



**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

**Robe Institute**  
131 Mundy Terrace, Robe SA 5276  
on

**10 April 2026**

**commencing at 10am**

A handwritten signature in blue ink, appearing to read 'Charlotte Edmunds', is positioned above the printed name.

Charlotte Edmunds  
Executive Officer  
Limestone Coast Local Government Association



Limestone Coast Local Government Association

## Ordinary Board Meeting Agenda

10 April 2026

Robe

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16.	CLOSE	

Robe

**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	Paul Simpson	CEO
Tatiara District Council	Kingsley Green	CEO
District Council of Grant	Gary Button	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**

*Time noted*

**Host Council welcome – Cr. David Laurie**

*The District Council of Robe acknowledges the Traditional Owners of the land on which we meet today. I would also like to pay my respects to Elders past and present.*

**2. APOLOGIES**

**Board Member apologies:**

**Board Members leave of absence:** Mayor Lisa Ruffell, District Council of Robe

**CEO's/Staff apologies:** Ian Hart, CEO Kingston District Council

**RECOMMENDATION**

That the Board note the leave of absence of District Council of Robe Mayor Ruffell and the apology of District Council of Robe Deputy Mayor Nick Brown.

MOVED

SECONDED

CARRIED/LOST

Robe

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**3. CONFIRMATION OF MINUTES**

<b>RECOMMENDATION</b>		
That the minutes of the LCLGA Board Meeting held 13 February 2026 held at Mount Gambier be taken as read and confirmed as accurate.		
MOVED	SECONDED	CARRIED/LOST

**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.*

Report Number and Title:	
Member Name:	
Member Council:	
Type of Conflict:	
Nature of Conflict:	
Member participating in Meeting:	
Reason for participation:	
Member voting on matter:	

**5. BUSINESS ADJOURNED**

Nil

**6. MINUTE ACTION LIST**

<b>RECOMMENDATION</b>	
Moved:	
Seconded:	
That the minute action list be received and noted.	
CARRIED/LOST	

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	Agenda Item	Resolution	Progress commentary	Due Date	Updated due date
13/02/26	9.4 Risk Register and assurance Map	2. That the Risk Register be adopted as drafted. 3. That a workshop be convened to discuss the development of an assurance map.	The assurance map and detailed observations have been drafted by Tatiara District Council and is presented in Item 8.5.		

Meeting date	Agenda Item	Resolution	Progress commentary	Due Date	Updated due date
13/02/26	9.5 Charter Review	That the LCLGA Charter be circulated to Constituent Councils for comment and feedback to inform any necessary amendments to be received by the Executive Officer no later than 1 May 2026 That should amendments be suggested, a tender process be undertaken as per the LCLGA Procurement Policy to engage a commercial law firm to draft the amended Charter with the draft to be presented to the Board at its August meeting.	Request for Constituent Council feedback and comment sent with letter to CEO and background paper, 25 February 2026.	7/07/26	
13/02/26	9.7 LCLGA Policy and Procedure Review	That the report be received and noted. That the Executive Officer be delegated to review all policies, procedures and codes and draft suggested amendments to the register, including revoking unnecessary policies and procedures and adding any required new policies and procedures and that the amended register be presented to the Board in April. 3. All new or amended policies and procedures be presented to the Board in draft no later than 30 June 2026. 4. Any policies, procedures or codes that relate to financial governance of the LCLGA will be referred to the LCLGAs Audit and Risk Committee prior to recommending to the Board.	Agenda item 8.4 presents the amended register and first three amended policies for adoption.	10/04/26	26/06/26

Meeting date	Agenda Item	Resolution	Progress commentary	Due Date	Updated due date
12/12/25	9.3 Risk register and assurance map	2. That the board supports the establishment of a risk management policy/framework register.	Risk register adopted. Assurance map drafted. Policy/framework drafted.	13/02/26	10/04/26
10/10/25	9.4 Strategic Plan	Transition to a new strategic framework that combines the Annual Business Plan and Budget with a 5-year Strategic Plan. 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.	Presented in Item 7.7	10/4/2026	10/4/2026
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 held stakeholder meetings 10/09/25, 11/09/25 and 29/09/25. DCG and KDC to provide details for maps. Graphic designer has not received details needed to progress.		

