



**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

**Naracoorte Lucindale Council Chambers**

**DeGaris Place, Naracoorte, SA 5271**

on

**Friday 10 October 2025**

**commencing at 10.00am**

Charlotte Edmunds  
Executive Officer  
Limestone Coast Local Government Association

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10 October 2025

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**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**

City of Mount Gambier	Andrew Aitken	Acting CEO
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 Patrick Ross to welcome all Board members to Naracoorte Lucindale Council**

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**2. APOLOGIES**

**Board Member apologies:**

**Board Members Leave of Absence:** Nil

**CEO's/Staff apologies:**

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**3. CONFIRMATION OF MINUTES**

**RECOMMENDATION**

1. That the Minutes of the LCLGA Board Meeting held on 8 august 2025 held at the Tatiara District Council be taken as read and confirmed as accurate.
2. That the Minutes of the LCLGA Special Board Meeting held on 21 August 2025 held via Microsoft Teams be taken as read and confirmed as accurate.

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**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

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**5. BUSINESS ADJOURNED**

Nil

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**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	
8/8/25	Tourism sub-committees	Establish a Tourism Transition sub-committee Agree to appoint a representative from the SATC to be nominated by the CEO of the SATC and approved at the next meeting of the LCLGA Board	EO	Tourism Transition Committee membership finalised at Special Meeting 21 Aug. First meeting held 16 September 2025.				
8/8/25	Tourism sub-committees	Reinstate regular meetings of the Tourism Working Group committee	EO	TORs and Membership to be finalised and adopted by Board.				
8/8/25	LCLGA SA reform	That the LCLGA write to the President of the Local Government Association of South Australia, expressing its concern about the LGA's current review of its 'service offering and structure to ensure they are aligned to member needs.' Having raised concerns about the LGAs selective engagement with its member base, which favours metropolitan councils, for many years, the current review appears to further cement the inequality.  Feedback raised by regional CEOs at the 18 July 2025 workshop was largely dismissed from consideration and presentation at the Barossa CEO and Mayors forum. With no engagement prior to the review process being initiated and only selective responses from the engagement being shared during the process, the Limestone Coast councils have no confidence in regional voices being incorporated in the review.	EO	Letter sent 27/08/25 Reply received 9/09/25 Both circulated to Board and CEOs 9/09/25				
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	Letter sent 15/8/25		22/6/25	18/8/25	

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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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	all	LCLGA Annual Business Plan adopted at Special meeting 21 August 2025.		31/8/25	
4/07/25	LCLGA DIGITAL TOURISM ASSET MANAGEMENT	<p>That:</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. The licences and domain name be retained for 12 months.</li> <li>3. The Executive Officer provide additional information into the three options provided by Lachlan Swan Services.</li> <li>4. The Executive Officer approach the market for alternative providers and options.</li> <li>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.</li> <li>6. Each Council's tourism officers continue to post locally and tag in LCLGA for sharing.</li> <li>7. A further report be provided to the next Board meeting</li> </ol>	EO	NLC to trial management of social media as per board Resolution 6/08/25		6/11/25	

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
4/4/25	11.4 Limestone Coast Sustainable Futures Association	<ol style="list-style-type: none"> <li>The LCLGA notes the presentation of the Limestone Coast Sustainable Futures Association.</li> <li>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</li> <li>The LCLGA seeks a presentation from the proponents in order to understand the proposal from the proponent's perspective and any scientific evidence they have to mitigate environmental impacts</li> </ol>	EO	<p>Letters Written</p> <p>Still waiting for the proponents to come back with presentation date</p> <p>Contacted again 28/8/25. Awaiting response.</p>		30/6/25	
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	EO held stakeholder meetings 10/09/25, 11/09/25 and 29/09/25		March 24	1/12/25
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.			
16/02/24	10.2.2 Eyes on Eyre	<ol style="list-style-type: none"> <li>Request the Executive Officer to obtain more information about resources, including costing.</li> <li>Present findings to the LCLGA Board at the LCLGA April Board Meeting.</li> </ol> <p><i>Moved: Tatiara, Seconded: Naracoorte Lucindale</i></p>	EO	EO discussion with EP. EO to give verbal report.		19/04/24	

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**7. PRESENTATIONS/VERBAL REPORTS**

Limestone Coast Landscape Board – Steve Bourne and Dr Liz Perkins

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**8. EXTERNAL ORGANISATIONS REPORTS**

**8.1 DEPARTMENT OF PRIMARY INDUSTRIES & REGIONAL DEVELOPMENT - Apology**

**Report Author:**

**Attachments:** Nil

**Recommendation**

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**8.2 REGIONAL DEVELOPMENT AUSTRALIA – LIMESTONE COAST**

**Report Author:** Lauren Oxlade, CEO

**Attachments:** Nil. Verbal Report

**Recommendation**

1. That the report be received and noted.

**MOVED:**

**SECONDED:**

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**8.3 UNIVERSITY OF SOUTH AUSTRALIA – Apology**

**Report Author:** Peta Crewe, Regional General Manager

**Attachments:** 8.3 A UNI SA MOUNT GAMBIER CAMPUS UPDATE

**Recommendation**

1. That the report be received and noted.

**MOVED:**

**SECONDED:**

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#### 8.4 CROSS BORDER COMMISSIONER – Apology

**Report Author:** Kelly-Anne Saffin, Cross Border Commissioner – South Australia

**Attachments:** 8.4 Cross Border Commissioner Update

##### Recommendation

1. That the report be received and noted.

**MOVED:**

**SECONDED:**

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#### 8.5 LOCAL GOVERNMENT ASSOCIATION - SOUTH AUSTRALIA

**Report Author:** LGA SA President Dr Heather Holmes-Ross & Interim CEO Karen Teaha

**Attachments:** Verbal Report

##### Recommendation

1. That the report be received and noted.

**MOVED:**

**SECONDED:**

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**MEETING SUSPENDED**

**MEETING RESUMED**

### 9. LCLGA REPORTS

#### 9.1 REGIONAL TOURISM REPORT

**Report Author:** Executive Officer LCLGA

**Officers consulted:** Regional Tourism Manager, Kate Napper

**Strategic Reference:** LCLGA Strategic Plan – Building a Stronger Economy

**Budget Implications:** N/A

**Risk Assessment:** Low

<b>Attachments:</b>	9.1 Zone 2 Exploratory Group minutes
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<b>Recommendation</b>
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- |   |
|---|
| 1. That the report be received and noted. |
|---|

### 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

#### Regional Tourism Review – Strengthening Regional Tourism

As the Chair of the RTO, the LCLGA Executive Officer attended a meeting of the Zone 2 Exploratory Working Group as an observer on 13 August 2025.

Minutes of that meeting can be read in **Attachment 9.1**

On 21 August, Chair of the Fleurieu Peninsula Tourism FPT informed the LCLGA EO that the Fleurieu Peninsular Tourism Board had passed a resolution to put on hold the Exploratory Zone process and planning.

FPT will look at the process again after the Mid North and Yorke Tourism Zone report on their first period of operation. This is also allow the DMP for FPT to begin and allow FPT to focus on the response to the Algae Bloom.

FPT, KI and LC will continue to work informally to flesh out future plans and ideas.

In the meantime, the EO continues to explore opportunities for Cross Border collaboration. EO visited Victoria 18 September 2025, meeting with the Victorian Cross Border Commissioner Brett Davis, CEO of Regional Development Victoria, Dr Xavier Csar, GM of Greater Ocean Road Regional Tourism Liz Price and Gunditj Mirring Traditional Owners Aboriginal Corporation.

The first meeting of the new LCLGA Tourism Transition Committee was held on the 17 September and represents a positive step towards increased cooperation with SATC, RDA and a shift towards a new Limestone Coast tourism management structure. Media release was distributed about the new committee.

Regular industry update emails have also been re-established. These direct e-mails will be send to our industry database to ensure strong communication to the local tourism industry is maintained from the LCLGA as RTO in addition to the Tourism Industry Facebook Group that receives updates as needed from the RTM.

Finally, feedback on the 'Issues and Opportunities Snapshot' was received by most constituent councils and external stakeholders. The RTM then met with SATC and the Tourism Collective to work feedback received from individual councils, key stakeholders as well as a submission made by the LCLGA from a broader region-wide perspective. The feedback will inform a draft of the DMP expected in November. This draft will be subject to further consultation prior to being published.

### **Regional Tourism Manager Update**

Activities undertaken by the RTM since our last meeting:

#### **Funding & Grants**

Completed 2024–25 Local Contact Person grant acquittal obligations, which were approved by SATC. Invoice raised for the 2025–26 funding allocation.

Supported Experience Nature Tourism Fund (ENTF) Round 4 industry call-out: conducted engagement, provided guidance, three letters of support, and submitted feedback to SATC on applications.

Engaged with industry regarding the Regional Event Fund (REF), including support for unsuccessful applicants through feedback sessions with the SATC Events team. Facilitated one-on-one meetings as requested. A total of seven Limestone Coast events were successful in accessing funding in the 2025–26 REF round, helping shape a diverse regional events calendar:

- Coonawarra Cabernet Celebrations (1–31 October 2025)
- Adelaide Guitar Festival: On The Road (10 September–12 October 2025)
- Beachport Crayfish Festival (28 February 2026)
- Coonawarra Fringe (February 2026)
- Fringe Mount Gambier (February/March 2026)
- Generations in Jazz (1–3 May 2026)
- Seaweed: A Celebration (25 March–1 April 2026) – since withdrawn

#### **Algal Bloom Response**

Attending weekly SATC executive updates to stay informed on the evolving situation.

Engaged directly with coastal operators to track visitor sentiment and industry needs.

Attended the Algal Bloom Community Forum in Kingston (21 September, ~50 attendees). Supporting awareness of SATC's *Coast is Calling* campaign, including the targeted travel voucher initiative for Kingston (postcode 5275).

#### **Industry & Stakeholder Engagement**

Attended Limestone Coast 4WD and Beach Access campaign meeting (10 September).

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Maintain a regular program of meetings with SATC teams (some fortnightly, others monthly) — including the Development Manager, Events; Director, Destination PR; and Manager, Industry Development, Travel Trade and Destination Development — to progress regional priorities across events, PR, trade and destination development.

Supported SATC's Miranda Lang visit to the region (17 September), coordinating and attending operator visits to Warrawindi Escapes and Penola Coonawarra Ebikes.

Participated in the SATC Regional Tourism Managers workshop (29 September, Adelaide).

The session provided an opportunity to contribute regional input into state-wide marketing priorities and strengthen collaboration with SATC's marketing, digital and PR teams.

Key areas of focus included:

- A forward look at the *Simple Pleasures* destination brand platform and upcoming tactical campaigns, and how regions can support industry to embody the brand
- Discussion on more effective ways to capture and share regional stories to feed into state-wide content and campaigns, and opportunities to improve cross-regional coordination with SATC marketing activity
- A review of the Regional Marketing Support package and how it can be improved to deliver stronger outcomes for regions

### **Destination Management Plan (DMP)**

Project remains on track in accordance with timeline.

Issues & Opportunities Snapshot was socialised with stakeholders over a two-week period for input into proposed strategic priority projects.

Compiled and submitted consolidated regional feedback to SATC and The Tourism Collective.

Work now underway on drafting the DMP, due November 2025.

### **Communications & Outreach**

Compiled and distributed the Limestone Coast Tourism Industry Updates e-newsletter, September edition (46.7% open rate), highlighting:

- LCLGA regional tourism organisation activity
- Current grants and business support programs
- Industry response to the algal bloom and SATC's *Coast is Calling* campaign
- Progress of the Limestone Coast DMP

Maintained ongoing direct communication with industry through updates, promotion of opportunities and one-on-one support. Recent outreach included:

- Regional Event Fund – Drought Relief Stream
- Business Outlook Survey circulation (email database and FB network)
- Updates on new *Coast is Calling* campaign and algal bloom situation
- Media coverage and PR highlights

Interviewed by Rod Sparks, ABC SE *Saturday Breakfast*, for World Tourism Day (27 September), highlighting the value of tourism in the Limestone Coast.

Facilitated handover of Regional Storytelling platforms to Naracoorte Lucindale Council (20 August), as directed by the LCLGA Executive Officer, ensuring new logins were established and providing a briefing on platform use.

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## 9.2 PRESIDENT'S REPORT

<b>Report Author:</b>	Mayor Lynette Martin OAM, LCLGA President
<b>Officers consulted:</b>	N/A
<b>Strategic Reference:</b>	LCLGA Strategic Plan – Building a Stronger Economy
<b>Budget Implications:</b>	N/A
<b>Risk Assessment:</b>	Low
<b>Attachments:</b>	Nil

<b>Recommendation</b>
1. That the report be received and noted.

**MOVED:**

**SECONDED:**

## Verbal report

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## 9.3 EXECUTIVE OFFICER REPORT

<b>Report Author:</b>	Charlotte Edmunds EO LCLGA
<b>Officers consulted:</b>	N/A
<b>Strategic Reference:</b>	LCLGA Strategic Plan – Building a Stronger Economy
<b>Budget Implications:</b>	N/A
<b>Risk Assessment:</b>	Low
<b>Attachments:</b>	Nil

**Recommendation**

1. That the report be received and noted.

**MOVED:**

**SECONDED:**

**EXECUTIVE SUMMARY**

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

**DISCUSSION**

The establishment and/or reestablishment of operational matters of the LCLGA under the new structure is nearing completion with Sub-committees re-established and the 2024/25 Annual Report and the 2025/26 Business Plan having been finalised and published.

Momentum is gaining in the advocacy work, through a number of formal and informal meetings with stakeholders. As the operational aspects of the LCLGA move from establishment phase into more regular, day to day activities more time can be now spent on advocacy.

Pro-active advocacy is only as effective as the data and information behind the proposal. Given advocacy has only been the focus since July 1, the information and evidence needed is still being gathered to form a foundation for forward facing advocacy ahead of the State election.

Preparation is underway to produce a strategic advocacy framework that will sit beside the Strategic Plan, however given we are now less than six months from the State election, I need to be working on the advocacy agenda and beginning to draft a public facing advocacy brochure in the meantime. I am seeking to finalise and print this document no later than December.

Meetings and discussions have been held with a variety of stakeholders in August and September with more scheduled for the coming months.

Executive Officer activities since the last meeting include:

- SA Regional LGA EO meeting – Teams
- District Council of Tatiara intro to elected members - Padthaway
- Regional Growth Plan workshop with RDA Board - Naracoorte
- SA Tourism Zone 2 Exploratory working group - Teams
- RTM meeting – Robe
- District Council of Robe intro to Elected Members – Robe
- Limestone Coast Academy of Sport launch and media op
- HDS Australia intro meeting and Transport Plan briefing
- SA Water, Water Futures Regional Reference Group – Naracoorte
- LCLGA Special Board Meeting via Teams
- News Corp Bush Summit – Wulanda Mount Gambier
- Limestone Coast CEOs meeting – Millicent
- LGA SA Climate Ready Regions Workshop – Millicent
- RTM meeting re DMP - Teams
- Regional Growth Plan Working Group meeting - Teams
- SATC Miranda Lang discussion re Algal Bloom – Teams

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- Intro with LGA SA Acting CEO Karen Teaha – Teams
- SATC RTO Chairs reference group – Teams
- National Transport Research Organisation Intro Meeting – Teams
- Meeting with SA Tourism Minister – Parliament House Adelaide
- Meeting with Member for MacKillop Nick McBride MP – Parliament House Adelaide
- Meeting with Ben Hood MLC – Parliament House Adelaide
- SAFPA CEO Nathan Paine - Adelaide
- RDA Regional Summit – Adelaide
- RTM meeting – Teams
- Coastal compliance campaign stakeholder meeting – Teams
- LC Roads and Transport Management Working Committee – Teams
- Meeting with DEW re Coastal compliance
- Naracoorte Caves on site visit and discussion re Visitation strategy
- Cross Border Commissioner meeting re Cross Border Tourism
- Naracoorte Lucindale Council Director Infrastructure and Services re Civil Training Day – Naracoorte
- Leadership Alumni Lunch with RDA – Naracoorte
- Naracoorte Lucindale CEO, Kelly Westell re Social Media – Naracoorte
- Limestone Coast Tourism Transition Committee Meeting – Mount Gambier
- Site visit to Budj Bim inc. Victorian Cross Border Commissioner Brett Davis, CEO of Regional Development Victoria, Dr Xavier Csar, Liz Price GM of Greater Ocean Road Regional Tourism and Gunditj Mirring Traditional Owners Aboriginal Corporation.
- Intro with Acting CEO City of Mount Gambier – Andrew Aitken
- Meeting with Mayor Martin – City of Mount Gambier
- ABC South East Radio Interview – Limestone Coast Tourism
- LCLGA Audit and Risk Committee Meeting – Teams
- LC ZEMC VRM Working Group Meeting
- LGA SA Climate Ready Regions Workshop – Teams
- RDA LC CEO monthly catch up – Mount Gambier
- RTM Call
- Meeting with SAPOL and DEW re Coastal Compliance - Teams
- LC Roads and Transport Management Committee Meeting – Teams
- Leaders in Industry Luncheon – Uni SA, Mount Gambier
- Meeting with Mayor Martin
- SAFPA Bushfire Summit – Mount Gambier Airport

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#### 9.4 LCLGA Strategic planning Framework

<b>Report Author:</b>	Executive Officer
<b>Officers consulted:</b>	External finance consultant
<b>Strategic Reference:</b>	LCLGA Strategic Plan – Building a Stronger Economy
<b>Budget Implications:</b>	Nil
<b>Risk Assessment:</b>	Low
<b>Attachments:</b>	9.4.1 NYLGA Annual Business Plan and Budget 2025-26 9.4.2 LCLGA Strategic Plan 2020-2025 9.4.3 LCLGA Business Plan and Budget 2025-26

<b>Recommendation</b>
That the Board resolve to:
<ol style="list-style-type: none"><li>1. Transition to a new budgetary framework with the LCLGA Annual Business Plan and Budget to include a long-term financial plan over a 5-year period.</li><li>2. Transition to a new strategic framework that combines the Annual Business Plan and Budget with a 5-year Strategic Plan</li><li>3. Commence the new budgetary and strategic framework from the 2026-27 financial year, delegating the EO to produce a document that incorporates the functions of a Strategic Plan, Action Plan, Long-term Financial Plan and Annual Business Plan to be presented to the Board in draft at the April 2026 meeting of the LCLGA Board.</li></ol>

**MOVED:**

**SECONDED:**

#### EXECUTIVE SUMMARY

It is proposed that LCLGA transition to a new strategic business plan framework combining the annual budget and business plan with a rolling five-year strategic plan and a long-term financial plan. An example of how this would look is provided in Attachment 9.5.1.

