coast LGA at balance date:

	30 June 2025		30 June 2024	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$	%	\$
At Call	4.15	594,504	4.55	636,311
Term Deposits		-		-
		594,504		636,311

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of Limestone Coast Local Government Association.

Risk Exposures:

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Association is the carrying amount, net of any impairment. Except as detailed in relation to individual classes of receivables, exposure is concentrated within the Limestone Coast LGA boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Associations financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Association will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Association has a balance of both fixed and variable interest rate investments.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

NOTE 8: Uniform Presentation of Financial Statements

	Notes	2025 \$	2024 \$
INCOME			
Local Government Council Contributions		915,891	874,335
Other Contributions		40,000	40,000
Other Income		80,997	114,681
Project Income		371,024	378,368
EXPENSES			
Operating Expenses		(187,053)	(201,624)
Employee Costs		(584,805)	(638,542)
Project Expenditure		(532,627)	(625,676)
Operating Surplus/(Deficit) before Capital Amounts		103,428	(58,458)
Less Net Outlays in Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets		-	-
Add Back Depreciation Amortisation and Impairment		-	-
Proceeds from Sale of Replaced Assets		-	-
		-	-
Less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets		-	-
Amounts received specifically for New and Upgraded Assets		-	-
Proceeds from Sale of Surplus Assets		-	-
		-	-
Net Lending / (Borrowing) for Financial Year		103,428	(58,458)

This Statement is to be read in conjunction with the attached Notes

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 9 – Contingent Liabilities and Contingent Assets

At 30 June 2025, the Association is unaware of any liability, contingent or otherwise, which has not already been recorded elsewhere in the this financial report.

Note 10 – Capital Commitments

At 30 June 2025, the Association is unaware of any capital or leasing commitments which have not already been recorded elsewhere in the this financial report.

Note 11 – Events after the end of the reporting period

There were no events subsequent to 30 June 2025 that need to be disclosed in the financial statements.

Note 12 – Economic Dependence

Limestone Coast Local Government Association is dependent on the Local Councils within its jurisdiction and other funding bodies for the majority of its revenue used to operate the business. At the date of this report, the Board believe that the Local Councils and other bodies will continue to fund the Association.

Note 13 – Capital Management

The Board controls the capital of the entity to ensure that adequate cash flows are generated to fund its programs and that returns from investments are maximised within tolerable risk parameters. The Board ensure that the overall risk management strategy is in line with this objective. The Board operates under policies approved by the board. Risk management policies are approved and reviewed by the Board on a regular basis. These include credit risk policies and future cash flow requirements. The entity's capital consists of financial liabilities supported by financial assets. There has been no changes to the strategy adopted by the Board to control the capital of the entity since the previous financial year.

Note 14 – Related Party Disclosure

The Key Management Personnel of the Council include the Board of Management and Executive Officer. In all, four people were paid the following total compensation:

	2025	2024
	\$	\$
Salaries, allowances & Other Short Term benefits	\$ 172,393	\$ 178,849
Post-Employment Benefits	\$ 905	\$ 15,875
TOTAL	\$ 173,298	\$ 194,724

The specific banding of key management personnel and Board of management from the Limestone Coast Local Government Association Incorporated during the year was as follows;

\$	2025	2024
Under \$50,000	3	1
\$50,000 to \$100,000	0	2
\$100,001 to \$150,000	1	0
\$150,001 to \$200,000	0	0

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Other related parties includes close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel individually or collectively with their close family members.

Note 14 – Related Party Disclosure (Cont.)

There were no transactions with other related parties.

Related Party Entity	Amounts received from Related Party during the Financial Year
	2025
	\$
City of Mount Gambier	278,944
District Council of Grant	123,812
Wattle Range Council	211,060
Naracoorte Lucindale Council	142,454
District Council of Robe	66,954
Tatiara District Council	120,854
Kingston District Council	64,402
TOTAL	1,008,480

**Limestone Coast Local Government Association
Annual Financial Statements
for the year ended 30 June 2025**

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Limestone Coast Local Government Association for the year ended 30 June 2025, the Association's Auditor, Dean Newbery, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....
Executive Officer
LC Local Government Association

.....
President
LC Local Government Association

.....
Chief Executive Officer
District Council of Grant

.....
Chief Executive Officer
City of Mount Gambier

.....
Chief Executive Officer
Kingston District Council

.....
Chief Executive Officer
Naracoorte Lucindale Council

.....
Chief Executive Officer
District Council of Robe

.....
Chief Executive Officer
Tatiara District Council

Date:



Limestone Coast Local Government Tourism Transition sub-committee: Terms of Reference

BACKGROUND

6.11 of the LCLGA Charter, prescribes 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.