Meeting date	Agenda Item	Resolution	Progress commentary	Due Date	Updated due date
16/02/24	10.2.2 Eyes on Eyre	1. Request the Executive Officer to obtain more information about resources, including costing. 2. Present findings to the LCLGA Board at the LCLGA April 2024 Board Meeting.	EO distributed briefing paper on Eyes on Eyre 10 October 2025. National Parks and Wildlife (DEW) rep attended the Tourism Transition Committee meeting 4/11/25 to discuss booking system. EO requested list of possible bookable product from all constituent councils. Refer to report.	19/04/24	

**7. EXTERNAL ORGANISATIONS REPORTS**

**7.1 DEPARTMENT OF PRIMARY INDUSTRIES AND REGIONAL DEVELOPMENT**

**Report Author:** Jennifer Schilling

**Attachments:** Att. 7.1 PIRSA update April 2026

**RECOMMENDATION**

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

**7.2 REGIONAL DEVELOPMENT AUSTRALIA – LIMESTONE COAST**

**Report Author:**

**Attachments:** Att. 7.2 RDA Limestone Coast update April 2026

**RECOMMENDATION**

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

**7.3 CROSS BORDER COMMISSIONER**

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

**Attachments:** Att. 7.3 CBC Update April 2026

**RECOMMENDATION**

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

**7.4 LOCAL GOVERNMENT ASSOCIATION SOUTH AUSTRALIA**

**Verbal Report:** Leanne Schmit – Manager Emergency Support  
**Attachments:** Nil

**7.5 ADELAIDE UNIVERSITY**

**Report Author:** Peta Crewe, Regional Director, Mount Gambier  
**Attachments:** Att. 7.5 Adelaide University update

<p><b>RECOMMENDATION</b>          Moved:          Seconded:          1. That the report be received and noted.</p> <p style="text-align: right;">CARRIED/LOST</p>
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**8. LCLGA REPORTS**

**8.1 PRESIDENTS REPORT**

<b>Report Author:</b>	LCLGA President
<b>Consulted:</b>	N/A
<b>Strategic Reference:</b>	
<b>Budget Implications:</b>	Nil
<b>Risk Assessment:</b>	Low
<b>Attachments:</b>	Nil

<p><b>RECOMMENDATION</b>          Moved:          Seconded:          1. That the report be received and noted.</p> <p style="text-align: right;">CARRIED/LOST</p>
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The following activities have been undertaken as President of the LCLGA:

- Attended and spoke at the Walking Football Program launch.

Mount Gambier

- Met with the Regional Manager – Southern & Limestone Coast Regional Academies of Sport Jared Kahlefeldt
- Special LGASA Board Meeting.
  - LCLGA Mayor’s catch-ups.
- Two Radiotherapy Working Group meetings.
- Session with consultants appointed to review Limestone Coast Local Health Network Strategic Plan.
- LCLGA Tourism Management Committee Meeting.
- LGASA Nominations Committee Meeting.
- Local Government Research & Development Scheme Meeting.
- LGASA CEO Recruitment Selection Panel Meeting.
- Executive Officer and I met with the South Australian Tourism Commission CEO Emma Terry and Miranda Lang.
- Attended SAROC Meeting in Victor Harbor.
- Attended LGASA Board Meeting in Victor Harbor.
- Executive Officer and I met with Chair RDA Limestone Coast.
- LGASA Nominations Committee Meeting.
- LGASA CEO Recruitment Selection Panel Meeting
  - Several catch-ups with the Executive Officer to assist with progressing matters of business and administration for the LCLGA.

**8.2 EXECUTIVE OFFICERS REPORT**

<b>Report Author:</b>	Executive Officer
<b>Consulted:</b>	N/A
<b>Strategic Reference:</b>	Strategic Plan 2020-2025
<b>Budget Implications:</b>	Nil
<b>Risk Assessment:</b>	Low
<b>Attachments:</b>	Nil

<p><b>RECOMMENDATION</b></p> <p>Moved:</p> <p>Seconded:</p> <p>1. That the report be received and noted.</p> <p style="text-align: right;">CARRIED/LOST</p>
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## **EXECUTIVE SUMMARY**

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

## **DISCUSSION**

Since the last meeting of the LCLGA work has continued to balance the ongoing administration and governance needs of the LCLGA to better reflect the new model and ensure systems and procedures are up to date while gaining momentum in advocacy activities.