#### DISCUSSION

##### Governance structure

As a regional subsidiary, the LCLGA is subject to the direction of its constituent councils through its Charter. The Board of Directors (being the six constituent Mayors) is responsible for setting the strategic direction, adopting policy and making decisions. Advice to the Board is provided via LCLGA sub-committees. The Executive officer is responsible for the implementation of these decisions, working within the parameters of an agreed and documented strategic plan and within a budget set and agreed to by the Board.

### Strategic Planning Framework

A Strategic Plan needs to respond to the external and internal influences that will create challenges and opportunities for the LCLGA to achieve its goals. In developing the Strategic Plan consideration needs to be given to capability and capacity of the LCLGA including resources set out in the Annual Business Plan and Budget.

By combining the Annual Business Plan and Budget with a Strategic Plan the purpose, goals and direction of the LCLGA can be read in conjunction with resources allocated to it, thereby increasing accountability and transparency for every level of the Governance structure.

#### CURRENT FRAMEWORK

Annual Budget and Business plan	5 year Strategic Plan
<p>Prepared annually with the finance consultant the LCLGA presents an annual budget each financial year in accordance with clause 24, Schedule 2 of the Local Government Act 1999.</p> <p>The annual budget sets a budgetary framework to undertake the strategic priorities for the forthcoming year.</p> <p><i>Attachment 9.4.3</i></p>	<p>Prepared on a five-year basis, the Strategic Plan identifies objectives and sets the priorities in a strategic context. This document acts as a roadmap for the LCLGA, outlining its vision, mission, and specific goals, guiding its decisions and actions over a five-year timeframe.</p> <p><i>Attachment 9.4.2</i></p>

In order to achieve a more flexible and agile approach, it is recommended that the Strategic Plan be integrated into the Annual Budget and Business Plan. This approach would see the Strategic Plan reviewed and updated annually in consultation with the Board.

This will ensure that the LCLGA is always looking ahead and can more rapidly refocus its strategy and resources on the issues that are of the greatest importance to the region.

It will also provide a streamlined framework for accountability measured against the Annual Report.

### Key Points

- A new LCLGA Business Plan would be read as a 5-year rolling business plan replacing the need for a stand-alone 5-year Strategic Plan.
- The Plan will outline the key priorities and actions across a 5-year period (2025/26 – 2029/30) under three pillars. Advocate, Collaborate and Operate.
- The annual budget will be read in conjunction with a 5-year long term financial plan.
- The strategic plan as set out across the forward years would be reviewed and amended as required each year including key actions and priorities.
- The forward years financial plan would be reviewed and amended as required each year.

**10. MOTIONS WITH NOTICE**

[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**

[Return to Order of Business](#)

**15. MINUTES AND RECOMMENDATIONS OF SUB-COMMITTEES**

**15.1 LCLGA Tourism Transition Committee**

- LCLGA Tourism Transition Committee Minutes – Attachment 15.1.1
- Draft Terms of Reference Tourism Management Committee - Attachment 15.1.2
- Current ToR Tourism Management Committee - Attachment 15.1.3
- Proposed Standing Agenda - Attachment 15.1.4

The Tourism Transition Committee has reviewed and discussed the attached TORs and standing Agenda for the Tourism Working Committee. With agreement from the Tourism Transition Committee, it is recommended that the Board resolve the following:

**Recommendation:**

The Board resolves to:

1. Adopt the Terms of Reference for the LCLGA Tourism Management Committee as set out in Attachment 15.1.2
2. Appoint to the Tourism Management Committee one member from each constituent council as follows:  
City of Mount Gambier -  
Naracoorte Lucindale Council -  
Robe District Council -  
Kingston District Council -  
District Council of Grant -

- Tatiara District Council -
3. Provide a standing agenda to the Tourism Management Committee as per Attachment 15.1.4

**MOVED:**

**SECONDED:**

### 15.2 LCLGA Audit and Risk Committee

- LCLGA Audit and Risk Committee Minutes 24 Sep 2025 – Attachment 15.2.1
- Proposed Terms of Reference – Attachment 15.2.2

The Audit and Risk Committee has reviewed and discussed the attached TORs and expressions of interest for independent membership. As per the attached Minutes (Attachment 15.2) the Committee has recommended as follows.

**Recommendation:**

That the Board resolves:

1. to adopt the Terms of Reference for the LCLGA Audit and Risk Committee as set out in Attachment 15.2.1
2. to appoint Phil Southam to the LCLGA Audit and Risk Committee as an independent member,
3. that in the event that Phil Southam does not accept the role or resigns within the three-year term of appointment, Kaitlin Creek will be automatically appointed to the position,
4. to remunerate the independent member of the LCLGA Audit and Risk Committee \$300 + GST per meeting attended, and that travel allowances be paid to independent members at a rate in accordance with the ATO rate for the current financial year.
5. to receive nominations for membership of the LCLGA Audit and Risk Committee position being vacated by Tatiara CEO Anne Champness and the position appointed by the LCLGA Board with preference given to nominations from Tatiara District Council and Naracoorte Lucindale Council.

**MOVED:**

**SECONDED:**

### 15.3 LCLGA Roads and Transport Management Committee

LCLGA Roads and Transport Management Committee Minutes 11 September – Attachment 15.3

Recommendation:

As per confidential item 16.2

**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, Acting CEO Andrew Aiken and LCLGA Executive Officer Charlotte Edmunds be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 16.1 *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 16.1 *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.

**MOVED:**

**SECONDED:**

**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 16.1 *Legal Matters*, 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

**MOVED:**

**SECONDED:**

[Return to Order of Business](#)

**16.2 2030 Limestone Coast Regional Transport Plan – intermediate update**

**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, Acting CEO Andrew Aitken and LCLGA Executive Officer Charlotte Edmunds be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 16.2 *2030 Limestone Coast Transport Plan – intermediate update*.

The Limestone Coast Local Government Association is satisfied that, pursuant to section 90(3) (k) of the Act, the information contained in Agenda Item 16.2 *2030 Limestone Coast Regional Transport Plan – intermediate update* 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.

**MOVED:**

**SECONDED:**

**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 16.2 *2030 Limestone Coast Regional Transport Plan – intermediate update* 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*.

**MOVED:**

**SECONDED:**

[Return to Order of Business](#)



**Limestone Coast Local Government Association**

Ordinary Board Meeting Agenda  
Naracoorte Lucindale Council

10 October 2025

**17. OTHER BUSINESS**

[Return to Order of Business](#)

**18. MEETING CLOSED**

## Attachments

8.3 A UNI SA Mount Gambier campus update	Pg. 1-3
8.4 Cross Border Commissioner Update	Pg. 4
9.1 Zone 2 Exploratory Group minutes	Pg. 5-7
9.4.1 NYLGA Annual Business Plan and Budget 2025-26	Pg. 8-25
9.4.2 LCLGA Strategic Plan 2020-2025	Pg. 26-43
9.4.3 LCLGA Business Plan and Budget 2025-26	Pg. 44-53
15.1.1 LCLGA Tourism Transition Committee Minutes	Pg. 54-57
15.1.2 Draft Terms of Reference Tourism Management Committee	Pg. 58-60
15.1.3 Current ToR Tourism Management Committee	Pg. 61-65
15.1.4 Proposed Standing Agenda	Pg. 66
15.2.1 LCLGA Audit and Risk Committee Minutes 24 Sep 2025	Pg. 67-70
15.2.2 Proposed Terms of Reference	Pg. 71- 75
15.3 LCLGA Roads and Transport Management Committee Minutes 11 Sep	Pg. 76-77

# UniSA Mount Gambier Campus Update

October 2025

## Local activity

- UniSA continues to support schools across the region in a variety of programs we host on campus. This includes the Science Experience and STEM Girls, where students get hands on experience with equipment and technologies often unavailable in the classroom. These sessions are highly sought after and held over multiple days to meet demand.
- We continue to work closely with our local aboriginal community, including a new initiative 'Elders on Campus, and a recent 'Aboriginal Student University Immersion' event when we welcomed 16 students from the local high schools to learn about our education, nursing and midwifery programs, hear from current students, and highlight the support provided through Wirringka Student Services.
- I also want to recognise one of our Aboriginal Pathway Program students, Jazmin Bingham, who featured at recent The Advertiser's Bush Summit in Mount Gambier including an onstage interview with Cosi.
- To finish September, we are hosting a Leaders in Industry Lunch with staff from UniSA's Enterprise Hub and Australian Centre for Business Growth who will bring their experience in industry, entrepreneurship & commercialisation, and international business to a lively panel discussion. They will also share opportunities that can be realised now, and as we transition to Adelaide University in 2026

## 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.



In October, **Associate Professor Damian Madigan will present his innovative Bluefield Housing model – a fresh approach to tackling the housing crisis.** Discover how we can increase housing supply and diversity without losing the low-rise look and feel we love in our neighbourhoods.

Tuesday 21 October 2025

6:00 pm – 8:00 pm

UniSA Mount Gambier Campus

Free event – registrations essential

Reserve your seat: <https://events.humanitix.com/unisa-mount-gambier-public-lecture-series/tickets>

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

### **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, 26/9/2025**

[peta.crewe@unisa.edu.au](mailto:peta.crewe@unisa.edu.au)

**0466 197 146**

## UNISA MOUNT GAMBIER PUBLIC LECTURE SERIES



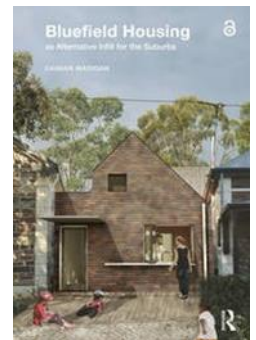
### Prof Damian Madigan

#### “BLUEFIELD HOUSING”

A registered architect and practice-based housing researcher at the University of South Australia, Associate Professor Damian Madigan is the creator of ‘Bluefield Housing’: a low-rise suburban infill model that uses adaptive reuse to balance new housing supply with the retention of neighbourhood character and landscape. Individually and collaboratively, Damian’s design research has received shortlisting’s, citations or awards in five international design competitions, and he is a recipient of the 2025 Australian Institute of Architects (SA) Sir James Irwin President’s Medal for his significant contribution to architecture

Damian’s book ‘Bluefield Housing as Alternative Infill for the Suburbs’ has been described as “design research at its best” and “a grand vision for a future of housing and practical guide for how to achieve it.” In May this year, following a four-year partnership with the South Australian State Government and a group of local councils, Damian’s ‘Bluefield’ Co-located Housing model became a new Land Use Definition and permitted form of infill development in South Australia. This is the first time in Australia a new housing form has been legislated through a bottom-up process of design research.

Damian will present this new housing model and discuss the often-contentious issue of how to increase housing supply and diversity while retaining the low-rise housing and landscape character that we love in our suburbs. Along the way, he’ll demonstrate that density increases, and the retention of neighbourhood character can co-exist in an increasingly complex housing crisis



DATE: Tuesday 21<sup>st</sup> of October 2025

TIME: 6pm-8pm

VENUE: Bob & Gayle Cowan Auditorium  
University of South Australia  
Mount Gambier Campus  
Wireless Road West



Registrations are essential and can be made via [Humanitix](#) or scan QR Code This event will be recorded for those unable to attend. Contact [mandy.kermeen@unisa.edu.au](mailto:mandy.kermeen@unisa.edu.au) for further information.



Government of South Australia

Cross Border Commissioner

### Cross Border Commissioner Update

This update covers activities undertaken during August and September 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 73 formal engagement activities. This has included visits to the Northern Territory, hosting the South Australian CEDA Energy Futures lunch, joining SA Water Futures, Flinders Rural Medical School roundtable discussions, Cross Border Industry Taskforce roundtable, Budj Bim visit with Regional Development Victoria, hosting an Cross Border Emergency Management roundtable with key government agencies, meetings with RAA and feedback to the Green Triangle Freight Action Plan review.

### Tourism

Further to the provision of the *Limestone Coast and South West Victoria Tourism Situational Awareness* the Cross Border Commissioner, alongside the Executive Officer of LCLGA has met with Hon Zoe Bettison MP, Minister for Tourism to discuss next steps and opportunities for collaboration with South Australian Tourism Commission. This has included follow up visits to Naracoorte Caves and Budj Bim to identify specific collaboration opportunities.

### Economic Stocks and Flow

The Office of Cross Border Commissioner has recently completed a *Stocks and Flow* economic assessment between border LGAs. It will be available on our website next week, but we can provide a direct copy in the interim if required. It includes an assessment of the flow of goods and services, hospital admissions, TAFE admissions and journey to work across border LGAs. Many thanks to Naracoorte Lucindale Council for sharing their SpendMapp data to assist in the preparation of the report.

### Submissions and Advocacy

In the latest period the Office of Cross Border Commissioner has also provided submissions to the *National Competition Policy Analysis Interim Report 2025* and *Jobs and Skills Australia Regional Roadmap* outlining cross border challenges and opportunities.

### Document Information

Date	Topic	Author
02/10/2025	Cross Border Commissioner Update- Limestone Coast Local Government Association	Kelly-Anne Saffin- Cross Border Commissioner (South Australia)

## Zone 2 Exploratory Working Group Minutes

<b>Meeting:</b>	<b>2</b>		
<b>Date:</b>	13 August 2025	<b>Time:</b>	3.00 pm – 4.00 pm
<b>Location:</b>	MS Teams		
<b>Attendees:</b>	Matt Hurley, Wendy Campana, Kylie Bamfield, Charlotte Edmunds Emma Terry, Miranda Lang, Angela Breeding (EO)		
<b>Apologies:</b>	-		

### Discussion

	Item	Lead
1.	<b>Welcome, Acknowledgement of Country</b>	ET
2.	<b>Limestone Coast including their cross-border discussions and plans</b> <ul style="list-style-type: none"> <li>• Charlotte Edmunds introduced herself as the new EO for Limestone Coast LGA.</li> <li>• Charlotte spoke about recent conversations re cross-border opportunities – tap into Great Ocean Road touring route. She is travelling to Budj Bim (Victoria) next month with Kelly-Ann Saffin (SA’s Cross-Border Commissioner) to meet with the Great Ocean Road Tourism board and the Victorian cross-border commissioner.</li> </ul>	CE
3.	<b>Opportunities for LC, FP and KI collaboration</b> <ul style="list-style-type: none"> <li>• Information has been shared with the Chairs of KITA and FPT regarding the rationale and opportunity for a Tourism Zone that includes all three regions (KI, FP and Limestone Coast).</li> <li>• Wendy raised a question about the origin of KI and FP visitors – whether they are travelling from Victoria through the Limestone Coast.</li> <li>• Matt reported that it is common for Fleurieu visitors to come via this route, particularly outside peak periods, and noted that international visitors often include this drive. He also noted an anecdotal 2–3 day length of stay for KI.</li> <li>• Strong visitor flows identified from Port Fairy, Warrnambool and Portland, with high demand for the KI Guide in those areas.</li> <li>• Port Fairy, Warrnambool and Portland were huge for KI Guide distribution. Lots of evidence anecdotally that people are travelling that route.</li> <li>• Trade feedback highlights gaps in experiences along the route, presenting opportunities for development.</li> <li>• It would be helpful to consider options to identify tourism groups or businesses to collect data on visitor movements and experience gaps. Explore existing data sources (including SATC’s Research and Insights team) and potential for surveys, including VICs (notably Victor Harbor).</li> </ul>	All
4.	<b>Zone progress ambitions</b> Fleurieu Peninsula:	All

	<ul style="list-style-type: none"> <li>• With SATC funding extension confirmed, FPT will recruit a full-time RTM (on a two-year contract) and reinstate Sondra on the Board.</li> <li>• <b>Action: Wendy and Matt to discuss potential for sharing skillsets/resources between KITA and FPT.</b> <ul style="list-style-type: none"> <li>○ Note: MRLC are also recruiting for a 12-month RTM. Matt and Dave to connect.</li> </ul> </li> <li>• Council funding update: three-quarters of councils have agreed to contribute, though at a 15% reduced level.</li> </ul> <p><u>Kangaroo Island:</u></p> <ul style="list-style-type: none"> <li>• KITA Board still interested in the model but wants clarity on benefits. Emma’s letter will inform further discussions.</li> <li>• A strategic group has been set up for the DMP; Board considering reviewing its strategic plan to align with DMP.</li> <li>• Board will likely wait until synergies between DMPs for the three regions are clearer before committing.</li> <li>• Wendy suggested the Board will support a gradual approach rather than a rushed move.</li> <li>• KITA Board will discuss at their board meeting in September.</li> </ul> <p><u>Limestone Coast:</u></p> <ul style="list-style-type: none"> <li>• LC LGA keen to move forward quickly, viewing themselves as in a transition phase.</li> </ul> <p><u>Pilot Zone</u></p> <ul style="list-style-type: none"> <li>• Learnings from the establishment of the zone will be reported on in September.</li> <li>• Mim Ward to commence as CEO on 15 September.</li> <li>• Budgets and resourcing requirements have been drafted for the pilot zone, but final decisions rest with the Board and CEO.</li> </ul> <p><u>General points:</u></p> <ul style="list-style-type: none"> <li>• Algal bloom continues to place pressure on the regions, with staff diverted to operator support.</li> <li>• Matt suggested slowing down the process formally while continuing unofficial conversations to explore how the model could work.</li> <li>• After FP’s AGM and the KITA Board meeting, both will confirm their approach and then engage with LC.</li> <li>• Short-term opportunities exist to collaborate now (e.g. coastal drive) to demonstrate value ahead of any formal zone transition.</li> <li>• DMZ/DMP confusion. SATC are using ‘tourism zone’ instead of DMZ.</li> <li>• Concern noted about RTM turnover and associated loss of collective knowledge. SATC has spoken with departing RTMs and is satisfied that most departures were coincidental rather than directly linked to the review.</li> </ul>	
<p><b>5.</b></p>	<p><b>Meeting closed</b>  Meeting closed at 3.59 pm.  Next meeting dependent on RTO Board discussions.</p>	

**Actions**

Item	Meeting	Action	Responsible	Due	Status
1.	1	SATC to map out rationale for zones, including both marketing and administrative benefits.	SATC	TBC	Complete – see letter from Emme Terry 13/8/25
2.	1	Emma Terry to consider arranging one on ones with the KITA and FPT Chairs and Boards	Emma Terry	30 June 2025	Complete – conversations undertaken with Chairs
3.	2	Wendy and Matt to discuss potential for sharing skillsets/resources between KITA and FPT.	Wendy and Matt	TBC	



# NORTHERN & YORKE

LOCAL GOVERNMENT  
ASSOCIATION

2024 - 2025

# BUSINESS PLAN

The Central Local Government Region was established in 1998 under Section 200 of the Local Government Act 1934 as a controlling authority and continues in existence as a regional subsidiary of the Local Government Act 1999.