These Terms of Reference (ToR) set out the objectives, functions, roles and responsibilities, authority, composition, and administrative arrangements for the Limestone Coast Local Government Association Tourism Transition sub-committee.

1. Intent and key objectives of the sub-committee

- a. To strategically inform, guide and actively participate in the transition of the Limestone Coast Regional Tourism Organisation.
- b. To increase collaboration with SATC and support the Regional Tourism Manager in the development and implementation of a regional Destination Management Plan.
- c. To guide and inform stakeholder engagement strategies undertaken by the LCLGA as the RTO
- d. To advocate on behalf of the local tourism industry on key tourism projects and initiatives

2. The powers and responsibilities

- a. The sub-committee operates in an advisory capacity only with no delegated authority.
- b. Final decisions in response to recommendations made by the sub-committee remain with the LCLGA Board.

3. Membership

- a. The subcommittee is a voluntary, representative based committee and members must be committed to its strategic objectives
- b. There is no remuneration paid to members of the Subcommittee.
- c. The Subcommittee may from time to time seek the advice of persons or external organisations with specialist knowledge and invite them to attend meetings.
- d. Appointment of members shall have the approval of the LCLGA board.
- e. The process for appointment to the committee and filling of casual vacancies will be through a call for written nominations from the constituent councils/representative stakeholder groups
- f. The President of the LCLGA will at all times be an ex-officio of the subcommittee but will not be taken to be included in the membership of the Committee unless actually present at a meeting of the Committee.
- g. The membership of the Tourism Transition sub-committee shall comprise:
 - Maximum of 2 x LCLGA constituent Council CEO's
 - Maximum 4 x Tourism or related staff from the LCLGA constituent Councils

- 1 x delegate nominated from the RDA Limestone Coast
 - 1 x delegate nominated from the South Australian Tourism Commission
 - LCLGA Executive Officer
 - LCLGA Regional Tourism Manager
- h. The Chair and Deputy Chair shall be appointed by LCLGA Board
- i. Proxy delegates for the Regional Development Board and SATC representatives shall be appointed, with the onus on delegates to seek attendance by their proxy if they are unable to attend a meeting.
- j. Any Committee Member may resign from the sub-committee, but such resignation shall not be effective until the Chair has received written notice to that effect.

4. Role and Powers of the Chair

- a. The Chair shall preside over all meetings of the sub-committee
- b. The Chair is to act as the key point of contact between the sub-committee and the LCLGA Board
- c. The Chair is responsible for ensuring the views and recommendations of the sub-committee are accurately communicated to the LCLGA Board
- d. The Chair must ensure the sub-committee, in exercising its functions, takes proper account of and fulfills its obligations as outlined in these ToR
- e. The Chair is to manage any conflicts of interest of sub-committee membership

5. Role and Powers of the Deputy Chair

- a. The Deputy Chair will support the Chair in discharging their responsibilities as set out in section 4 of these TOR
- b. The Deputy Chair shall discharge the responsibilities mentioned in section 4. during any vacancy in the position of the Chair and during any period when the Chair is absent from duty, or if, for any reason, is unable to perform the duties of the Chair

6. Dispute resolution

- a. Should a dispute arise over any matter, then the LCLGA shall determine the dispute and the decision of the LCLGA shall be final and binding.

7. Conflicts of interest

- a. The provisions of Section 73, 74, 75 and 75A of the Local Government Act 1999 relating to conflicts of interest will apply to all members of the sub-committee, in relation to meetings and any business or proposed business of the sub-committee.
- b. If a member of the sub-committee believes that a conflict of interest exists or would be perceived to exist in respect of any matter placed before the sub-committee, that member should declare the interest and not take any part in the discussions or decisions in respect of that matter.