The Charter Review is underway in line with process agreed to at the last meeting. Correspondence has been sent to all CEOs requesting they facilitate a review of the Charter by elected members with feedback and suggested amendments returned by 1 May.

The substantial list of active policies and procedures has been reviewed with suggested amendments to the presented and agreed to by Audit and Risk Committee. The first three of six updated policies are being presented.

The 5-year strategic plan has been drafted together with a long- term budget. This has also been through Audit and Risk Committee with no amendments suggested.

Three Federal Parliamentary Committee inquiry submissions have been made on behalf of LCLGA in-line with current advocacy priorities:

- House Standing Committee on Primary Industries inquiry into factors shaping social licence and economic development outcomes in critical minerals projects across Australia.
- Joint Standing Committee on Trade and Investment Growth inquiry into creating sustainable economic growth in rural and regional Australia.
- Senate Inquiry into the State of Australia's Aviation Sector and its Ability to Deliver Reliable and Affordable Services to Rural, Regional and Remote Communities.

I have been advocating for the JSC on Trade and Investment Growth to visit the Limestone Coast as part of this inquiry.

In line with 2026 advocacy priorities, advocacy ahead of the Federal Budget has included correspondence to relevant Federal Ministers in relation to:

- Sustainable funding for Community Transport Providers (Minister Butler)
- Supplementary Local Road Funding (Minister King)
- Enabling infrastructure for housing (Minister King and Minister McBain)
- Mount Gambier Airport (Minister King and Minister McBain)

Mount Gambier

Correspondence was also sent to the Premier regarding the investigation of an Agriculture Commissioner in light of the emerging fuel supply issues for primary producers.

Engagement with key stakeholders to advance the priorities and build the profile of the LCLGA has included:

- SA Tourism Commission (Andrew McKinnon)
- Regional Academies of Sport (Jared Kahlefeldt)
- Walking Football Program Launch
- Tony Pasin MP
- Radiation Treatment Working Group – Candidate forum
- LCLHN re Strategic Plan Advocacy consultation
- LGA SA (Karen Teaha and Andrew Lamb)
- Liberal Candidate for MacKillop - Rebekha Rosser
- ABC Radio interview re Rate Capping
- Livestock SA (CEO Travis Tobin) with Tood Woodard and Mayor Ross
- Sam Work re LLC WAP
- SADA (CEO Andrew Curtis)
- SAFPA (CEO Nathan Paine)
- PPSA policy committee
- International Women’s Day breakfast hosted by Minister Scriven
- ‘Women in Wood Fibre’ IWD event
- National Party Candidate for MacKillop (Jonathan Pietzsch) with LC Sustainable Futures
- Board members of Northern and York LGA
- RDA LC Drought Coordinator
- RDA LC Interim CEO re Drought Resilience Plan
- Department of State Development (Danielle England)
- SA Drought Support Commissioner (Alex Zimmerman)
- SATC – CEO Emma Terry
- Cross Border Commissioner (Kelly-Anne Saffin)
- Regional LGA CEO group catch up
- Coonawarra Grape and Wine

Internally, meetings on matters pertaining to the administration and management of the LCLGA include;

- Weekly meetings with Regional Tourism Manager
  - LCLGA CEOs catch-up
  - Mayor’s catch-up
- External finance Consultant – budget planning
- Meeting with LCLGA President – admin and governance
- LCLGA Audit and Risk Committee
- Tatiara District Council Elected Members

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- City of Mount Gambier Elected Members
- Limestone Coast Connective Trails strategy start up meeting with Treadwell
- Roads and Transport Committee Meeting with HDS re intermediate update of Regional Transport Plan