In 2024 the Central Local Government Region of South Australia adopted the trading name of Northern and Yorke Local Government Association (N&YLGA) to which it is now referred.



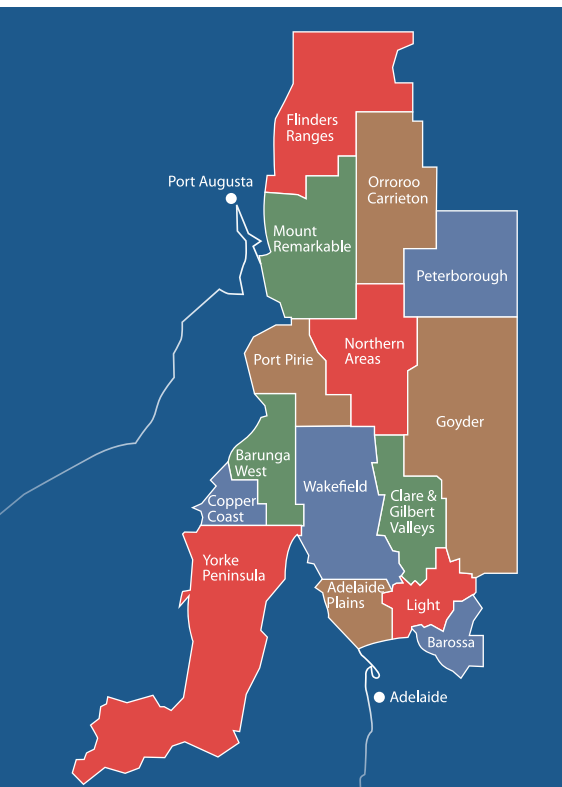
# 01

## OVERVIEW

“Regional Local Government ambassador and advocate.”

The Central Local Government Region was established in 1998 under Section 200 of the Local Government Act 1934 as a controlling authority and continues in existence as a regional subsidiary of the Local Government Act 1999. In 2024 the Central Local Government Region of South Australia adopted the trading name of Northern and Yorke Local Government Association (N&YLGAs) to which it is now referred. The constituent councils (members) are:

- Adelaide Plains Council
- Barunga West Council
- Clare and Gilbert Valleys Council
- Copper Coast Council
- District Council of Mount Remarkable
- District Council of Orroroo Carrieton
- District Council of Peterborough
- Light Regional Council
- Northern Areas Council
- Port Pirie Regional Council
- Regional Council of Goyder
- The Barossa Council
- The Flinders Ranges Council
- Wakefield Regional Council
- Yorke Peninsula Council



This Business Plan is to be read as a 4 year rolling business plan, noting that this replaces the need for a N&YLGAs Strategic Plan. The plan is to be read in conjunction with the N&YLGAs Charter and the strategic plan framework report prepared by BRM Advisory Group in 2023 as adopted by the N&YLGAs in February 2024. This business plan is developed in alignment with the:

- Legatus Group Regional Transport Plan
- Legatus Group Waste Resource & Recovery Strategy
- Northern and Yorke Regional Plan
- Northern and Yorke Climate Change Sector Agreement
- Northern and Yorke Drought Resilience Plan

These documents guide priority actions where they are needed and supported by members.

# OVERVIEW

## cont.

The strategic context for the N&YLGA over the next four years includes the 2025 Federal and 2026 State Elections with key focus areas to include:

- Maximise the region's opportunity and capacity to benefit from the funding streams and grant programs available.
- Increased access to Federal and State funding for roads and transport infrastructure.
- Support advocacy for local government partnering in solutions towards housing, health, education and childcare.
- Support to constituent councils in mitigating climate risk, building resilience and achieving net-zero targets.
- Initiate and support strong sector-wide advocacy to address increasing government fees and charges and the cost of complying with regulatory requirements.
- Identify and deliver actions on financial constraints facing its members.
- Coordinate engagement and advocacy to align with State planning instruments to the needs of the region.
- Strengthen the role of the N&YLGA within the Local Government Association and influence in state-wide forums.

## BOARD OPERATION & GOVERNANCE

The operation of the N&YLGA is in accordance with legislative requirements and the board's policies and procedures and it provides an opportunity for members to have a:

- cohesive point of view;
- combined and collective voice;
- work collaboratively to achieve common goals;
- attract funding and resources;
- be proactive and responsive to regional matters of interest; and
- share experiences and information.

The Board comprises of the 15 Mayors with the following set of advisory committees to assist in developing, monitoring, reviewing and recommending the business plan and budget.

- Audit and Risk Committee
- Executive Committee (to be confirmed)
- Road Transport and Infrastructure Advisory Committee
- Waste Management Advisory Committee
- Community Wastewater Management Advisory Committee

Staffing – CEO (full time until 31 December 2024 and then 0.8FTE from 1 January 2025) and outsourced contract for financial services.



## REGIONAL ALLIANCE

The N&YLGA is a member of the Northern and Yorke Regional Alliance a partnership with RDA Yorke and Mid North, RDA Barossa Light Gawler Adelaide Plains and the Northern and Yorke Landscape Board to work collaboratively on strategic issues of importance to the region. Their primary role is to provide a mechanism for regional partner organisations to work closely together, share information and resources and promote better coordination and collaboration on initiatives that may have a better long-term benefit for the community.

The membership of the Alliance comprises the Chair and Executive Officer (or their proxy) of each organisation. The N&YLGA will continue to liaise with RDA Far North, which includes The Flinders Ranges Council. The Port Pirie Regional Council is also a member of the N&YLGA and the Upper Spencer Gulf Common Purpose Group.



# 02

## KEY PRIORITIES & ACTIONS

### 1.0 ADVOCATE

To harness and leverage the strength of fifteen Councils speaking together with a united and powerful voice to advocate for better outcomes of the region.

#### Objectives:

- Through relationships and engagement with members, develop a deep understanding of the collective advocacy needs and priorities of local government in the region.
- Implement a planned and strategic approach to targeted and tactical regional advocacy to achieve the region's priorities.
- Focus advocacy efforts on attracting more funding and services to the region.
- Work collaboratively with the Local Government Association and SAROC to initiate and support sector-wide advocacy and achieve greater influence for members.
- Build third party support for the region's advocacy priorities through beneficial alliances, partnerships and relationships.
- Have a reputation with Federal and State Governments and their agencies as a 'go to' organisation for consultation and advice on matters relevant to local government.

ACTION	2024/2025	2025/2026	2026/2027	2027/2028
<p><i>Advocacy Plan -</i></p> <p>Set priorities and guide a targeted and tactical approach to regional advocacy.</p>	<p><i>Federal Govt Election</i> <i>May 2025</i></p> <p><b>Q1</b> Review current advocacy priorities and develop an Advocacy Plan and Framework.</p> <p><b>Q2-3 (1)</b> Develop State and Federal Govt Election advocacy campaigns.</p> <p>(2) Provide members with a campaign toolkit to amplify regional priorities through local advocacy.</p> <p>(3) Prepare Federal Budget submission in accordance with the adopted Advocacy Plan.</p> <p><b>Q4</b> Review.</p>	<p><i>State Govt Election</i> <i>March 2026</i></p> <p><b>Q1</b> Prepare State Budget submission in accordance with the adopted Advocacy Plan.</p> <p><b>Q2-3</b> Focus on Implementing the Advocacy Plan with regards State elections.</p> <p><b>Q4</b> Review outcome of the election and advocacy targets.</p>	<p><i>Local Govt Election</i> <i>November 2026</i></p> <p><b>Q1</b> Review current advocacy priorities and develop an Advocacy Plan and Framework.</p> <p><b>Q2</b> Develop induction for new members following outcome of the elections.</p> <p><b>Q3-4 (1)</b> Develop State and Federal Govt Election advocacy campaigns.</p> <p>(2) Provide members with a campaign toolkit to amplify regional priorities through local advocacy.</p>	<p><i>Federal Govt Election</i> <i>May 2028</i></p> <p><b>Q1-2</b> Prepare Federal Budget submission in accordance with the adopted Advocacy Plan.</p> <p><b>Q4</b> Review.</p>

# KEY PRIORITIES & ACTIONS

## 2.0 CO ORDINATE

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

### Objectives:

- Encourage and support members to share information, identify common solutions and learn from each other's best practices.
- Coordinate and manage the region's requirements for the Special Local Roads Program.
- Keep regional plans, strategies and partnerships under review and evaluate their effectiveness and value to member councils.
- Provide information and resources to Councils to support service delivery and compliance, where there has been a clear and consistent need for N&YLGA assistance established across the region.
- Collate research, data and case studies that provide a strong and compelling evidence-base for the region's priorities identified in the Advocacy Plan.
- Identify and apply for grants that are directly linked to the delivery of the Business Plan.

ACTION	2024/2025	2025/2026	2026/2027	2027/2028
<i>Regional Transport Plan</i>	<p><b>Q1-Q2</b> Complete a major review of the Legatus Group 2030 Regional Transport Plan.</p> <p><b>Q3</b> Develop the prioritising for roads for the Special Local Road Program (SLRP).</p> <p><b>Q4</b> Regional Roads Forum and provide final prioritising report for SLRP.</p>	<p><b>Q1-Q2</b> Complete a minor review of the Legatus Group 2030 Regional Transport Plan.</p> <p><b>Q3</b> Develop the prioritising for roads for the Special Local Road Program (SLRP).</p> <p><b>Q4</b> Regional Roads Forum and provide final prioritising report for SLRP.</p>	<p><b>Q1-Q2</b> Complete a minor review of the Legatus Group 2030 Regional Transport Plan.</p> <p><b>Q3</b> Develop the prioritising for roads for the Special Local Road Program (SLRP).</p> <p><b>Q4</b> Regional Roads Forum and provide final prioritising report for SLRP.</p>	<p><b>Q1-Q2</b> Complete a minor review of the Legatus Group 2030 Regional Transport Plan.</p> <p><b>Q3</b> Develop the prioritising for roads for the Special Local Road Program (SLRP).</p> <p><b>Q4</b> Regional Roads Forum and provide final prioritising report for SLRP.</p>
<i>Waste and Resource Recovery Strategy and a Waste Management Action Plan</i>	<p><b>Q1</b> Identify and support a project that will assist member councils with promoting waste collection at events.</p> <p><b>Q2</b> Identify and support a project to assist member councils with delivering a message on use of bins.</p> <p><b>Q3</b> Regional Waste Forum.</p>	<p><b>Q1-2</b> Complete a major review of the Waste and Resource Recovery Strategy and Action Plan.</p> <p><b>Q3-4</b> Implement, monitor and evaluate the Group Waste and Resource Recovery Strategy and a Waste Management Action Plan.</p>	Implement, monitor and evaluate the Waste and Resource Recovery Strategy and a Waste Management Action Plan	Implement, monitor and evaluate the Waste and Resource Recovery Strategy and a Waste Management Action Plan
<i>Community Wastewater Management Schemes (CWMS)</i>	<p><b>Q1-2</b> Facilitate regional collaboration and information sharing on CWMS.</p> <p><b>Q3-4</b> Collaborate with the LGA CWMS Management Committee on a State Conference.</p>	<p><b>Q1-2</b> Facilitate regional collaboration and information sharing on CWMS.</p> <p><b>Q3-4</b> Collaborate with the LGA CWMS Management Committee on a State Conference.</p>	<p><b>Q1-2</b> Facilitate regional collaboration and information sharing on CWMS.</p> <p><b>Q3-4</b> Collaborate with the LGA CWMS Management Committee on a State Conference.</p>	<p><b>Q1-2</b> Facilitate regional collaboration and information sharing on CWMS.</p> <p><b>Q3-4</b> Collaborate with the LGA CWMS Management Committee on a State Conference.</p>

# KEY PRIORITIES & ACTIONS

## 2.0 CO ORDINATE cont.

ACTION	2024/2025	2025/2026	2026/2027	2027/2028
<i>Northern and Yorke Climate Change Sector Agreement and Regional Drought Resilience Plan</i>	<p><b>Q1-Q2</b> Update the current Climate Change Sector Agreement and identify grant opportunities from both plans.</p> <p><b>Q3-4</b> Subject to outcome of grant application to the Disaster Ready fund commence the Community Resilience Project.</p>	<p><b>Q1-Q2</b> Subject to outcome of grant application to the Disaster Ready fund deliver the Community Resilience Project.</p> <p><b>Q3-4</b> Review the Regional Drought Resilience Plan and identify possible projects.</p>	Review Climate Change Sector Agreement and identify grant opportunities.	Review the Drought Resilience Plan and identify grant opportunities.
<i>Regional Forum &amp; Workshops</i>	<p><b>Q1</b> Review the previous year's 'Regional Forum' and identify theme for the coming year.</p> <p><b>Q2</b> Deliver a forum specific to identified member council's needs.</p> <p><b>Q3-4</b> Assist regional partners with the Regional Forum.</p>	<p><b>Q1</b> Review the previous year's 'Regional Forum' and identify theme for the coming year.</p> <p><b>Q2</b> Deliver a forum specific to identified member council's needs.</p> <p><b>Q3-4</b> Assist regional partners with the Regional Forum.</p>	<p><b>Q1</b> Review the previous year's 'Regional Forum' and identify theme for the coming year.</p> <p><b>Q2</b> Deliver a forum specific to identified member council's needs.</p> <p><b>Q3-4</b> Assist regional partners with the Regional Forum.</p>	<p><b>Q1</b> Review the previous year's 'Regional Forum' and identify theme for the coming year.</p> <p><b>Q2</b> Deliver a forum specific to identified member council's needs.</p> <p><b>Q3-4</b> Assist regional partners with the Regional Forum.</p>



# KEY PRIORITIES & ACTIONS

## 3.0 OPERATE

The N&YLGGA operates effectively in accordance with legislative requirements and delivers value to its members.

- Member satisfaction is a priority and is regularly measured and monitored.
- Constituent Council elected members and staff are well informed of what N&YLGGA is doing and able to actively contribute to regional initiatives.
- N&YLGGA is financially sustainable and has robust financial management in place.
- The Business Plan is reviewed and updated annually and gives priority to the issues and outcomes that matter most to member Councils.
- The Board makes good decisions that are in the best interest of the region by carefully evaluating the potential benefits and risks of each item of business.
- N&YLGGA is committed to continuous improvement and systematically reviews and evaluates its operations and outcomes.



ACTION	2024/2025	2025/2026	2026/2027	2027/2028
<i>Annual Member Satisfaction Survey</i>	<b>Q1</b> Develop the survey. <b>Q2</b> Distribute and collate responses. <b>Q3</b> Report prepared on identified areas required.	<b>Q1</b> Develop the survey. <b>Q2</b> Distribute and collate responses. <b>Q3</b> Report prepared on identified areas required.	<b>Q1</b> Develop the survey. <b>Q2</b> Distribute and collate responses. <b>Q3</b> Report prepared on identified areas required.	<b>Q1</b> Develop the survey. <b>Q2</b> Distribute and collate responses. <b>Q3</b> Report prepared on identified areas required.
<i>Office Bearers and Committees</i>	<b>Q1</b> Develop and adopt position descriptions for officer bearers of the Board. <b>Q2</b> Review the Terms of Reference of all Advisory Committees and their membership.	<b>Q3-4</b> CEO and President attend a meeting of each Constituent Council.	<b>Q2</b> Induction for new members. <b>Q3</b> Review the Charter. <b>Q4</b> Review the Terms of Reference of all Advisory Committees and their membership.	<b>Q1-2</b> CEO and President attend a meeting of each Constituent Council.



# BUDGET

The 2024/2025 Budget should be read in conjunction with the draft 4-year long term financial plan.

At the direction of the board the N&YLGAs have made a genuine effort during the past 4 years to reduce its cash reserves to an agreed level. This is to ensure reserves provide around 18 months of operational expenses to cover its commitments.

In 2022/2023 the Legatus Group reviewed its longer-term sustainability and a report was provided to the Legatus Group 10 February 2023 meeting which included the approach to the long-term financial plan. The budget shows a deficit for 24/25 of \$20,300 and then surpluses for the next 3 years. This is in keeping with the approach to phase out using the reserves for administration.

The finances will be in a stronger position than originally projected as the deficit for 2023/2024 is reduced by \$15,800.

This budget has been prepared based on all 15 member councils remaining as members.

## Notes re the Budget

### *Income:*

2024/2025 – Membership fees of \$13,395 which is a 5% increase on 2023/2024 fees and then 3.5% increase for 2025/2026, 2026/2027 and 2027/2028.