8. Confidentiality

- a. From time to time the sub-committee may be asked to review and comment on draft documents not for publication. Members will be notified of any confidential items requiring discretion and are required to act in confidence.

9. Reporting

- a. The Chair of the sub-committee will provide draft minutes to the LCLGA within 14 days of a sub-committee meeting.

10. Meetings and Recordkeeping

- a. Meetings of the sub-committee are to be held at least four times per year.
- b. Time and place of meetings are to be decided by the sub-committee
- c. Any change to time or place of a scheduled meeting is at the discretion of the Chair, by providing no less than two weeks notice to members
- d. The Chair may convene a special meeting of the sub-committee at the Chair's discretion by providing a minimum of four hours notice.
- e. Observers are permitted at the discretion of the Chair
- f. A quorum will be determined to be 50% of membership, at least one must be the Chair or Deputy Chair
- g. Attendance of meetings by members via telecommunications is permitted and members may be considered as present at a meeting on the condition that all committee members are clearly identifiable and able to hear each other.
- h. Minutes will be kept to accurately reflect the subject of discussions including actions and recommendations but not individual comments
- i. Minutes are to be open to the public, published on the LCLGA website unless matters are found to be in-confidence under section 90 of the Local Government Act 1999
- j. Executive support to the committee will be provided by the **LCLGA EO**

11. Term

- a. The sub-committee membership is appointed for a term of 12 months
- b. A review and evaluation of the subcommittee will be undertaken by the Board of the LCLGA after a term of 12 months and may be renewed with the same or amended membership

12. AMENDMENTS TO THESE TERMS OF REFERENCE

The LCLGA may by resolution revoke, vary or add to any of the provisions of these Terms of Reference at its own discretion within the parameters of the Local Government Act and other relevant legislation.



31 July 2025

Mayor Lynnette Martin
 President
 Limestone Coast LGA (LCLGA)
 By Email; mayormartin@mountgambier.sa.gov.au

Dear President Martin

Re; SACCA auspicing and funding & governance arrangements

I am writing in response to the LCLGA correspondence dated 16 April 2025 regarding the LCLGA conclusion of auspicing arrangements provided to the SA Coastal Councils Alliance (SACCA).

It is our understanding that this includes the following implications -

- That the LCLGA is terminating auspicing support for SACCA from 30 June 2025
- This includes the payment of SACCA funding (annual membership subscriptions) via the LCLGA
- For the 2025 FY SACCA will be required to invoice the Limestone Coast coastal Councils directly. This includes District Council of Grant, District Council of Robe, Wattle Range Council and Kingston District Council.
- It was confirmed in your discussions with Adam Gray, SACCA Executive Officer on 10 July that the LCLGA is committed to fulfill its agreed SACCA governance role – including nominating Board member representatives to the SACCA Committee
- SACCA will have a conversation with Wattle Range Council to facilitate their on-going relationship with SACCA (as they are not current members of the LCLGA)

As discussed the decision by the LCLGA to terminate this membership funding arrangement creates a significant challenge for the SACCA Committee with its funding and governance arrangements closely linked and aligned with Regional LGA Boards. This commitment was consulted with and endorsed by the LCLGA in 2021, and reconfirmed in correspondence in 2022, and most recently in 2023.

In collaboration with LCLGA Board members and SACCA Committee representatives Mayor Kylie Boston and Mayor Lisa Ruffell we would greatly appreciate the opportunity to raise this matter with the LCLGA Board in the future with the aim of having the SACCA membership funding arrangement re-instated for the 26FY.

It is our view that SACCA –

- Is an advocacy 'arm' of the LCLGA and should be included in its strategic business plans
- Is not a project or program, and
- Is not a third party contractual arrangement.

Thanks again for your time and commitment in finding a suitable path forward. I look forward to working with the LCLGA Board and its member Councils going forward.

Please contact me at keith.parkes@alexandrina.sa.gov.au or Adam Gray, SACCA Executive Officer at adam@grayconsulting.com.au or on 0409 908 191 if you have any questions.

Yours Sincerely

A handwritten signature in blue ink, appearing to read 'Keith Parkes', with a horizontal line extending to the right.

Mayor Keith Parkes
Chairperson - South Australian Coastal Councils Alliance