**8.3 FINANCE REPORT – BUDGET REVIEW 3**

<b>Report Author:</b>	Executive Officer
<b>Officers consulted:</b>	External Finance Consultant Audit and Risk Committee
<b>Strategic Reference:</b>	
<b>Budget Implications:</b>	A reduction in consolidated review of \$123,196
<b>Risk Assessment:</b>	Extreme (Mismanagement of funds or fraud)
<b>Attachments:</b>	8.3 BUDGET REVIEW 3

<p><b>RECOMMENDATION</b></p> <p>Moved: Seconded:</p> <ol style="list-style-type: none"> <li>1. That the report be received and noted.</li> <li>2. That the Board amend the 2025/26 Budget as per updated forecasts presented in <b>Attachment 8.3 Budget Review 3</b></li> </ol> <p style="text-align: right;">CARRIED/LOST</p>
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**Executive Summary**

The review provides updated forecasts for the LCLGA operating and capital expenditure, comparing them to the original budget.

Audit and Risk Committee is being asked to review the 2025/26 Budget ahead of the April meeting of the LCLGA Board.

This report presents the third review of the LCLGAs operating and capital budget for 2025/26. Budget amendments were adopted by the LCLGA Board in December 2025 and again in February 2026. The overall Budget presented in this review contains only slight variations.

**BACKGROUND**

In accordance with the Local Government (Financial Management) Regulations 2011, Regulation

Mount Gambier

9 requires Local Government to:

- prepare and consider the uniform presentation of finances relating to the review of budgets at least twice, between 30 September and 31 May, and;
- between 30 November and 15 March (dates inclusive) prepare and consider a report that compares the revised forecast for each item of the financial statements to the adopted budget in a manner consistent with the Model Financial Statements.

The Local Government Act 1999 Schedule 2 Provisions applicable to subsidiaries, Part 2 Section 25—Budget states that a regional subsidiary must have a budget for each financial year and that the budget must comply with the standards and principles prescribed by the regulation and that, A subsidiary may, with the approval of the constituent councils, amend its adopted budget for a financial year at any time before the year ends.

## DISCUSSION

Adopted Budget was a breakeven position with a closing cash balance of \$281,466.

Budget Review 1 projected a deficit of \$123,448.95 with a closing cash balance of \$231,415.

Budget Review 2 projected a deficit of \$123,426.17 with a closing cash balance of \$231,438 representing a \$22.78 change from BR1.

Budget Review 3 projects a deficit of \$123,196 with a closing cash balance of \$231,668. This represents a \$236 change from BR2.

## 8.4 LCLGA POLICY AND PROCEDURES REVIEW

<b>Report Author:</b>	Executive Officer
<b>Officers consulted:</b>	
<b>Strategic Reference:</b>	Strategic Plan 2020-2025
<b>Budget Implications:</b>	
<b>Risk Assessment:</b>	High
<b>Attachments:</b>	8.4.1 draft policy and procedures register update 2026 8.4.2 Risk management policy 8.4.3 Risk management Framework 8.4.4 Procurement policy 8.4.5 Draft V2 Code of Conduct for Board members

## RECOMMENDATION

Moved:

Seconded:

That the LCLGA Board resolves that:

1. The report be received and noted.
2. All recommendations as per presented policy and procedure register be adopted, including retiring 62 policies.
3. The updated *Procurement Policy* be adopted as presented.
4. The updated *Code of Conduct for Board members* be adopted as presented.
5. That the Board notes the *Risk Management Policy and Framework* are in development.

CARRIED/LOST

## EXECUTIVE SUMMARY

The Board is requested to review and adopt amended policies and procedures of the LCLGA.

## DISCUSSION

Policies, codes of practice and codes of conduct are fundamental components of a good governance framework used to:

- set directions;
- guide decision making by the Board and administration; and
- inform the public about how organisation will normally act.

Many of the LCLGAs current policies and procedures are well over due for review and given the new structure of the Association many are no longer required.

The EO has reviewed the policy and procedure register and made recommendations to the Board in light of the new structure of the Association.

The amendments to the register as per Attachment 8.4.1 have been presented to the Audit and Risk Committee and subsequently recommended for adoption by the Board.