2024/2025 – and each following year \$35,000 from a levy which would come from member councils who receive SLRP funding in that year (this would cover the costs associated with the Regional Transport Plan).

2024/2025 – expected LGA Regional Development Capacity funding \$40,000.

### *Expenditure:*

Reduction of the CEO hours as required due to reduced project costs.

There is no allocation for an Administration Officer.

### *Note:*

Allocation for funding SA Coastal Council Alliance on behalf of member councils.

# BUDGET cont.

## Northern & Yorke Local Government Association

### Statement of Comprehensive Income Budget 2024-2025

\$	2022 - 2023 Actual	2023 - 2024 Forecast	2024 - 2025 Budget
<b>Income</b>			
Council Contributions	173,850	237,600	251,000
Grants, Subsidies and Contributions	107,600	107,400	40,000
Investment Income	22,035	25,000	18,000
Other Income	18,329	18,200	4,000
<b>Total Income</b>	<b>321,814</b>	<b>388,200</b>	<b>313,000</b>
<b>Expenses</b>			
Employee Costs	272,632	213,200	175,800
Materials, Contracts & Other Expenses	167,150	247,000	155,000
Depreciation, Amortisation & Impairment	1,372	20,500	2,500
<b>Total Expenses</b>	<b>441,154</b>	<b>480,700</b>	<b>333,300</b>
<b>Operating Surplus / (Deficit)</b>	<b>(119,340)</b>	<b>(92,500)</b>	<b>(20,300)</b>
<b>Total Comprehensive Income</b>	<b>(119,340)</b>	<b>(92,500)</b>	<b>(20,300)</b>

## Northern & Yorke Local Government Association

### Statement of Financial Position Budget 2024-2025

\$	2022 - 2023 Actual	2023 - 2024 Forecast	2024 - 2025 Budget
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	504,240	444,200	426,400
Trade & Other Receivables	91,100	10,000	10,000
<b>Total Current Assets</b>	<b>595,340</b>	<b>454,200</b>	<b>436,400</b>
<b>Non-Current Assets</b>			
Property, Plant & Equipment	13,409	12,500	10,000
<b>Total Non-Current Assets</b>	<b>13,409</b>	<b>12,500</b>	<b>10,000</b>
<b>Total Assets</b>	<b>608,749</b>	<b>466,700</b>	<b>446,400</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	74,037	10,000	10,000
Provisions	13,457	18,000	18,000
<b>Total Current Liabilities</b>	<b>87,494</b>	<b>28,000</b>	<b>28,000</b>
<b>Non-Current Liabilities</b>			
Provisions	21,423	16,500	16,500
<b>Total Non-Current Liabilities</b>	<b>21,423</b>	<b>16,500</b>	<b>16,500</b>
<b>Total Liabilities</b>	<b>108,917</b>	<b>44,500</b>	<b>44,500</b>
<b>NET ASSETS</b>	<b>499,832</b>	<b>422,200</b>	<b>401,900</b>
<b>EQUITY</b>			
Accumulated Surplus	230,062	152,400	132,100
Other Reserves	269,770	269,800	269,800
<b>Total Equity</b>	<b>499,832</b>	<b>422,200</b>	<b>401,900</b>

# BUDGET cont.

## Northern & Yorke Local Government Association

### Statement of Changes in Equity Budget 2024-2025

\$	2022 - 2023 Actual	2023 - 2024 Forecast	2024 - 2025 Budget
<b>ACCUMULATED SURPLUS</b>			
Balance at end of previous reporting period	349,402	244,900	152,400
Restated Opening Balance	<u>349,402</u>	<u>244,900</u>	<u>152,400</u>
Net Surplus / (Deficit) for year	(119,340)	(92,500)	(20,300)
Other Comprehensive Income	-	-	-
Total Comprehensive Income	<u>(119,340)</u>	<u>(92,500)</u>	<u>(20,300)</u>
Balance at End of Reporting Period	<u>230,062</u>	<u>152,400</u>	<u>132,100</u>
<b>ASSET REVALUATION RESERVE</b>			
Balance at end of previous reporting period	-	-	-
Restated Opening Balance	-	-	-
Net Surplus / (Deficit) for year	-	-	-
Other Comprehensive Income	-	-	-
Total Comprehensive Income	-	-	-
Balance at End of Reporting Period	<u>-</u>	<u>-</u>	<u>-</u>
<b>OTHER RESERVES</b>			
General Reserve			
Opening Balance	269,770	269,800	269,800
	<u>269,770</u>	<u>269,800</u>	<u>269,800</u>
Balance at End of Reporting Period	<u>269,770</u>	<u>269,800</u>	<u>269,800</u>
<b>TOTAL EQUITY</b>	<u>499,832</u>	<u>422,200</u>	<u>401,900</u>

# BUDGET cont.

## Northern & Yorke Local Government Association

### Statement of Cash Flows Budget 2024-2025

\$	2022 - 2023 Actual	2023 - 2024 Forecast	2024 - 2025 Budget
<b>Cash Flows from Operating Activities</b>			
<b>Receipts</b>			
Operating Receipts	210,831	363,200	295,000
Investment Receipts	22,035	25,000	18,000
<b>Payments</b>			
Operating Payments to Suppliers and Employees	(385,450)	(460,200)	(330,800)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>(152,584)</b>	<b>(72,000)</b>	<b>(17,800)</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts</b>			
Amounts Received Specifically for New/Upgraded Assets	-	-	-
Sale of Replaced Assets	-	-	-
Sale of Surplus Assets	-	-	-
<b>Payments</b>			
Expenditure on Renewal/Replacement of Assets	-	-	-
Expenditure on New/Upgraded Assets	(909)	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(909)</b>	<b>-</b>	<b>-</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(153,493)</b>	<b>(72,000)</b>	<b>(17,800)</b>
plus: <b>Cash &amp; Cash Equivalents at beginning of period</b>	657,733	516,200	444,200
<b>Cash &amp; Cash Equivalents at End of Reporting Period</b>	<b>504,240</b>	<b>444,200</b>	<b>426,400</b>

## Northern & Yorke Local Government Association

### Uniform Presentation of Finances Budget 2024-2025

\$	2022 - 2023 Actual	2023 - 2024 Forecast	2024 - 2025 Budget
The following is a high level summary of both operating and capital investment activities of the organisation prepared on a simplified Uniform Presentation Framework basis.			
Local Government in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.			
The arrangements ensure that all organisations provide a common 'core' of financial information, which enables meaningful comparisons of each organisation's finances.			
Income	321,814	388,200	313,000
less Expenses	(441,154)	(480,700)	(333,300)
<b>Operating Surplus / (Deficit)</b>	<b>(119,340)</b>	<b>(92,500)</b>	<b>(20,300)</b>
less <b>Net Outlays on Existing Assets</b>			
less Depreciation, Amortisation and Impairment	1,372	(20,500)	(2,500)
	<b>1,372</b>	<b>(20,500)</b>	<b>(2,500)</b>
less <b>Net Outlays on New &amp; Upgraded Assets</b>			
Capital Expenditure on New & Upgraded Assets	(909)	-	-
	<b>(909)</b>	<b>-</b>	<b>-</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(118,877)</b>	<b>(72,000)</b>	<b>(17,800)</b>

# BUDGET cont.

## Northern & Yorke Local Government Association

### Financial Indicators

Budget 2024-2025

\$	2022 - 2023 Actual	2023 - 2024 Forecast	2024 - 2025 Budget
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These Financial Indicators have been calculated in accordance with Information Paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Financial Statements.

#### 1. Operating Surplus Ratio (52.8%)      (23.8%)      (6.5%)

Operating Surplus	(172,800)	(92,500)	(20,300)
Total Operating Revenue	327,400	388,200	313,000

*This ratio expresses the operating surplus as a percentage of total operating revenue.*

#### 2. Net Financial Liabilities Ratio (151.2%)      (105.5%)      (125.2%)

Net Financial Liabilities	(486,423)	(409,700)	(391,900)
Total Operating Revenue	321,814	388,200	313,000

*Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.*

#### 3. Asset Sustainability Ratio 0.0%      0.0%      0.0%

Net Asset Renewals	-	-	-
Infrastructure & Asset Management Plan required expenditure	1,372	20,500	2,500

*Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets. Depreciation is used as a substitute where a I&AMP does not exist.*

# BUDGET cont.

## Northern & Yorke Local Government Association

### Statement of Comprehensive Income Long Term Financial Plan

\$	Long Term Financial Plan		
	2026	2027	2028
<b>Income</b>			
Council Contributions	259,700	268,800	278,200
Grants, Subsidies and Contributions	41,200	42,400	43,700
Investment Income	10,000	10,300	10,600
Other Income	4,100	4,200	4,300
<b>Total Income</b>	<b>315,000</b>	<b>325,700</b>	<b>336,800</b>
<b>Expenses</b>			
Employee Costs	162,200	167,000	171,900
Materials, Contracts & Other Expenses	140,500	145,200	150,000
Depreciation, Amortisation & Impairment	2,500	2,500	2,500
<b>Total Expenses</b>	<b>305,200</b>	<b>314,700</b>	<b>324,400</b>
<b>Operating Surplus / (Deficit)</b>	<b>9,800</b>	<b>11,000</b>	<b>12,400</b>
<b>Total Comprehensive Income</b>	<b>9,800</b>	<b>11,000</b>	<b>12,400</b>

# BUDGET cont.

## Northern & Yorke Local Government Association

### Statement of Financial Position Long Term Financial Plan

\$	Long Term Financial Plan		
	2026	2027	2028
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	438,700	452,200	467,100
Trade & Other Receivables	10,000	10,000	10,000
<b>Total Current Assets</b>	<b>448,700</b>	<b>462,200</b>	<b>477,100</b>
<b>Non-Current Assets</b>			
Property, Plant & Equipment	7,500	5,000	2,500
<b>Total Non-Current Assets</b>	<b>7,500</b>	<b>5,000</b>	<b>2,500</b>
<b>Total Assets</b>	<b>456,200</b>	<b>467,200</b>	<b>479,600</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	10,000	10,000	10,000
Provisions	18,000	18,000	18,000
<b>Total Current Liabilities</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>
<b>Non-Current Liabilities</b>			
Provisions	16,500	16,500	16,500
<b>Total Non-Current Liabilities</b>	<b>16,500</b>	<b>16,500</b>	<b>16,500</b>
<b>Total Liabilities</b>	<b>44,500</b>	<b>44,500</b>	<b>44,500</b>
<b>NET ASSETS</b>	<b>411,700</b>	<b>422,700</b>	<b>435,100</b>
<b>EQUITY</b>			
Accumulated Surplus	141,900	152,900	165,300
Other Reserves	269,800	269,800	269,800
<b>Total Equity</b>	<b>411,700</b>	<b>422,700</b>	<b>435,100</b>

# BUDGET cont.

## Northern & Yorke Local Government Association

### Statement of Changes in Equity Long Term Financial Plan

\$	Long Term Financial Plan		
	2026	2027	2028
<b>ACCUMULATED SURPLUS</b>			
Balance at end of previous reporting period	132,100	141,900	152,900
Restated Opening Balance	<b>132,100</b>	<b>141,900</b>	<b>152,900</b>
Net Surplus / (Deficit) for year	9,800	11,000	12,400
Other Comprehensive Income	-	-	-
Total Comprehensive Income	<b>9,800</b>	<b>11,000</b>	<b>12,400</b>
Balance at End of Reporting Period	<b>141,900</b>	<b>152,900</b>	<b>165,300</b>
<b>ASSET REVALUATION RESERVE</b>			
Balance at end of previous reporting period			
Restated Opening Balance	-	-	-
Net Surplus / (Deficit) for year			
Other Comprehensive Income	-	-	-
Total Comprehensive Income	-	-	-
Balance at End of Reporting Period	-	-	-
<b>OTHER RESERVES</b>			
General Reserve			
Opening Balance	269,800	269,800	269,800
	<b>269,800</b>	<b>269,800</b>	<b>269,800</b>
Balance at End of Reporting Period	<b>269,800</b>	<b>269,800</b>	<b>269,800</b>
<b>TOTAL EQUITY</b>	<b>411,700</b>	<b>422,700</b>	<b>435,100</b>

# BUDGET cont.

## Northern & Yorke Local Government Association

### Statement of Cash Flows Long Term Financial Plan

\$	Long Term Financial Plan		
	2026	2027	2028
<b>Cash Flows from Operating Activities</b>			
<b>Receipts</b>			
Operating Receipts	305,000	315,400	326,200
Investment Receipts	10,000	10,300	10,600
<b>Payments</b>			
Operating Payments to Suppliers and Employees	(302,700)	(312,200)	(321,900)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>12,300</b>	<b>13,500</b>	<b>14,900</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts</b>			
Amounts Received Specifically for New/Upgraded Assets	-	-	-
Sale of Replaced Assets	-	-	-
Sale of Surplus Assets	-	-	-
<b>Payments</b>			
Expenditure on Renewal/Replacement of Assets	-	-	-
Expenditure on New/Upgraded Assets	-	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>12,300</b>	<b>13,500</b>	<b>14,900</b>
plus: <b>Cash &amp; Cash Equivalents at beginning of period</b>	426,400	438,700	452,200
<b>Cash &amp; Cash Equivalents at End of Reporting Period</b>	<b>438,700</b>	<b>452,200</b>	<b>467,100</b>

# BUDGET cont.

## Northern & Yorke Local Government Association

### Uniform Presentation of Finances

Long Term Financial Plan

\$	Long Term Financial Plan		
	2026	2027	2028

The following is a high level summary of both operating and capital investment activities of the organisation prepared on a simplified Uniform Presentation Framework basis.

Local Government in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all organisations provide a common 'core' of financial information, which enables meaningful comparisons of each organisation's finances.

Income	315,000	325,700	336,800
less Expenses	(305,200)	(314,700)	(324,400)
<b>Operating Surplus / (Deficit)</b>	<b>9,800</b>	<b>11,000</b>	<b>12,400</b>
less <b>Net Outlays on Existing Assets</b>			
less Depreciation, Amortisation and Impairment	(2,500)	(2,500)	(2,500)
	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>
less <b>Net Outlays on New &amp; Upgraded Assets</b>			
Capital Expenditure on New & Upgraded Assets	-	-	-
	-	-	-
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>12,300</b>	<b>13,500</b>	<b>14,900</b>

# BUDGET cont.

## Northern & Yorke Local Government Association

### Financial Indicators Long Term Financial Plan

\$	Long Term Financial Plan		
	2026	2027	2028

These Financial Indicators have been calculated in accordance with Information Paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Financial Statements.

#### 1. Operating Surplus Ratio 3.1%      3.4%      3.7%

Operating Surplus	9,800	11,000	12,400
<u>Total Operating Revenue</u>	315,000	325,700	336,800

*This ratio expresses the operating surplus as a percentage of total operating revenue.*

#### 2. Net Financial Liabilities Ratio (128.3%)      (128.2%)      (128.4%)

Net Financial Liabilities	(404,200)	(417,700)	(432,600)
<u>Total Operating Revenue</u>	315,000	325,700	336,800

*Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.*

#### 3. Asset Sustainability Ratio 0.0%      0.0%      0.0%

Net Asset Renewals	-	-	-
<u>Infrastructure &amp; Asset Management Plan required expenditure</u>	2,500	2,500	2,500

*Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets. Depreciation is used as a substitute where a I&AMP does not exist.*

# STRATEGIC PLAN

2020 - 2025

*Collectively building stronger communities*



# THE LIMESTONE COAST LGA OVERVIEW

The 2020 - 2025 Limestone Coast Strategic Plan sets the pathway for the LCLGA to deliver the regional outcomes our members are seeking.

## Our members are the seven Council in the Limestone Coast Region

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

One of the significant differences with many industry associations is the LCLGA is constituted under section 43 of the Local Government Act (1999) as a wholly-owned local government subsidiary of the seven Councils in the Limestone Coast, as approved by the Minister.

The LCLGA, therefore, has different legislative and governance arrangements to those that apply to many industry associations, which are often private or not-for-profit firms under the Association Act.

This ownership model also means any value or liabilities we attract are directly attributional to our members.

As an extension of our member's businesses, we are more intimately engaged in working with our member Councils in delivering regional value than many association models.

In our Charter, we are committed to reviewing our strategic plan every five years.

This Strategic Plan builds upon the excellent work of the Association over 134 years of service to our members. It aims to ensure we continue to be contemporary and focused on the value we deliver to our members across the region.

In developing this plan, we engaged extensively with our members and stakeholders to understand what they value about the LCLGA, where we can improve, and importantly, what we should do in the future.

We also explored the externalities that are likely to impact the delivery of this strategic plan. In particular, we note that at the time of drafting this plan, we are at the start of the Covid-19 pandemic. While the underlying strategic direction

remains valid, it is likely there will be a transition period from crisis to business as usual that will require a flexible and agile approach.

In a workshop with our Board (Mayors of the Limestone Coast constituent Councils) and Council CEO's we developed clarity on our "why," this approach is based on the how, what, why method to strategic planning.

The "why" for the Limestone Coast Local Government Association emerged very quickly and resonated strongly with our members and staff.

Our why is working with our members, **"collectively building stronger communities."**

In developing this strategic plan, it is essential to consider the capability and capacity of the LCLGA (resources, skills, and support) and the external environment, which will impact the delivery of the strategy.

If there is a shift in the external environment or the internal capability of the LCLGA, then the strategic plan should be reviewed and amended. Noting as we are drafting this strategy, the Covid-19 virus pandemic is in its early stages.

## External Environment

The external environment for most organisations is increasingly complex. For local government, it has additional layers of complexity due to the close relationship they have with their community and their communities aspirations.

The LCLGA has a complex network of members, stakeholders, partners, and communities we interact with, as shown in the adjacent diagram.

The external environment is much bigger than just the Limestone Coast community. We live in a global community, as evidenced by the nature of our markets, data, and communications, education, tourism, and migration.

Our future trend assessments used data from a range of sources with particular focus on the analysis from the CSIRO, and Earnest and Young Q (EYQ) to inform our thinking on our operating environment.

The emerging trends considered in the development of this plan are summarised in attachment one.

## The community we engage with



## HOW HAS THE LCLGA PERFORMED?

**Over the last five years the LCLGA has been an effective vehicle for our members. The focus for the 2014 / 19 strategic plan was to develop plans and implement projects in the areas of Infrastructure, Environmental Sustainability, Sustainable Economy, Community and Social Well-being, Governance, Leadership and Financial Sustainability.**

Of the 34 identified strategies, 90% of outcomes were delivered. There were also decisions made by the Board during the five years to take on a range of additional projects such as coastal mapping and the Limestone Coast Sports Academy.

For every dollar of members fees invested, there was a return of approximately four dollars of external funds to our members and community.

There were 21 discrete advocacies undertaken during the five years.

As illustrated, 97% of our projects benefited multiple members. Because our members are different, not all projects will benefit members equally.

Ensuring an even spread of benefits to our members is essential to sustain members support.

Financially, despite losses in recent years, the financial position of the LCLGA remains strong. Revenue is sourced from members fees, grants, and sponsorships for projects. At present, we have healthy levels of cash reserves.

Without any increases in members fees over the last five years, there has been a real reduction in revenue. This approach creates either the potential for a significant rise in fees in the future to balance income and expenses once member equity reaches minimum cash holdings or a reduction in services and capability.

The proposed minimum cash holdings should be at a level where we avoid a liability to members if the Association is wound up. Minimum cash holdings are based on liabilities plus estimated direct wind-up costs. At the time of writing this strategy and based on our liabilities, the minimum cash holdings are between \$200,000 and \$170,000.

The Board may decide to allow our minimum cash holdings to be lower, in making this decision they are accepting the risk of a liability to their Council should the Association be wound up.

The Financial Sustainability Model section provides additional information on page 15.

# STRATEGIC PLAN REPORT CARD 2014-19



## Community and Social Wellbeing



## Sustainable Economy



## Infrastructure



## Environmental Sustainability



## Gov, Leadership & Fin Sustainability



**Additional Projects:** Coastal Mapping, Sports Academy, Red Meat Cluster, Innovation Hub, Trails.

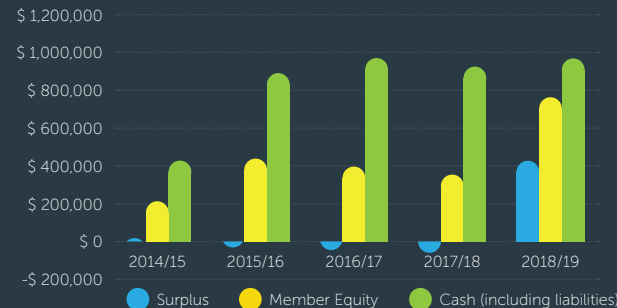
## Advocacy Work

- > Investment in Roads
- > National Broadband
- > Mobile Phone Coverage
- > Sustainable ground and surface water
- > Sustainable unconventional gas exploration
- > Waste Management and Recycling
- > Migrant resources
- > Emergency Services Sector Reform
- > SA Productivity Commission Review
- > Investment in drainage & bridge networks
- > Coastal Alliance and Erosion
- > Regional Airports
- > Regional Development
- > Road Safety
- > Education in the Limestone Coast
- > 4WD Drive Access to National Parks
- > Inquiry into the Forestry Industry in the Limestone Coast
- > Regional health services
- > Community transport
- > Social Wellbeing
- > Expanded mental health services

## External Funds v Member Fees



## Cash, Members Equity and P&L



## Projects - Distribution of Benefits 2014-19

Project	Robe	Kingston	Wattle Range	Tatiara	Grant	Mount Gambier	Naracoorte Lucindale
<b>Infrastructure</b>							
Regional development & growth plan	●	●	●	●	●	●	●
Regional transport plan	●	●	●	●	●	●	●
Special local roads program			●	●	●	●	●
<b>Environmental Sustainability</b>							
Climate change vulnerability & adaption project	●	●	●	●	●	●	●
LC & Coorong coastal action plan	●	●	●		●		
Limestone Coast Watchers	●	●	●		●		
Lidar mapping	●	●	●		●		●
Sea level rise flood inundation mapping	●	●	●		●		
Regional waste management strategy	●	●	●	●	●	●	●
Business waste reduction project pilot						●	
LC school waste reduction & recycling challenge			●	●	●	●	●
<b>Sustainable Economy</b>							
LC regional trails master plan	●	●	●	●	●	●	●
LC economic diversification & growth strategy	●	●	●	●	●	●	●
Marketing mentor program	●	●	●	●	●	●	●
Regional visitor guide	●	●	●	●	●	●	●
Tourism - industry dev & visitor economy plans	●	●	●	●	●	●	●
Regional leadership	●	●	●	●	●	●	●
Industry clusters - red meat, cropping and dairy	●	●	●	●	●	●	●
LC attraction & retention strategy	●	●	●	●	●	●	●
Limestone Coast brand	●	●	●	●	●	●	●
<b>Community &amp; Social Wellbeing</b>							
Head Space service - following advocacy	●	●	●	●	●	●	●
Star club	●	●	●	●	●	●	●
Zone emergency management	●	●	●	●	●	●	●
South East road safety strategy	●	●	●	●	●	●	●
Regional public health & well-being plan	●	●	●	●	●	●	●
Drug & alcohol crisis de-tox and rehab	●	●	●	●	●	●	●
Sports Academy	●	●	●	●	●	●	●
Substance Misuse Limestone Coast	●	●	●	●	●	●	●
<b>Governance, Leadership &amp; Financial Sustainability</b>							
Protection of aboriginal heritage in the South East	●	●	●	●	●	●	●
Shared services	●	●	●	●	●	●	●
Regional heritage services	●	●	●	●	●	●	●
Joint planning boards and regional planning alliance	●	●	●	●	●	●	●
Restructuring our accounts	●	●	●	●	●	●	●

## WHAT OUR MEMBERS TOLD US

**Our members have told us they value the LCLGA and our work. They value a strong and coordinated voice, our facilitation of projects and collaboration across the region.**

Our members also recognise the Limestone Coast Region is diverse and that our projects benefit each Council differently depending on the nature of the project.

### Specifically, our members told us:

- › Collaboration is core to the value that LCLGA provides, and this includes:
  - › Creating, linking and facilitating networks
  - › Creating partnerships that are not constrained by state borders or boundaries
  - › Facilitating the collective knowledge and skills of our members to solve problems and to create insights
  - › Enabling collaboration on strategic areas of focus
- › Focus on what we can do together to improve services to our community
  - › Shared capability in resource models, skills attraction and retention
  - › Improved performance through regional procurement and regional solutions to common issues such as waste management and road investments
  - › Implement services or projects that are better provided collectively rather than individually such as a Joint Planning Board
- › Celebrate wins
- › Ensure the LCLGA brand and reputation is strong and trusted to enable effective advocacy
- › That the work of our members, through the LCLGA, is recognised in the community for the value achieved
- › Don't say yes to everything; we are disciplined in our work to provide the best value to our members
- › Our members agree with trade-offs that occur when new work allocated
- › Makes sure our costs are efficient
- › Ensure our members have the opportunity to be involved in our work if we are in their area
- › Our members were also asked what we should focus on; they identified the following priorities:
  - › Effective joint Regional Planning Board (JPB)
  - › Sustainable waste management
  - › Regional roads strategy
  - › Shared capability building and shared access to skills and resources
  - › Enabling economic development within the scope of Council's activities
  - › Create strong networks and advocacy

# HOW DO WE CREATE VALUE?

Our members were asked how do we ensure we get best value and equity from our limited resources and should we be wide and shallow or narrow and deep in our approach to our work?

We agreed our approach would be narrow and deep. To focus on strategic fit, relative value with an awareness of trade-offs from our choices, such as the lost value from not doing another project, delaying projects or the additional investment required.

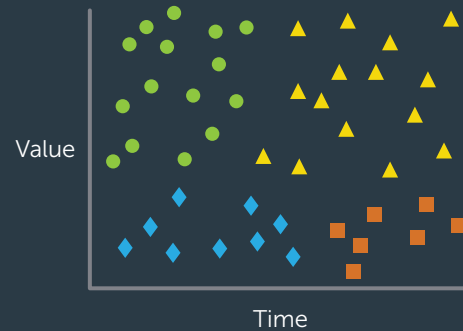
A three-step approach to creating focus and value is proposed for any activity or project we agree to deliver, as shown in **figure 2.0** below.

## 1. Should we do it?



- > Benefits more than one member?
- > Is it consistent with our why?
- > Should others do this?
- > Are we the best to do this work?
- > Do we have the resources?
- > Are the risks acceptable?
- > Endorsed by member Councils

## 2. Relative value



- > Fit with why?
  - > Number of members?
  - > Significance of benefit?
  - > Effort required
  - > Start date = Time
- } = Value

- Highest value, shortest time
- ◆ Low value, quick wins
- ▲ Average value, average time
- Least value, longest time

## 3. Opportunity cost / tradeoff



### Impact of saying YES

- > What is the lost value by saying yes?
- > What additional costs are involved?

## What are our values

In executing this strategic plan understanding our values is important as it not only defines the standard of behavior and decision making that we will hold ourselves accountable for, but it also provides guidance on how we will make decisions and work with our members when faced with ambiguity.

Our values, developed by our employees, and endorsed by the Board are:

- We respect and value people
- We are honest, truthful and trusted
- We are accountable for our actions, choices and decisions
- We are ambitious and purposeful for our members and our community

The 2014/19 strategic plan focused on growing the LCLGA capability, securing increased external resources and developing specific strategies and actions as approved by the Board, they were:

- > Regional Growth Strategy
- > Regional Growth Action Plan
- > Limestone Coast Climate Adaptation Plan
- > Limestone Coast Region Waste and Resource Recovery Infrastructure Plan
- > Limestone Coast Regional Trails Master Plan and Implementation Plan
- > Limestone Coast Priorities to grow the regional economy by 2020 Strategy (being refreshed)

These strategies and action plans set a priority framework for the LCLGA. They were developed with our members and stakeholders and approved by the LCLGA Board. Many of these strategies were approved in the last 12 months. Therefore, delivering these plans, keeping them relevant and focused on member value should be a priority for the next planning horizon, as illustrated below.



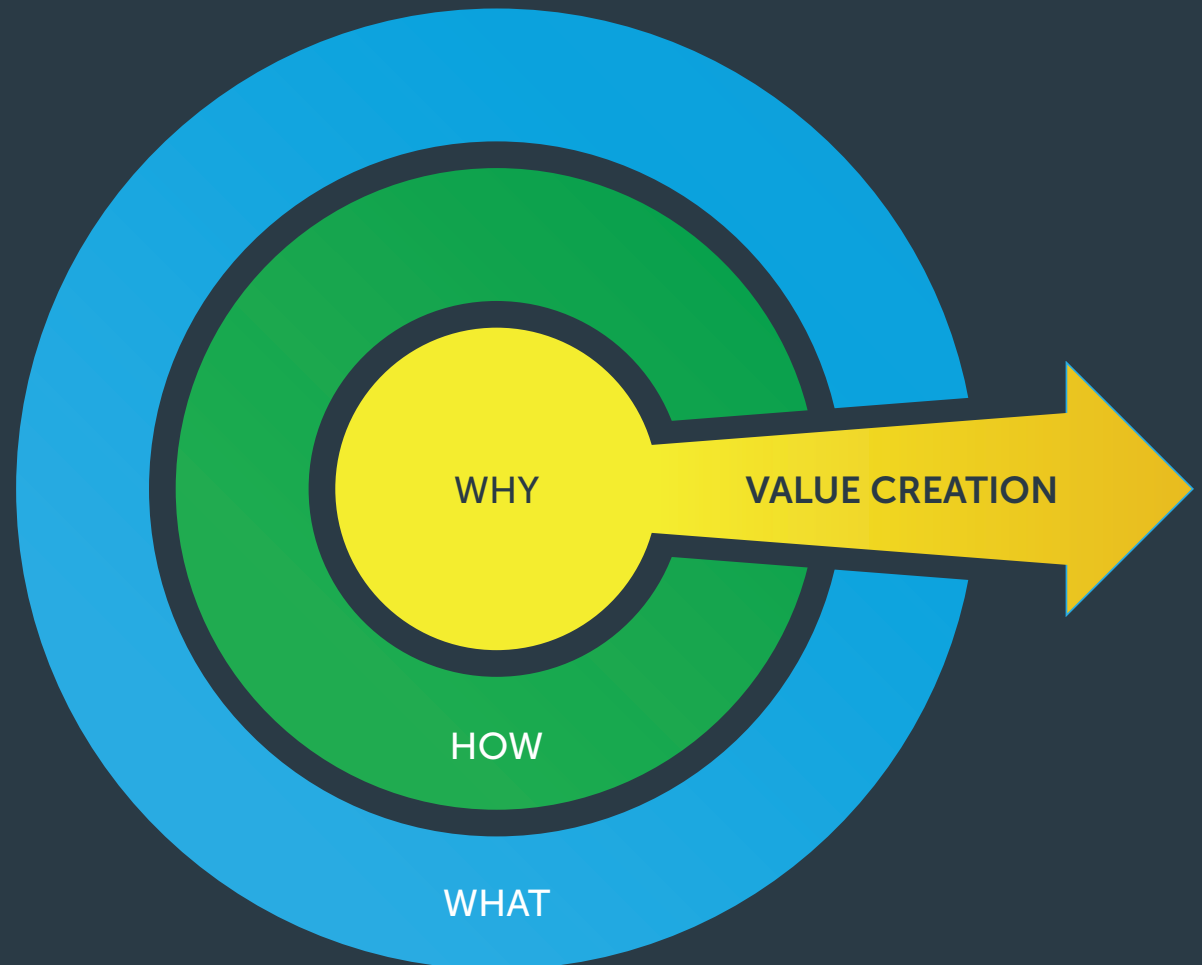
# WHY, HOW AND WHAT

The why, how and what model focuses on understanding why we exist.

Most organisations understand what they do and how they do it; very few know why they do it. It is why we are passionate about what we do and why our members, stakeholders, partners and employees are excited by what we do as well.

The why is more than a purpose, vision or mission, it is the fundamental core of our organisation. It's the reason we exist and are excited by the future. It is the core of what we stand for and therefore everything we do should be aligned and linked to our "why".

By taking an inside out perspective, once we understand our "why" the "how" and "what" becomes the activities and strategies of the LCLGA.



# WHY, HOW AND WHAT

## Why

Working with our Board, Council CEO's and our employees our "why" emerged very clearly.

Our why is: **"Collectively building stronger communities"**

What does our why mean? It's a simple phrase with complex connotations, it was agreed with our members our why means:

- > **"Collectively"** is collaborating, connecting, facilitating and delivering value to our members, stakeholders and the Limestone Coast Community.
- > **"Building"** is growing something better, it implies creating capacity and foundations, securing resources and actively engaging in the change process to create something new. Importantly it is active and not passive.
- > **"Stronger Communities"** are communities that thrive and prosper, are sustainable and can meet the future with confidence. They are communities who share the rewards with all our citizens recognising our collective is, in reality, a grouping of many diverse smaller communities. Our diversity is a valuable strength to be embraced and nurtured.

## How and What

Our what focuses on three areas to collectively building stronger communities, within the scope of our members responsibilities.

Our **"what"** is grouped into three key result areas:

1. **Building a stronger economy**
2. **Building sustainable communities**
3. **Building our member capability**

Our how is the type of activities we intend to do to deliver the Why. **Figure 5** shows the relationship between our Why, How and What.



# BUILDING A STRONGER ECONOMY

A strong economy relies on human capital (skills, knowledge and innovation), financial capital (investment), productivity (more from less), realising local competitive advantages, entrepreneurialism, value clusters, increased supply chain value capture from exports, capturing local value (buy local) and attracting spend from outside our area (investment and visitation).

## Local Government Context

Our members role in building a stronger community includes:

- > Provision of enabling infrastructure and services
- > Strategic land use planning
- > Collaboration and facilitation with other economic development groups
- > Advocacy and positioning the region with political, investors, communities and markets
- > Specific projects to stimulate growth in high value-added sectors
- > Advocacy for funding from the private and government sectors

## Objectives

- > The outcomes of the regional growth strategy and action plan are achieved
- > Waste is a source of economic growth and competitive advantage
- > Regional land use planning is effective and agile
- > The required investment in regional road infrastructure is achieved
- > The value of tourism to the region continues to increase
- > Mutually beneficial Green Triangle partnerships are developed

## Key Performance Indicators

- > Economic growth strategy actions are up-to-date and delivered
- > Economic growth is on track to achieve an additional \$700m in gross added value by 2026
- > The Regional Planning Board is formed, and the regional plan is developed
- > Targeted regional roads funding is secured
- > Tourism strategy actions are delivered
- > Visitation and expenditure is increased to \$479m pa
- > Green Triangle Region relationships are rated by members as effective
- > The Net Present Cost of member Waste Management is lower than 2019 -2025 pathway

## Strategies

- Deliver, review and implement the:
- > Limestone Coast Regional Growth Action Plan
  - > Limestone Coast Regional Waste and Recycling Action Plan
  - > Limestone Coast Regional Roads Strategy
  - > Limestone Coast Destination Tourism & Marketing Strategy (including regional events)
  - > Green Triangle Freight Action Plan
  - > Implement a Regional Planning Board, regional plan and assessment panel.
  - > Complete funded and approved projects; and review for priority and value.
  - > Regional Brand
  - > Red Meat Cluster
  - > RDALC Projects

# BUILDING SUSTAINABLE COMMUNITIES

A sustainable community has resilience, leadership, a healthy environment, optimistic mind set, community well-being, connected and inclusive communities, built environments where we want to live and that others want to join.