The amendments, if adopted, would result in six policies / code of conduct to ensure good governance while reducing unnecessary administrative burden given the size and risk associated with the new Association.

The first two of these policies/Codes are being presented for adoption by the Board today, the remaining will be presented in June.

### 8.5 RISK REGISTER AND ASSURANCE MAP

<b>Report Author:</b>	Executive Officer
<b>Officers / committee consulted:</b>	Audit and Risk Committee External Finance Consultant
<b>Strategic Reference:</b>	Strategic Plan 2020-2025
<b>Budget Implications:</b>	Nil
<b>Risk Assessment:</b>	Low
<b>Attachments:</b>	8.5 Risk Assurance Map and detailed observations

#### RECOMMENDATION

Moved:

Seconded:

1. That the report be received and noted.
2. That the requirement for the risk assurance map and detailed observations as presented be discussed with any amendments suggested prior to adoption.

CARRIED/LOST

#### Executive Summary

As per the recommendation of the Audit and Risk Committee made in November 2025, the Board resolved on 12 December 2025: *That the Board supports the establishment of a risk management policy/framework register.*

A Risk Register was adopted by the Board in February 2026.

Tatiara District Council has since assisted with the creation of a 'Assurance Map with Detailed Observations'. This draft document has been presented and discussed by the Audit and Risk Committee and the Committee has recommended it to the Board as per Attachment 8.5.

### 8.6 DROUGHT RESILIENCE PLAN

<b>Report Author:</b>	Executive Officer
<b>Consulted:</b>	Nil
<b>Strategic Reference:</b>	Strategic Plan 2020-2025
<b>Budget Implications:</b>	Nil

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<b>Risk Assessment:</b>	Low
<b>Attachments:</b>	8.6.1 Phase 1 Implementation Grant Application
	8.6.2 DRAFT Implementation Plan

<p><b>RECOMMENDATION</b></p> <p>Moved: Seconded:</p> <p>1. That the report be received and noted.</p> <p style="text-align: right;">CARRIED/LOST</p>
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**Executive summary**

This report updates the Board on work as a consortium member for the Limestone Coast’s Regional Drought Resilience Plan (RDRP). In this next phase of the program, implementation funding is to be provided to PIRSA from the Commonwealth for eligible activities in approved plans.

**DISCUSSION**

At the February Board meeting an update was provided on the application made to PIRSA for phase 1 of implementation of the RDRP. This application was not approved and more detail was requested. A new application was then submitted in March (Attachment 8.6.1). As a consortium partner, LCLGA EO advocated for amendments to allow for the possibility of contracting out some of the work to existing service providers rather than directly employing staff. In a tight labour market, concerns were raised that the skills required to achieve outcomes may be difficult to find, particularly when offering only a 12-month contract. We may see better value for money by outsourcing project work to an organisation with appropriate skills, trust of primary producers and well-established local networks.

Concerns also exist that some of the activities outlined in the plan may be duplicating existing work of other organisations. (aka Rural Business Support and the Limestone Coast Services Directory (Country SA PHN/RDGP).

LCLGA understands that an administration grant (separate from the \$300k for delivery) has been provided to each region by PIRSA. While \$140k was available, LCLGA is not clear on how much has been provided and what it has be allocated to.

LCLGA will take part in a Steering Group meeting on 13 April to discuss and work through the priorities list for the full implementation plan (Attachment 8.6.2).

**8.7 LCLGA ANNUAL BUSINESS PLAN AND BUDGET 2026-2031**

<b>Report Author:</b>	Executive Officer
<b>Officers consulted:</b>	Audit and Risk Committee External Finance Consultant
<b>Strategic Reference:</b>	Charter 5.4 Annual Business Plan and Budget
<b>Budget Implications:</b>	
<b>Risk Assessment:</b>	EXTREME
<b>Attachments:</b>	8.7 DRAFT ANNUAL BUSINESS PLAN AND BUDGET 2026-2031

<p><b>RECOMMENDATION</b></p> <p>Moved: Seconded:</p> <p>That the LCLGA Board resolves that:</p> <ol style="list-style-type: none"> <li>1. the LCLGA Annual Plan and Budget 2026-2031 as presented be referred to Constituent Councils for review and comment.</li> </ol> <p style="text-align: right;">CARRIED/LOST</p>
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**EXECUTIVE SUMMARY**

The Board is being presented with a draft budget and strategic plan for consideration in line with the LCLGA Charter; 5.4 Annual Business Plan and Budget.

**BACKGROUND**

As per the LCLGA Charter, *5.4 Annual Business Plan and Budget*;

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

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- 1.4.3 The Annual Business Plan and Budget shall be adopted by the Board after 31 May for the ensuing financial year and before 31 August. A draft Annual Business Plan and Budget must be referred to the Constituent Councils at least eight (8) weeks prior to the date of the meeting of the Board at which they are to be adopted.
- 1.4.4 A Constituent Council may comment on the draft Annual Business Plan and Budget in writing to the Executive Officer at least fourteen (14) business days before the meeting at which they are to be adopted or through its Board Members at that meeting.
- 1.4.5 The Board must provide a copy of the adopted Annual Business Plan and Budget to the Chief Executive Officers of each Constituent Council within five (5) business days after adoption.

The Board resolved 10 October 2025;

1. to transition to a new strategic framework that combines the Annual Business Plan and Budget with a 5-year Strategic Plan and to,
2. 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.

## DISCUSSION

Since the loss of rubble royalties in 2015, the LCLGA has generated income from three main sources:

1. Member subscriptions to cover operational expenditure
2. Member contributions to specific projects or programs
3. Grant funding

Previously (2022-23) the Board adopted a \$200k project reserve in members' equity above minimum cash holdings. Minimum cash holdings were set at \$175k determined as the amount needed if the LCLGA was to be wound up.

The 2026/27 budget is to be read in conjunction with the long-term financial plan and has been drafted to reflect a minimum cash holdings of 12-month OpEx to cover commitments plus \$100,000 for project reserves to be drawn upon when required. The Project Reserve allows the LCLGA to take on new projects outside of the routine budget cycle.

This strategy reflects the new LCLGA as a small and nimble organisation with the aim of being responsive, agile, and dynamic advocacy body, capable of addressing critical regional

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challenges and emerging opportunities as and when they arise. In this context the LCLGA is able to create value to members with efficient and collaborative advocacy outcomes.

To ensure the Association is adequately resourced to deliver outcomes in line with strategic objectives, membership fees will incur an average increase of 7.83% each year to ensure a strong financial position across the 5-year period.

The draft Budget also reflects funding for SA Coastal Councils Alliance and Regional Development Australia Limestone Coast in line with Governance and collaboration expectations. This change has no impact on the LCLGAs financial position (pass through only).

The largest expenditure during this period will be cost incurred for the new 2040 Regional Transport Plan (2029) that will replace the current 2030 Regional Transport Plan. This strategic document underpins constituent council applications to State and Federal road funding streams. In the last 5 years LCLGA member councils have received a total of \$7,999,000 from SRLP alone.

This Budget has assumed that the methodology for calculating subscriptions across the six councils remains consistent (status quo). The Board may like to review the methodology next financial year.

Upon approval by the Board to release to Constituent Councils, comments will be requested no later than 12 June. A final version will be presented to the Board at the 26 June meeting. This timeline complies with obligations set out in the Charter.

**8.8 LCLGA SUB-COMMITTEE MINUTES**

**8.8.1 TOURISM TRANSITION COMMITTEE**

<b>SUB-COMMITTEE</b>	Tourism Transition Committee
<b>MEETING DATE/s</b>	yet to be scheduled
<b>MINUTES</b>	Nil

**8.8.2 TOURISM MANAGEMENT COMMITTEE**

<b>SUB-COMMITTEE</b>	Tourism Management Committee
<b>MEETING DATE/s</b>	24 February 2026
<b>MINUTES</b>	8.8.2 LCLGA_TMC Minutes February 2026 Draft

<p><b>RECOMMENDATION</b></p> <p>Moved: Seconded:</p> <p>That the draft minutes of the Tourism Management Committee meeting held 24 February 2026 be received and noted.</p> <p style="text-align: right;">CARRIED/LOST</p>
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**8.8.3 ROADS AND TRANSPORT WORKING COMMITTEE**

<b>SUB-COMMITTEE</b>	ROADS AND TRANSPORT WORKING COMMITTEE
<b>MEETING DATE</b>	Next meeting TBC - awaiting completion of Transport Plan
<b>MINUTES</b>	nil.