## Local Government Context

Our members role in building a sustainable community includes:

- > Land use planning and policy settings
- > Creation of “places” including virtual spaces
- > Councils provide a wide range of services to their communities that can also vary from Council to Council
- > Seed funding initiatives to allow community innovation and connection
- > Supporting activities that connect communities
- > Advocating for essential services
- > Investment in projects to sustain assets and services, such as coastal erosion projects
- > Communicate with the community and enable communication between stakeholders and the community.

## Objectives

- > The regional climate adaptation strategy outcomes are achieved
- > Government policy and investment reflect our members priorities
- > Regional health plan outcomes are achieved
- > Incubator projects are successful and self-sustaining

## Key Performance Indicators

- > Regional climate adaptation strategy action plan is implemented
- > Regional health action plan is implemented
- > Incubator projects are completed (with failures and successes)
- > Member rating on the effectiveness of the LCLGA Advocacy

## Strategies

- > Review and implement the LC Climate Adaptation Strategy and action plan which includes the requirements to manage coastal erosion planning and mitigation
- > Develop and implement a LC Regional Health Plan
- > Proactive advocacy in agreed areas, as agreed with the Board, such as education, infrastructure, health, early learning services, migration, timber industry, roads, drought and coastal
- > Support approved incubator projects to sustainability and/or completion
- > Regional Leadership
- > Substance Misuse
- > Sports Academy
- > Coastal Alliance
- > Complete funded and approved projects; and review for priority & value
- > Star Alliance
- > Road Safety
- > Coastal Connections

# BUILDING OUR MEMBERS CAPABILITIES

Building our capability focuses on increasing the availability and access to resources, reducing costs, improving performance, developing new skills and knowledge, leveraging our member’s abilities for collective benefits; and developing and growing our employee’s capabilities across our region.

## Local Government Role

- › Provide services in a cost effective and timely manner
- › Ensure sustainable services are constantly improving to meet the changing needs of our communities
- › Access grants and other resources to sustain and provide services
- › Develop the knowledge and skills of employees and elected members to provide sustainable services

## Objectives

- › Members can access scarce or hard to source skills and expertise
- › Members capabilities are increased through collaboration and sharing knowledge and skills
- › Local employees’ skills and expertise are developed and retained in the region
- › Members are well positioned to respond to outcomes of the SA Productivity Commission

## Key Performance Indicators

- › Members value and benefits exceed \$4 for every \$1 of members fees
- › The LCLGA programs benefit at least 70% of all members
- › The benefits are equitable across members
- › Members operational costs are reduced in real terms from the 2019-2025 estimated base
- › Priority employees and skills are retained in the Limestone Coast Region

## Strategies

- › Support and facilitate member forums
- › Create an elected member learning and networking event
- › A sourcing and procurement strategy is developed to:
  - › Make use of existing tools
  - › Develop local solutions to allocate risk and benefits appropriately to drive value
- › Assess the benefits of a resource-sharing model for scarce resources and skills
- › Collaborate on the regional implications from the SA Productivity Review
- › Analyse the opportunities for LC Regional Councils to collaboration on developing technologies
- › Develop a skills and resource sharing and development model

**The current model for funding the LCLGA is on a year by year basis via an approved business plan which aligns with the strategic plan.**

**The business plan provides for core funding to cover administration, fixed costs and overheads with projects funded separately.**

Members can choose which projects they support with a general acceptance that due to the diversity of members, the benefits will vary across and over the life of a project.

Benefits to members may be direct or indirect depending on the nature of the project. Our members accept that provided there is equity across our portfolio of projects; they are happy to support our work.

With this understanding, members have traditionally supported a suite of projects as approved by the Board and presented in our annual Business Plan.

Over the last five years, we have not increased our member's fees resulting in successive losses. In real terms, this represents a decrease in members fees.

This approach is acceptable where there are healthy cash reserves and agreement that we are deferring and accumulating a liability for the future.

Members equity provides an opportunity to secure external funding. Therefore the financial requirements need to be assessed on year by year basis.

If losses continue and members fees don't reflect changes in our fixed costs, then we will draw down to a minimum cash position.

If we reach our minimum cash position, there will be four options available to members.

- 1. A significant increase in members fees to return to break even.**
- 2. A significant reduction in LCLGA costs and overheads to achieve breakeven with an agreed reduction in services,**
- 3. A combination of 1 and 2 or**
- 4. Wind up the association.**

A further compounding factor is the loss of rubble royalty funding refunds, which will reduce annual income for LCLGA regional projects by around \$40,000 pa.

# FINANCIAL SUSTAINABILITY MODEL

A sustainable financial model for the LCLGA has the following attributes:

1. Our costs and operations are effective and efficient
2. Our operations are flexible and scalable
3. Non-project fixed costs are fully funded and does not use members equity
4. Project costs are fully funded including realistic on-cost recovery
5. Multi-year grants include an appropriate escalator or agreement that our members are willing to fund the gap

With these assumptions in seven years' time we will reach the minimum cash holding position.



The current budget does not match the financial sustainability model. For instance most of our grants do not include annual escalators and members equity has been funding the resulting shortfall, on-cost arrangement for each project vary and in the current budget there is a small draw on members equity to cover fixed costs.

It is proposed to progressively transition the financial model over the strategic planning period to a funding model that reflects the above principles.

If we do not change the financial model, then even with cost of living increases and sustaining the current funding mix with the loss of Rubble Funds we will draw down to our minimum cash position in seven years. If we invest members equity above the current level then this will be reached sooner.

Please note the figures in the table opposite are real (not nominal), assumes cost escalators are recovered in funding and factors in the loss of Rubble Royalty funding.

## ORGANISATIONAL RESOURCES

The skills required in delivering this strategy are administration, facilitation, communication, engaging with members and stakeholders, contract management, managing projects, strategic political, financial, sourcing, policy and stakeholder advocacy.

Where new or specialist skills are required, they will typically be sourced externally with an assessment made on the most cost-effective way to secure these skills.

Structurally LCLGA has all employees currently reporting directly to the Executive Officer. Historically the Executive Officer has also taken on many of the office management, administration and payroll functions supported by a part-time Executive Assistance.

With the growth of the LCLGA, this approach is no longer practical from an internal control, effectiveness and efficiency perspective.

The LCLGA has also made decisions in recent times towards less part-time loadings towards less staff with more full-time loadings while continuing to provide flexible arrangements with tools like TOIL to allow employees to balance work and family commitments.

### LCLGA roles and responsibilities

It is proposed that the organisational structure on the next page is adopted to ensure there is clarity and focus on roles and responsibilities. The main changes include:

- > shifting from an Executive Assistant to an Office Administration function
- > shift in administrative tasks from the Executive Officer to the Office Administration
- > a shift in grant contract administration away from Project Managers to the Office Administration
- > a dedicated resource to work with all our strategic project committees and to research and develop proactive advocacy positions
- > project managers form a team to enable greater redundancy and consistency in planning

Although not listed in this structure, the Executive Officer may also take on an additional role with the JPB.

We are not proposing any new employees and note a small reduction in FTE from the current structure, which will be reviewed each year to ensure it remains a useful model. The proposed structure is shown in **Figure 6**.



## Place

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**Much of our work is across the Limestone Coast region from a central location in Mount Gambier and includes frequent engagement with stakeholders in SA and Western Victoria.**

Whilst we do need a physical place, in developing this we should also support our development of our virtual space. Increasingly our value to our members will be realised in having an effective physical and virtual space for meetings, engagement and collaboration.

In delivering this strategy, and in discussion with our members the following criteria is proposed when assessing our needs for our place.

- > A functional, flexible and modern space that enables the team to function properly
  - > Employees (open plan)
  - > Break out areas
  - > Sound proof areas
- > Flexible meeting area with suitable technology to help reduce the need for our members and stakeholder to travel and to work and connect through technology
- > Hot desk for member employees and elected members to work from to access printers, internet etc.
- > Possible co-location for LGA employees or small project teams (procurement, risk and emergency)
- > Accessible
- > Limited public access – very accessible to members.
- > Efficient heating and cooling systems
- > Adequate car parking
- > Minimal make good costs
- > Is affordable
- > Has high speed broadband and can accommodate efficient systems.

## Systems

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**To continue to operate efficiently and effectively, we need to update our systems to include:**

- > Member communications
- > Video conferencing and virtual collaboration
- > Record and resource management
- > Financial
- > Project and team management
- > Compliance
- > Resource sharing with members
- > Remote access
- > Performance reporting

In developing our systems strategy, it is essential we are compatible with our members and leverage their knowledge and skills to ensure we make prudent investments.



# **LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION**

## **BUSINESS PLAN 2025/26**

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

## INTRODUCTION

The Limestone Coast Local Government Association's (LCLGA) Annual Business Plan for the 2025/26 financial year is presented in accordance with clause 24, Schedule 2 of the *Local Government Act 1999* (the Act). As a Section 43 Committee established under the Act, the LCLGA functions as a subsidiary of six member councils, united by a shared commitment to strengthening regional collaboration and delivering efficient, high-quality services to our communities.

With a proud legacy spanning more than 130 years, the LCLGA has long been a cornerstone of local government cooperation and regional progress.

Our membership comprises the following six councils:

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

The formation and ongoing mandate of our association are a testament to the collective vision and strategic unity of our member councils. Together, we strive to address shared challenges, capitalise on common opportunities, and achieve greater efficiencies in delivering vital services and initiatives.

Through this collaborative approach, we maximise resource utilisation, exchange expertise, and deliver innovative, tailored solutions that address the diverse needs of our communities.

In late 2024, following a series of strategic workshops, the LCLGA resolved to transition toward a more advocacy-driven model—one that reinforces our role in championing regional development and amplifying the voice of our member councils.

This Annual Business Plan articulates our strategic priorities, core initiatives, and budgetary framework for the forthcoming year. It acts as our blueprint for action—designed to deliver value, drive impact, and fulfil our long-term objectives. In doing so, we reaffirm our commitment to transparency, accountability, and sustainable regional growth, with the aim of nurturing a vibrant and resilient Limestone Coast.

We proudly uphold the ethos of our 2020–2025 Strategic Plan: *“Collectively Building Stronger Communities”* and look ahead to embracing our future motto: *“Limestone Coast – Better Together.”* Over the next 12 months, our focus is to strengthen the unity of our councils, amplify our collective voice, and enhance the strategic trajectory of the LCLGA.

## EXECUTIVE SUMMARY

Effective 1 July 2025, the Limestone Coast Local Government Association (LCLGA) will transition to an advocacy-focused operational model.

Under this new structure, the LCLGA will be led solely by an Executive Officer, who will oversee all organisational functions and drive the Association's advocacy agenda.

The Executive Officer's role will centre on progressing key regional advocacy priorities, which are currently being refined, but are expected to include:

- Roads and Transport Connectivity
- Housing Availability and Affordability
- Health and Aged Care
- Childcare and Education
- Waste Management and Recycling
- Drainage and Water Security
- Workforce Attraction and Retention
- Tourism and the Visitor Economy
- Enabling Infrastructure

Member Councils expect the LCLGA to be a responsive, agile, and dynamic advocacy body—capable of addressing critical regional challenges and emerging opportunities.

The revised model enables the LCLGA to lead major strategic projects that align with its evolving Strategic Plan and Advocacy Agenda. These initiatives will be developed collaboratively with the incoming Executive Officer to ensure alignment with local priorities and state-level opportunities.

As a result of this structural shift, the delivery of some programs will change. Certain initiatives will transition to be managed directly by individual Councils or external entities. For example:

- The Limestone Coast Sporting Academy will transition into a standalone not-for-profit organisation.
- The Connected and Active Communities Program will be auspiced through a member Council.

Aligned with the South Australian Tourism Commission's (SATC) Regional Tourism Review, the LCLGA will fast-track engagement to align the Limestone Coast with the State's broader Regional Tourism Strategy. This includes exploring optimal cross-regional partnerships and developing the Limestone Coast Destination Management Plan, enhancing the region's ability to attract and accommodate visitors.

These strategic changes are designed to ensure the long-term sustainability of the organisation while reinforcing its capacity to represent and advocate for the Limestone Coast effectively.

The LCLGA remains steadfast in its mission to support a thriving region—by championing shared priorities, attracting targeted investment, and driving forward strategic initiatives that benefit all communities across the Limestone Coast.

## KEY PRIORITIES FOR THE COMING YEAR

### 1. Develop an Advocacy Agenda

*Through workshops with the LCLGA Board and meetings with external agencies develop Advocacy priorities for 25/26 and beyond.*

### 2. Regional Growth Strategy

*Implement the actions from the Regional Growth Strategy.*

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

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

*The Board will also as the Regional Tourism Organisation be involved with the development of Destination Management Plans*

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

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

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

## Finance Overview

The 2025–26 Annual Business Plan marks a significant departure from previous years, primarily due to the transition to an Advocacy-focused operating model. This shift has resulted in a substantial reduction in both income and expenditure.

The Budget for 2025-26 has a balanced operating budget. Cash reserves are predicted to be at \$281,466 at the end of the 2025/26 Financial Year.

Under the new Advocacy model, total expenditure is forecast at \$364,601, including SATC funding of \$82,261 for the Tourism part time position—a notable decrease from the \$1.45 million allocated in the 2024–25 Business Plan. This reduction reflects the cessation of project-based operations and a streamlined structure featuring only an Executive Officer and part time Regional Tourism Manager.

Correspondingly, income from constituent Councils has decreased, reflecting the termination or transfer of several projects to host councils. Additionally, the withdrawal of Wattle Range Council has reduced LCLGA’s membership to six (6) constituent Councils.

The base subscription fee for 2025–26 is calculated by dividing total expenditure among Councils using a formula based on population and rate revenue. While the withdrawal of Wattle Range Council has led to an increase in the base subscription rate for remaining members, the overall financial contributions required from each Council have significantly declined due to the cessation of project-related fees

Member Contributions	Total		Diff
	Contributions	Subscriptions	
	24-25	25-26	
City of Mount Gambier	\$252,678	\$95,017	\$157,661
District Council of Grant	\$112,556	\$46,420	\$66,136
Wattle Range Council	\$191,873	\$0	\$191,873
Naracoorte Lucindale Council	\$129,504	\$52,167	\$77,337
District Council of Robe	\$60,866	\$20,455	\$40,411
Tatiara District Council	\$109,867	\$45,019	\$64,848
Kingston District Council	\$58,545	\$23,262	\$35,283
<b>Total</b>	<b>\$915,889</b>	<b>\$282,340</b>	<b>\$633,549</b>

While there are considerable savings from an LCLGA payment standpoint, constituent Councils may opt to engage in project partnerships with other organisations. This funding approach provides Councils with the flexibility to allocate their budgets independently, without being constrained by the LCLGA model.

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 2025/2026**

**STATEMENT OF COMPREHENSIVE INCOME**

**2024/2025  
BUDGET  
REVIEW 3**

**2025/2026  
DRAFT  
BUDGET**

\$	INCOME	\$
915,889	Local Government Council Contributions	282,340
40,000	Other Contributions	82,261
4,500	Other Income	-
419,072	Project Income	-
35,000	Interest	-
<hr/>		
1,414,461	<b>TOTAL REVENUES</b>	364,601
<b>EXPENSES</b>		
608,962	Wages and Salaries	255,846
92,079	Operating Expenses	78,755
683,391	Project Expenditure	30,000
<hr/>		
1,384,432	Total Expenses	364,601
30,030	<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	-
-	Net gain (loss) on disposal or revaluation of assets	-
-	Amounts specifically for new or upgraded assets	-
-	Physical resources received free of charge	-
<b>30,030</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>-</b>
<hr/>		

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 2025/2026**

**CASH FLOW STATEMENT**

<b>2024/2025 BUDGET REVIEW 3</b>		<b>2025/2026 DRAFT BUDGET</b>
\$		\$
Inflows (Outflows)		Inflows (Outflows)
	<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>	
	<b>RECEIPTS</b>	
1,153,062	Operating Receipts	364,601
35,000	Investment Receipts	-
	<b>PAYMENTS</b>	
(1,471,984)	Operating payments to suppliers & employees	(435,525)
-	Finance Payments	-
<u>(283,921)</u>	<b>Net Cash provided by (or used in) Operating Activities</b>	<u>(70,924)</u>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
-	<b>Net Cash provided by (or used in) Investing Activities</b>	-
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
-	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	-
(283,921)	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	(70,924)
636,311	<b>CASH AT BEGINNING OF YEAR</b>	352,390
<u>352,390</u>	<b>CASH AT END OF YEAR</b>	<u>281,466</u>

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 2025/2026**

**BALANCE SHEET**

**2024/2025  
BUDGET  
REVIEW 3**

**2025/2026  
DRAFT  
BUDGET**

2024/2025 BUDGET REVIEW 3		2025/2026 DRAFT BUDGET
	<b>ASSETS</b>	
	<b>CURRENT ASSETS</b>	
\$		\$
352,390	Cash and cash equivalents	281,466
-	Trade & other receivables	-
<u>352,390</u>		<u>281,466</u>
<u>352,390</u>	<b>TOTAL ASSETS</b>	<u>281,466</u>
	<b>LIABILITIES</b>	
	<b>CURRENT LIABILITIES</b>	
70,923	Trade & Other Payables	-
-	Other Liabilities	-
-	Short-term Provisions	-
<u>70,923</u>	<b>TOTAL CURRENT LIABILITIES</b>	<u>-</u>
	<b>NON-CURRENT LIABILITIES</b>	
-	Long-term Provisions	-
<u>-</u>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<u>-</u>
<u>70,923</u>	<b>TOTAL LIABILITIES</b>	<u>-</u>
<u>281,467</u>	<b>NET ASSETS</b>	<u>281,466</u>
	<b>EQUITY</b>	
281,467	Accumulated Surplus	281,466
-	Asset Revaluation	-
-	Other Reserves	-
<u>281,467</u>	<b>TOTAL EQUITY</b>	<u>281,466</u>