**8.8.4 AUDIT AND RISK COMMITTEE**

<b>SUB-COMMITTEE</b>	LCLGA AUDIT AND RISK COMMITTEE
<b>MEETING DATE</b>	27 March 2026
<b>MINUTES</b>	8.8.4 LCLGA AandR Committee March 2026 Draft minutes

<p><b>RECOMMENDATION</b></p> <p>Moved: Seconded:</p> <p>That the draft minutes of the LCLGA Audit and Risk Committee meeting held 27 March 2026 be received and noted.</p> <p style="text-align: right;">CARRIED/LOST</p>
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**9. LIMESTONE COAST REGIONAL TOURISM ORGANISATION**

<b>Report Author:</b>	LCLGA EXECUTIVE OFFICER
<b>Consulted:</b>	REGIONAL TOURISM MANAGER
<b>Strategic Reference:</b>	Strategic Plan 2020-2025
<b>Budget Implications:</b>	Nil
<b>Risk Assessment:</b>	Low

<b>Attachments:</b>	9.1 Limestone Coast Connective Trails Strategy flyer
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**RECOMMENDATION**

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

**EXECUTIVE SUMMARY**

This report updates the LCLGA as the Regional Tourism Organisation on activities undertaken by the Executive Officer and Regional Tourism Manager in the RTO capacity.

**9.1 EXECUTIVE OFFICER UPDATE**

**Advocacy and Collaboration**

During the State election period advocacy continued on the tourism priorities; Naracoorte Caves National Park and Melbourne to Adelaide Touring Route.

The Liberal Party pledged support for the Naracoorte Caves National Park proposal. This was a positive step forward following meetings held with the Shadow Treasurer last year.

Advocacy efforts will now pivot toward the State Budget, with new Minister for Tourism and Minister for Climate, Environment & Water, the Hon. Emily Bourke MLC.

Collaboration with the RDA LC to see the Limestone Coast Regional Connective Trails Strategy project is progressing.

Following a competitive Tender process, Tredwell has been engaged to undertake the project.

The joint working group held a start-up meeting with Tredwell on Monday 23 March to confirm the scope and discuss next steps.

The Tredwell team will be in the Limestone Coast in late April to consult with Constituent Councils and key stakeholders (flyer attached).

**9.2 REGIONAL TOURISM MANAGER UPDATE**

**Industry & Stakeholder Engagement**

Mount Gambier

- Maintained a regular program of engagement with South Australian Tourism Commission (SATC) teams, through fortnightly to monthly check-ins. This included Regional Tourism Manager catch-ups and targeted meetings across Events, Destination PR, Industry Development, Travel Trade and Destination Development, supporting coordination and progression of Limestone Coast priorities across events, PR, trade and broader destination development.
- Providing input into SATC's Gather Round campaign planning and rollout, with a focus on leveraging the Limestone Coast's position as a road-trip destination within broader SATC marketing in the lead-up to the event.
- Provided as-required updates to the Tourism Management Committee on SATC activity, including media and PR, the Regional Event Fund 2026–27 round, industry capability opportunities and broader tourism matters.
- An Agritourism workshop is confirmed for 21 May, delivered in partnership with RDA Limestone Coast and the Tourism Industry Council SA. The session will explore agritourism as a diversification opportunity for local farmers and agricultural businesses, supported by industry case studies.
- Hosted a visit from SATC Director, Cruise, Aviation & Access, Andrew McKinnon. The visit was positive, including a meeting at Mount Gambier Regional Airport that initiated more coordinated discussion around aviation access for the Limestone Coast and next steps.
- Coordinating a Tourism 101 workshop to be delivered in-region on 30 April delivered by SATC. The session will provide an introduction to the tourism landscape, with the opportunity to extend invitations to councils and elected members to support broader understanding of the visitor economy.
- The Seabourn Sojourn cruise visit to Robe on 5 March saw 326 passengers and 63 crew come ashore to explore the Limestone Coast, marking a positive milestone for cruise visitation in the region. The visit reflects coordinated efforts across local government, industry and SATC, with a media release circulated to outline outcomes and the collaborative approach underpinning delivery.
- Engaged with Linda Tillman (Australian Centre for Regional Events) for a national regional events capability update, following interest in the Limestone Coast Destination Management Plan and its focus on event organiser capability. Also participated in a Regional Events Trends & Challenges Roundtable. Follow-up engagement has supported connections with regional stakeholders.