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 2025/2026**

**STATEMENT OF CHANGES IN EQUITY**

<b>2024/2025 BUDGET REVIEW 3</b>		<b>2025/2026 DRAFT BUDGET</b>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
251,437	Balance at end of previous reporting period	281,466
30,030	Net Result for Year	0
0	Transfer From Reserves	0
0	Transfer To Reserves	0
<u>281,467</u>	<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<u>281,466</u>

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 2025/2026**

**UNIFORM PRESENTATION OF FINANCES**

<b>2024/2025 BUDGET REVIEW 3</b>		<b>2025/2026 DRAFT BUDGET</b>
\$		\$
1,414,461	Operating Revenues	364,601
<u>(1,384,432)</u>	less Operating Expenses	<u>(364,601)</u>
30,030	<b>Operating Surplus / (Deficit) before Capital Amounts</b>	-
	<b>Less Net Outlays in Existing Assets</b>	
-	Capital Expenditure on renewal and replacement of Existing Assets	-
-	less Depreciation, Amortisation and Impairment	-
<u>-</u>	less Proceeds from Sale of Replaced Assets	<u>-</u>
-		-
	<b>Less Net Outlays on New and Upgraded Assets</b>	
-	Capital Expenditure on New and Upgraded Assets	-
-	less Amounts received specifically for New and Upgraded Assets	-
<u>-</u>	less Proceeds from Sale of Surplus Assets	<u>-</u>
-		-
30,030	<b>Net Lending / (Borrowing) for Financial Year</b>	-

## LIMESTONE COAST LOCAL GOVERNMENT ASSOC

Level 1  
9 Bay Road  
Mount Gambier SA 5290

## Profit &amp; Loss Consolidated

July 2025 To 30 June 26

BUDGET REVIEW 2 24/25		DRAFT BUDGET 25/26	NOTES
	<b>INCOME</b>		
\$252,678.00	City of Mount Gambier	\$95,016.84	
\$112,556.00	District Council of Grant	\$46,419.90	
\$191,873.00	Wattle Range Council	\$0.00	
\$129,504.00	Naracoorte Lucindale Council	\$52,167.14	
\$60,866.00	District Council of Robe	\$20,455.23	
\$109,867.00	District Council of Tatiara	\$45,019.39	
\$58,545.00	District Council of Kingston	\$23,261.51	
\$66,000.00	SA Tourism Commission	\$82,261.00	
\$40,000.00	LGA SA	\$0.00	
\$28,000.00	Interest	\$0.00	
\$100,000.00	Grants (Liabilities)	\$0.00	
\$0.00	Rental Income	\$0.00	
\$100.00	Sundry Income	\$0.00	
\$33,600.00	Participant Contribution	\$0.00	
\$62,000.00	SA Coastal Councils Alliance	\$0.00	
\$0.00	Power of Her	\$0.00	
\$137,500.00	Grants	\$0.00	
<b>\$1,383,089.00</b>	<b>Total INCOME</b>	<b>\$364,601.00</b>	
	<b>EXPENSES</b>		
\$6,000.00	Advertising & Marketing	\$0.00	
\$30,500.00	Audit & Accountants Fees	\$15,000.00	Audit Fees \$6,500, Financial Support \$8,500
\$540.00	Bank Fees	\$250.00	
\$19,200.00	Computing & IT	\$3,000.00	Website Maintenance \$1,000, GTE 1,500, Adobe \$500
\$7,000.00	Consultancy	\$32,000.00	Projects (Roads etc), General Consultancy \$2K
\$21,700.00	Occupancy	\$0.00	
\$12,000.00	Governance	\$5,000.00	
\$21,000.00	Insurances	\$5,000.00	LG Asset Mutal & LG Mutual Liability
\$6,000.00	Meeting Expenses	\$2,000.00	
\$6,000.00	Miscellaneous Expenses	\$0.00	
\$4,800.00	Printing/Stationery	\$1,000.00	
\$1,000.00	Subscriptions	\$1,700.00	MYOB Subscription
\$7,500.00	Telephones	\$2,000.00	
\$8,000.00	Training	\$1,000.00	
\$8,000.00	Travel/Accommodation/Meals	\$3,000.00	
\$22,100.00	Vehicles - Fuel	\$5,000.00	
\$53,980.00	Vehicles - Leasing	\$22,000.00	
\$1,500.00	Vehicles - Repairs/Maintenance	\$500.00	
\$84,529.00	Heritage Services	\$0.00	
\$106,009.00	Regional Development Australia LC	\$0.00	
\$562,386.00	Wages	\$215,400.00	
\$64,674.00	Wages - Superannuation	\$25,200.00	
\$5,895.00	Wages - Workcover	\$9,996.00	
\$10,000.00	Wages - FBT	\$5,000.00	
\$15,448.00	Wage - Accruals	\$5,250.00	
\$78,844.00	SACCA	\$0.00	
\$64,816.00	1. Marketing	\$0.00	
\$5,000.00	2. Visitor Servicing	\$0.00	
\$750.00	3. Events	\$0.00	
\$1,000.00	4 & 5. Experience Development / Acces	\$0.00	
\$26,199.00	6. Governance & Collaboration	\$5,305.00	
\$650.00	7. Industry Capability	\$0.00	
\$1,999.00	8. Promote Value of Tourism	\$0.00	
\$84,000.00	LCRSA	\$0.00	
\$22,182.00	CAC	\$0.00	
\$0.00	1. Children at Risk Project	\$0.00	
\$4,980.00	2. Tatiara Soccer Project	\$0.00	
\$5,000.00	3. Tatiara Youth Leadership Project	\$0.00	
\$5,000.00	4. Facility Analysis Project	\$0.00	
\$2,000.00	6. Training Workshops Project	\$0.00	
\$38,000.00	Roads Program	\$0.00	
\$25,000.00	Regional Growth Strategy	\$0.00	
\$0.00	Power of Her	\$0.00	
<b>\$1,451,181.00</b>	<b>Total EXPENSES</b>	<b>\$364,601.00</b>	
<b>(\$68,092.00)</b>	<b>Operating Profit</b>	<b>\$0.00</b>	

## MINUTES

### Tourism Transition Sub-Committee

3pm, 16 September 2025 at Mount Gambier Airport

#### 1. Open and Welcome

##### 1.1. Present

###### Members:

Charlotte Edmunds (Chair)	Executive Officer	LCLGA
Lauren Oxlade (Deputy Chair)	CEO	RDA Limestone Coast
Kelly Westell	CEO	Naracoorte Lucindale Council
Darryl Whicker	CEO	District Council of Grant
Miranda Lang	Director, Regions and Industry Development	SATC
Chris White	General Manager People, Place and Livability	City of Mount Gambier
Mayor Lynette Martin OAM (ex-officio)	President	LCLGA

**Observers / Presenters / Staff:** Nil

##### 1.2. Apologies:

Camille Lehmann	Manager Community Development	District Council of Robe
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#### 2. Conflicts of Interest - Nil

#### 3. Minutes from Previous meeting – N/A

#### 4. Actions items update – N/A

#### 5. Procedural matters

##### 5.1. Terms of Reference

Discussed for context, no changes recommended

##### 5.2. Timing and Location of meetings

Offer hybrid, with most people attending in person if possible

##### 5.3. Standing Agenda items

Limestone Coast Update

- DMP Update
- Digital asset update

SATC Update

- Destination Management Planning Process

Local Focus / Opportunities - Upcoming Events – eg Gather Round, Algal Bloom, local opportunities

Presentation at beginning – strict time

Stakeholder engagement – inc Cross-Border



## 6. Destination Development Update

Issues and Opportunities Paper

Miranda provided an update.

DMP was a recommendation from Regional Tourism Review in 2023 – funded by SATC across 12 regions, align with State vision, specific to the region, looking to grow the visitor economy. South Australia as a whole lacks product and experiences to grow the visitor economy – needs to be saleable and marketable.

Prepared by consultant with standard template across all 12 regions. 6 month process including in-depth interviews.

Coastal Council interview was cancelled, limiting input into the plan development. The Regional Tourism Issues & Opportunities Snapshot is not likely to change, however input can still influence the Destination Management Plan

**ACTION:** Miranda to seek a 1 hour in-depth interview with the 3 LCLGA/RTO Member Coastal Councils to provide input into the Destination Management Plan.

Funding agreement has 3 responsibilities for Regional Tourism Manager:

- Drive DMP in the region, bringing stakeholders together for regional input
- Product development
- Industry capability – businesses able to grow sustainably

SATC has programs to help businesses identify opportunities for product development and how to get there. SATC don't have capacity to engage with individual stakeholders, need to go through Regional Tourism Manager.

**ACTION:** Charlotte to ensure that Regional Tourism Manager engages with Councils and RDA to identify businesses who could be involved in product development and industry capability.

Former Limestone Coast Local Government Tourism Management Committee could be a strong conduit between SATC and Councils. This committee definitely fits with the outcomes for the Regional Tourism Manager from SATC perspective. Opportunity for Regional Tourism Manager to report to the Tourism Transition Sub-committee.

**ACTION:** Charlotte to circulate draft Terms of Reference and Standing Agenda for the Limestone Coast Local Government Association Tourism Management Committee.

SATC is a marketing organisation, seeking to grow the visitor economy. Focused on activities that “move the dial” for visitor numbers.

Zones will not impact on Destination – brand Limestone Coast will be retained through Destination.



## 7. Zone discussion update

Zone conversation with Kangaroo Island and Fleurieu Peninsular is on hold until after the State Election. Charlotte will continue relationship with FP and KI outside formal process.

SATC has an ongoing funding commitment for 5 zones excluding Adelaide. Zones will be driven by regions, based on learnings from the pilot region.

Together with the Cross Border Commissioner, Charlotte has met with the SA Tourism Minister, DEW at Naracoorte Caves, and will be meeting with Gunditj Mirring Traditional Owners Aboriginal Corporation at Budj Bim, and GM of GORRT and Vic Cross Border Commissioner about Cross Border opportunities.

## 8. Other Business

### 8.1. Digital asset management update

Naracoorte Lucindale Council has taken on Visit Limestone Coast socials, currently spending around 2-3 hours a week.

**ACTION:** All councils to provide content for Visit Limestone Coast socials.

### 8.2. Algal Bloom

Premier's direction on coast is calling vouchers – round 1 focused on areas already directly impacted by the algal bloom.

Opportunity for Round 2 to be more inclusive of all coastal areas and advocacy from Charlotte to SATC has been heard.

### 8.3. Other updates

Coastal campaigns on sand dune safety as a risk management exercise. There may be an opportunity to promote Limestone Coast beaches and encourage people to move inland to Naracoorte / Coonawarra, etc, targeting Victorians. This marketing doesn't need to relate specifically to algal bloom. Opportunity to boost social media market share from Victoria as currently only 19%. Councils would need to fund the campaign.

**ACTION:** Miranda to see if there is any data available for the Limestone Coast that could help with targeting marketing.

**ACTION:** Charlotte to reach out to SATC Digital Manager

Survey circulated on tourism business confidence, based on similar example from Fleurieu. Will repeat the exercise in 3 months.

## 9. Presentations - N/A

## 10. Next meeting date

To be confirmed

**ACTION:** All to provide presenter ideas to Charlotte by email.

## 11. Meeting Closed at 4.47pm



<b>Date created</b>	<b>Description</b>	<b>Responsible Person</b>	<b>Status</b>
16/9/25	Seek a 1-hour in-depth interview with the 3 LCLGA/RTO Member Coastal Councils	Miranda	
16/9/25	Ensure Regional Tourism Manager engages with Councils and RDA	Charlotte	
16/9/25	Circulate draft Terms of Reference and Standing Agenda of RTM management committee	Charlotte	
16/9/25	Provide content for Visit Limestone Coast socials	All councils	
16/9/25	See if there is any data available for targeting marketing	Miranda	
16/9/25	Reach out to SATC Digital Manager	Charlotte	
16/9/25	Provide presenter ideas to Charlotte by email	All	

## **Limestone Coast Local Government Tourism Management Committee**

### **1. Preamble**

The Limestone Coast Local Government Tourism Management Committee (the Committee) is established to collaborate on matters relating to tourism on behalf of the Limestone Coast Local Government Association (LCLGA) and the six Constituent Councils:

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

### **2. Membership**

The membership of the Committee shall consist of;

- One member from each constituent council intended to be the Chief Executive Officer or delegate with relevant tourism, marketing or visitor experience responsibilities
- The Executive Officer of the LCLGA
- The Regional Tourism Manager of the LCLGA

The President of the LCLGA shall be an ex-officio member of the Committee.

A person may be removed from membership of the Committee by resolution of the LCLGA Board.

### **3. Term of Office**

A member of the Committee holds office at the pleasure of the LCLGA Board.

### **4. Administrative Support**

The Presiding Member (Chair) shall ensure administrative support is provided to the Committee.

**6. Role of the Presiding Member**

The Chair of the Committee shall:

- Be appointed by the Committee at the first meeting of each calendar year.
- Preside at all meetings of the Committee and, in the event of the Chair being absent from a meeting, the members present shall appoint a member to preside for that meeting or until the Chair is present.
- Preserve order at meetings so that the business is conducted in due form and with propriety.
- Ensure minutes are appropriately endorsed as a true and correct record of meetings, in line with meeting procedures.

**7. Aims and Objectives**

7.1 Ensure ongoing communication and collaboration across constituent councils to:

- Build and strengthen the network of tourism expertise within local government
- Identify opportunities to collaborate, share knowledge and experiences and create efficiencies through shared tourism efforts
- Identify opportunities to secure funding for tourism as it relates to constituent councils – in particular region-wide, joined up visitor experiences that benefit the economies of constituent councils and the regional tourism industry
- Guide and coordinate any operational actions for Local Government relating to the region's Destination Management Plan, local industry capability and product development
- Guide advise and coordinate tourism related strategic objectives on behalf of the LCLGA as the RTO

7.2 Provide advice and recommendations to the LCLGA Board and, as required, the Tourism Transition Sub-Committee Tourism related matters including but not limited to;

- Delivery of actions related to the Regional Growth Strategy 2025-2030 Goal: VISIT.
- Marketing strategies for the region's visitor experiences, including potential funding mechanisms.
- Data relating to regional tourism in the Limestone Coast, including any strategies to promote the region's position as a tourism leader.
- Development of and actions emerging from the region's Destination Management Plan

- Emerging tourism opportunities to support constituent councils and their local visitor economies through product development, industry capability and marketing

## **8 Calling and Timing of Meetings**

- Ordinary meetings of the Committee shall be held at least six times a year at times and places determined by the committee, considering the availability and convenience of Members of the Committee.
- Each Member of the Committee, at the time that notice of a meeting is given, is to be supplied with a copy of any documents or reports that are to be considered at the meeting, so far as this is practicable.

## **9 Reporting**

- Minutes of each meeting will be provided to the LCLGA EO for noting by the LCLGA Board
- The Committee will also report to the Tourism Transition Sub-committee, who shall consider recommendations of the Committee.

## **10 Financial Responsibility**

The Committee has no authority to expend funds unless approved by the LCLGA Board.

## **11 Delegation of Functions and Powers**

- The primary purpose of the Committee is to report to the LCLGA Board and relevant sub-committees on any matters related to Aims and Objectives detailed in Section 7.
- The Committee will make recommendations to the LCLGA Board and relevant sub-committees on matters related to the aim and objectives of the Committee.

## **12 Dissolution**

The Committee may be dissolved at the discretion of the LCLGA Board.

## **13 Alteration of Terms of Reference**

The LCLGA Board may, at any time, either on its own initiative or at the request of the Committee, alter, delete or add to any provisions of these Terms of Reference.

 <p><b>LCLGA</b> Limestone Coast Local Government Association</p> <p><b>Limestone Coast Tourism Management Group</b> <b>Terms of Reference</b></p>	Version Number	3
	Issued	June 2016
	Review	March 2022
	Page Number	Page 1 of 5

## PREAMBLE

The Limestone Coast Local Government Association (LCLGA) is a regional subsidiary established pursuant to Section 43 of the Local Government Act 1999 by the constituent councils of;

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

Under its Charter, the LCLGA's Objects and Purpose includes;

- Work in association with both the LGA and the Australian Local Government Association
- Undertake co-ordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level;
- Facilitate and co-ordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefit of the communities of its Constituent Councils;
- Develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
- Develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
- Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
- Undertake projects and activities that benefit its region and its communities;
- Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
- Implement programs that seek to deliver local government services on a regional basis; and
- To effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

 <b>LCLGA</b> Limestone Coast Local Government Association  <b>Limestone Coast Tourism Management Group</b> <b>Terms of Reference</b>	Version Number	3
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For the purpose of carrying out special projects or to investigate specific areas of interest the Charter outlines the process whereby committees can be established.

## 6.11 COMMITTEES

- 6.11.1 The Board may establish a committee of Board Members for the purpose of:
- a) enquiring into and reporting to the board on any matter within the LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
  - b) exercising, performing or discharging delegated powers, functions or duties.
- 6.11.2 A member of a committee established under this Clause holds office at the pleasure of the Board.
- 6.11.3 The Board may establish advisory committees consisting of or including persons who are not Board 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 which must be given by the Board to the advisory committee.
- 6.11.4 A member of an advisory committee established under this clause holds office at the pleasure of the Board.
- 6.11.5 The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

 <p><b>LCLGA</b> Limestone Coast Local Government Association</p> <p><b>Limestone Coast Tourism Management Group</b> <b>Terms of Reference</b></p>	Version Number	3
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## 1. Name

The name of the Committee shall be the Limestone Coast Tourism Management Group.

## 2. Membership

One member is appointed from each constituent council through a nomination process in December following Local Government elections held by full postal ballot every four years. Each nomination is to be submitted to LCLGA by 31st December and tabled at the LCLGA AGM in February. The LCLGA Board will vote on appointments and replacements should a Committee member leave during their term.

The membership of the Committee is intended to be represented **by senior operational members from each of the constituent councils;**

- A Chief Executive Officer or delegate from each of the constituent councils, noting a member is not intended to infer an Elected Member of Council;
- The President of the LCLGA shall be an ex-officio member of the Committee;
- The Executive Officer of the LCLGA;
- The Destination Development Manager of the LCLGA.

A person may be removed from membership of the Committee by resolution of the LCLGA Board.

## 3. Term of Office

- A member of the Committee holds office at the pleasure of the LCLGA Board
- Membership is appointed at the LCLGA AGM following Local Government elections every four years.

## 4. Administrative Support

The Executive Officer of the LCLGA shall ensure administrative support is available to the Committee.

## 5. Role of the Presiding Member

The Presiding Member of the Committee shall:

- Be appointed by the Committee at the first meeting of each calendar year.
- Preside at all meetings of the Committee and in the event of the Presiding Member being absent from a meeting, the members present shall appoint a member to preside for that meeting or until the Presiding Member is present.
- Preserve order at meetings so that the business may be conducted in due form and with propriety.
- Upon confirmation of the minutes, sign them in the presence of the meeting.

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## 6. Aims and Objectives

- Increase 2-way communication across the region and a closer connection to regional tourism activities:
  - Build and strengthen the network of tourism expertise across the region
  - Identify opportunities to collaborate and create efficiencies
- Monitor and provide guidance for the development and implementation of a Destination Development Strategy.
- Review the Regional Growth Strategy with relevance to Pillar No.5 “Collaborate to build tourism capacity in the region”
- Engage with the tourism industry and encourage a collaborative approach to further developing the visitor economy.
- Provide advice on marketing the region as a destination to visit, live, invest and stay.
- Develop and strengthen strategic partnerships with key stakeholders, such as the South Australia Tourism Commission, Regional Development Australia and relevant industry groups like the Limestone Coast Tourism Industry Reference Group etc.

## 7. Calling and Timing of Meetings

- Ordinary meetings of the Committee shall be held at least four times a year at times and places determined by the committee, considering the availability and convenience of Members of the Committee.
- Each Member of the Committee, at the time that notice of a meeting is given, is to be supplied with a copy of any documents or reports that are to be considered at the meeting, so far as this is practicable.

## 8. Reporting to LCLGA Board

The Committee Minutes or Notes will be provided to the LCLGA for endorsement and/or consideration of recommendations of the Committee.

## 9. Financial Responsibility

- The Committee has no authority to expend funds unless approved by the LCLGA Board.
- The Committee shall each year consider the financial requirements and submit this request to the LCLGA Board for consideration.

## 10. Delegation of Functions and Powers

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The primary purpose of the Committee is to enquire into and report to the LCLGA Board on any matters related to Functions and Powers (Aims and Objectives) detailed in the terms of reference which must be given by the Board to the advisory Committee.

The Committee will make recommendations to the LCLGA Board on matters related to the aim and objectives of the Committee.

### **11. Dissolution**

The Committee may be dissolved at the completion of the project/purpose or at the discretion of the LCLGA Board.

### **12. Alteration of Terms of Reference**

The LCLGA Board, may at any time, either on its own initiative or at the request of the Committee, alter, delete or add to any provisions of these Terms of Reference. In doing so, the Council will consult with the Committee prior to adoption.

## Tourism Management Group Meeting

### Agenda

1. **Welcome and apologies**
2. **Minutes from previous meeting**
3. **Actions items** *to include responsible person and timeframes*
4. **Destination Tourism and Marketing Plan (DMP) Update**
  - a. **DMP progress (RTM update)**
  - b. **Product development (RTM update)** *New and emerging opportunities – including discussion on where councils can be involved*
  - c. **Stakeholder engagement** – including local operators (RTM update) *RTM to outline what is happening in this space, how businesses are being engaged, any information to support member councils*
5. **Regional Growth Strategy 2025-2030** – LCLGA/ALL *Progress / updates in relation to VISIT goal*
6. **Opportunities for collaboration** – RTM + ALL councils *Opportunity to discuss any other opportunities for region-wide and/or joined up visitor experiences + emerging opportunities – pro-actively seek feedback into upcoming events, processes*
7. **Support & Funding Opportunities** – RTM + ALL *Opportunities for funding above – looking for tangible projects + \$\$ to support*
8. **Tourism and visitor updates** – RTM + ALL *Data from RTM + what councils are seeing / hearing – VIC information – success stories and learning from events etc. Include digital update – Visit LC socials, web etc*
9. **Other business**
10. **Close**

**Limestone Coast Local Government Association  
Audit and Risk Committee**

**MINUTES**

10:30am, Wednesday, 24 September 2025  
City of Mount Gambier & Microsoft Teams

**1.0 Present**

Mayor Lynette Martin OAM	ex-officio	City of Mount Gambier
Mayor Jeff Pope	Kingston District Council	City of Mount Gambier
Mayor Lisa Ruffel	District Council of Robe	Teams
Darryl Whicker	District Council of Grant	Teams
Anne Champness	Tatiara District Council	Teams
Charlotte Edmunds	LCLGA EO	City of Mount Gambier

The Committee resolves that in the absence of an Independent Member, LCLGA President Mayor Lynette Martin will Chair the meeting.

MOVED Anne Champness      SECONDED Mayor Ruffel      CARRIED

**2.0 Apologies**  
Nil

**3.0 Conflicts of Interest**

The Committee notes that:

1. LCLGA External Finance Manager is directly employed by District Council of Grant
2. Candidates for the position of Independent Member of LCLGA Audit and Risk Committee are also Independent Members of District Council of Grant, District Council of Robe and Kingston District Council Audit and Risk Committees.



#### **4.0 Minutes from the previous meeting**

Minutes from the Audit and Risk Committee Meeting 21 March 2024 were taken as a true and correct record.

MOVED: Mayor Martin SECONDED: Darryl Whicker CARRIED

#### **5.0 Action items from the previous meeting**

The Committee resolves that due to time lapsed and the re-establishment of the Audit and Risk Committee, no past actions will be taken forward.

MOVED: Mayor Ruffel SECONDED: Mayor Pope CARRIED

#### **6.0 Governance matters**

##### **6.1 Terms of Reference review**

The Committee resolves that:

The Limestone Coast Local Government Association Audit and Risk Committee Terms of Reference as outlined in attachment 6.1 as amended today be agreed and recommended to the LCLGA Board for adoption on the 10 October 2025.

MOVED: Darryl Whicker SECONDED: Mayor Pope CARRIED

## 6.2 Membership

**The committee resolves:**

1. That the Committee recommend Phil Southam be appointed to the LCLGA Audit Committee by the LCLGA Board on 10 October 2025. In the event that Phil Southam does not accept the role or resigns within the term of appointment, Kaitlin Creek will be automatically appointed to the position.
2. That all membership appointments be for a period of three years or until such time as the LCLGA Board is dismissed as a result of Local Government elections, as per TORs.
3. That an independent member of the LCLGA Audit Committee be remunerated \$300 + GST per meeting attended
4. That travel allowances be paid to independent members at a rate in accordance with the ATO rate for the current financial year.
5. That, as a result of resignation of Anne Champness from the role of CEO Tatiara District Council, nominations for one membership position to the LCLGA Audit Committee be received and presented to the LCLGA Board for consideration at its October meeting with preference to nominations from Tatiara District Council and Naracoorte Lucindale Council.

MOVED: Anne Champness    SECONDED: Mayor Ruffel    CARRIED

## 6.3 Select Tender for Auditors

The Committee resolves that the LCLGA EO undertake a select tender for the provision of audit services for the 2025-26 Financial year in accordance with the LCLGA procurement policy.

Requests for Tender will be sent to:

- Dean-Newbery
- Galpins
- Bentleys

MOVED: Anne Champness    SECONDED: Mayor Pope    CARRIED

## 7. Meeting schedule

The committee resolves to schedule meetings for November and January via email upon the availability of the Independent member as Chair.

MOVED: Mayor Pope    SECONDED: Anne Champness    CARRIED

## 8. Other business

Nil

## 9. Close 11:35am

DRAFT

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## PREAMBLE

The Limestone Coast Local Government Association (LCLGA) is a regional subsidiary established pursuant to Section 43 of the *Local Government Act 1999* by the constituent councils of;

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

Under its Charter, the LCLGA's Objects and Purpose includes;

1. Work in association with both the LGA SA and the Australian Local Government Association
2. Undertake co-ordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level;
3. Facilitate and co-ordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefit of the communities of its Constituent Councils;
4. Develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
5. Develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
6. Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
7. Undertake projects and activities that benefit its region and its communities;
8. Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
9. Implement programs that seek to deliver local government services on a regional basis; and
10. To effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

For the purpose of carrying out special projects or to investigate specific areas of interest the Charter outlines the process whereby committees can be established.

## Section 6.11 Committees

 <p><b>LCLGA</b> Limestone Coast Local Government Association</p> <p style="text-align: center;"><b>LCLGA Audit and Risk Committee Terms of Reference</b></p>	Version Number	2
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1. The Board may establish a committee of Board Members for the purpose of:
  - (a) enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
  - (b) exercising, performing or discharging delegated powers, functions or duties.
2. A member of a committee established under this Clause holds office at the pleasure of the Board.
3. The Board may establish advisory committees consisting of or including persons who are not Board 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 which must be given by the Board to the advisory committee.
4. A member of an advisory committee established under this clause holds office at the pleasure of the Board.
5. The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

### 1. Name

The name of the Committee shall be the LCLGA Audit and Risk Committee.

### 2. Background

The LCLGA Audit and Risk Committee is established to provide the Board and Executive Officer with advice and recommendations to improve the LCLGA's overall performance, including corporate and financial governance, business risks and legal compliance.

### 3. Membership


The Audit and Risk Committee will consist of five members:

- Three representatives from constituent councils, ideally drawn from LCLGA Board members or senior council staff (e.g. Mayors, CEOs, or Executives).
- One independent member, who will serve as the Chair.

The Presiding Member and independent members are appointed by resolution of the LCLGA Board.

The LCLGA President will be an ex-officio member of the Committee.

Appointments will be made by the LCLGA Board following a nomination process after each Local Government election. Nominations should be submitted by 31st December and considered at the LCLGA AGM in February. The Board will also manage replacements if a member steps down during their term.

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Preference will be given to nominees with relevant experience or skills in areas such as finance, law, strategy, governance, or compliance. Experience in small membership-based associations is highly desirable.

Independent members will be appointed for a three-year term.

Committee members may not assign a proxy. The Committee may co-opt additional expertise as needed.

#### 4. Remuneration

Remuneration will be paid to independent members at a set fee per meeting as resolved by Board. Travel costs will also be reimbursed.

Council members appointed to the Committee shall not receive remuneration or reimbursement for travel costs.

#### 5. Aims & Objectives

The aims of the Committee are to provide the Board and Management with recommendations and advice relating to:

- financial reporting, including review of annual business plan, and underlying financial policies,
- recommendation in relation to the appointment of, and working with the external auditor,
- developing a workplan for internal review,
- risk management and internal controls,
- compliance with laws, regulations, ethical requirements, internal policies and industry standards, and other responsibilities as delegated by the Board.

#### 6. Administrative Support

The Committee will be supported by the Executive Officer and other staff as required to ensure its smooth operations.

#### 7. Role of the Presiding Member

The Presiding Member of the Committee shall:

- Preside at all meetings of the Committee and in the event of the Presiding Member being absent from a meeting, the members present shall appoint a member to preside for that meeting or until the Presiding Member is present.
- Preserve order at meetings so that the business may be conducted in due form and with propriety.

#### 8. Calling and Timing of Meetings

- The Committee will meet at least three times per year, with additional meetings scheduled as required to address emerging issues or priorities.
- Meetings will be held at a time and place agreed upon by the Committee. This may include by telecommunications when required.
- Members requesting an agenda item should provide a written summary or relevant documentation to support distribution with the agenda.

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- Where practicable, all documents and reports to be considered at a meeting will be provided to Committee members at the time notice of the meeting is given.

## 9. Proceedings of Meetings

- The Meetings of the Committee shall be conducted in accordance with Sections 87- 91 of the *Local Government Act 1999* and the *Local Government (Procedures at Meetings) Regulations 2013*.
- All members of the Committee will have equal voting rights in respect of all motions put to a Committee Meeting.
- The Presiding Member of the Committee or the Member of the Committee appointed to preside over the meeting in the absence of the Presiding Member, has a deliberative vote on any matter arising for decision at the meeting, but does not have a casting vote in the event of an equality of votes.
- No business can be transacted at a Committee meeting unless a quorum is present.
- A quorum is ascertained by dividing the total number of Members of the Committee by two, ignoring any fraction resulting from the division, and adding one.
- If at any meeting there is not a quorum present within 30 minutes after the time appointed for the commencement of the meeting, or if at any time after the meeting has commenced and before any business to be transacted is completed, there is not a quorum present, the meeting shall be adjourned to another time and date in accordance with the provisions of the Local Government Act.

## 10. Members to Disclose Interest

- A Member of the Committee has an interest in a matter before the Committee if the member or a person with whom the member is closely associated would, if the matter were decided in a particular manner, receive or have a reasonable expectation of receiving a direct or indirect pecuniary or non-pecuniary benefit or suffer or have a reasonable expectation of suffering a direct or indirect pecuniary or non-pecuniary detriment.
- A Member of the Committee who has an interest in a matter before the Committee of which he or she is a member must declare the interest to the Committee.
- A disclosure made must be recorded in the minutes of the Committee.
- A Member of the Committee who has an interest in a matter before the Committee must not :-
  - Propose or second a motion relating to the matter
  - Take part in discussion by the Committee relating to that matter.
  - While such discussion is taking place, be in, or in the close vicinity of the room in which the matter is being discussed.
  - Vote in relation to the matter.
- A Member of the Committee who has disclosed an interest in a matter may, by permission of the Committee, attend during proceedings of the Committee on the relevant matter in order to ask or answer questions, provided that the meeting is open to the public, the Member withdraws from the room after asking or answering the questions, and the Member does not in any other way take part in any debate or vote on the matter.

## 11. Reporting to LCLGA Board

The Committee Minutes will be provided to the LCLGA for endorsement and/or consideration of recommendations of the Committee.

## 12. Financial Responsibility

 <p><b>LCLGA</b> Limestone Coast Local Government Association</p> <p style="text-align: center;"><b>LCLGA Audit and Risk Committee Terms of Reference</b></p>	Version Number	2
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The Committee has no authority to expend funds unless approved by the LCLGA Board.

The Committee shall each year consider any financial requirements to meet its obligations and submit budget requests to the LCLGA Board for consideration.

### 13. Delegation of Powers

The Committee has no delegation to act, with all recommendations of the Committee to be considered by the Board for final decision and resolution.

### 14. Dissolution

The Committee may be dissolved at the completion of the project/purpose or at the discretion of the LCLGA Board.

### 15. Liability of Members

In accordance with Section 41(12) and (13) of the *Local Government Act 1999*, no civil liability attaches to a member of a committee for an honest act or omission in the exercise, performance or discharge, or purported exercise, performance or discharge, of the member's or committee's powers, functions or duties. Further, a liability that would, but for this clause attach to a member of a committee attaches instead to the Association.

### 16. Alteration of Terms of Reference

The Board may at any time, either on its own initiative or at the request of the Committee, alter, delete or add to any provisions of these Terms of Reference. In doing so, the Board will consult with the Committee prior to adoption.



# MINUTES

## Limestone Coast Roads and Transport Management Group

September 11, 2025

**Meeting opened:** 10:15 AM

**Location:** Microsoft Teams

**Chair:** EO, LCLGA, Charlotte Edmunds

1. **Attendees:** Abdullah Mahmud, Daniel Willsmore, Tony Jordan, Aaron Hillier
2. **Apologies:** Dave Worthley, Brett Holmes
3. **Conflicts of Interest.** Nil
4. **Minutes from Previous meeting.** Nil
5. **Actions from Previous meeting.** Nil
6. **6.1 Terms of Reference review.** No changes required.
  - 6.2 **Timing and Location of meetings**
    - Agreement to hold future meetings via Microsoft Teams due to scheduling challenges.
    - Meetings will be held quarterly, with flexibility for additional meetings as needed.
    - EO to schedule meetings, last week of month.
  - 6.3 **Presiding Member:** LCLGA EO, Charlotte Edmunds to Chair meetings.
7. **Supplementary round of SRLP**
  - Discussion on SRLP funding and project submission proposals:
    - City Mount Gambier and District Council of Grant – guardrails
    - Tatirara second stage of Padthaway Rd
  - Consensus to allow submissions and assess based on merit.
8. **2030 Regional Transport Plan – Intermediate Review and Update**
  - proposed an intermediate update to the regional transport plan
  - EO LCLGA to send through proposal for feedback.
9. **Other Business**

**Collaboration and use of new technology**

  - Interest in exploring regional collaboration to identify opportunities for new technologies and efficiencies in road assessments. EO LCLGA to organise briefings for the group.

**Request from I&D Traffic management**

  - Individual councils should manage traffic-related discussions.



#### Regional Grader Training

- EPLGA organised a training day for regional grader operators previously. Consensus from group that similar session with grader operators would be helpful to share knowledge and ideas.
- SLRP without Wattle Range. EO LCLGA to come back with advice from LGTAP.

#### Summary of Key Decisions Made

- ❖ Meetings to be scheduled quarterly via Teams.
- ❖ EO LCLGA to chair the group.
- ❖ Proceed in principle with intermediate transport plan update.
- ❖ Councils to submit SRLP applications individually; EO to coordinate feedback.
- ❖ No regional meeting with traffic management company.
- ❖ Explore regional grader operator training and AI-based road assessment tools.

#### Action Items

Task	Responsible	Due Date
Schedule next meeting before Oct 8	EO	ASAP
Review proposal and provide feedback	All members	Before next meeting
Submit SRLP applications	Individual councils	By Sept 22
Confirm Water Range Council eligibility SLRP	EO	Before Oct 10
Follow up on grader training day EPLGA	EO	Before next meeting

#### 10. Next meeting

Chair will seek availability of all members via email for a meeting prior to Oct 8.

#### 11. Meeting Closed: 11:15am