**Destination Management Plan (DMP)**

The Destination Management Plan is in final stages of development, with work underway with SATC on graphic design to ensure consistency across all 12 regional DMPs, including infographics and visual elements. A designed version is expected to be available for review later in April.

Mount Gambier

A draft Year 1 Action Plan (July 2026 – June 2027) has been developed as a practical tool to support the Limestone Coast Regional Tourism Organisation (LCLGA), outlining priority actions emerging from the DMP. The Action Plan was previously circulated and is awaiting Board input, with refinement to follow in line with available resourcing for the 2026/27 financial year.

**Communications & Outreach**

Continued direct communication with regional tourism sector through updates, promotion of opportunities and one-on-one support. Recent targeted outreach has included:

Compiled and distributed the Limestone Coast Tourism Industry Updates e-newsletter, March edition (46.5% open rate), highlighting:

- LCLGA regional tourism organisation activity and updates
- Details of the Regional Event Fund 2026–27 round
- Progress of the Limestone Coast Destination Management Plan
- Tourism happenings across the region, including Mantra Mount Gambier (formerly The Henty), marking Accor’s first branded presence in the Limestone Coast

Continuing weekly updates and ongoing engagement with industry via the Tourism Industry Network Facebook Group (680+ Limestone Coast members), sharing information on marketing opportunities (e.g. Simple Pleasures Guide to Winter campaign), sector updates and industry capability programs.

Targeted outreach to Limestone Coast tourism businesses to promote SATC’s Distribution Ready Program (May–June intake), supporting continued strong regional participation. A small LCLGA travel bursary is being offered to assist successful participants with travel costs associated with Adelaide-based delivery.

**10. MOTIONS WITH NOTICE**

Nil

**11. MOTIONS WITHOUT NOTICE**

**12. QUESTIONS WITH NOTICE**

Nil

**13. QUESTIONS WITHOUT NOTICE**

**14. CONFIDENTIAL ITEMS**

**14.1 Tourism Transition Update**

<b>Report Author:</b>	LCLGA EXECUTIVE OFFICER
<b>Consulted:</b>	LCLGA PRESIDENT
<b>Strategic Reference:</b>	Strategic Plan 2020-2025
<b>Budget Implications:</b>	Nil
<b>Risk Assessment:</b>	Extreme (Reputational and Human Resources)
<b>Attachments:</b>	14.1 LCLGA Tourism Governance – Future Structure 14.2 Limestone Coast Tourism – Transition Proposal

**CONSIDERATION FOR EXCLUSION OF THE PUBLIC**

Exclusion of the Public – Section 90(2) Order

Pursuant to Section 90(2) and (3)(k) of the *Local Government Act 1999* the Limestone Coast Local Government Association Board (the Board) orders all persons present with the exception of all Board Members, Cr David Laurie and LCLGA CEOs Paul Simpson, Kingsley Green, Nat Traeger, Kelly Westell and Charlotte Edmunds be excluded from attendance during Agenda Item **14.1 Tourism Transition Update**. The Board is satisfied that, pursuant to section 90(3)(k) of the Act, the associated documents to be received, discussed and considered in relation to this is:

- (b) Information the disclosure of which –
  - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
  - (ii) would, on balance, be contrary to the public interest.
- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which –
  - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
  - (ii) would, on balance, be contrary to the public interest.

The Board 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 disclosed and discussed has the potential to impact adversely on each of the tenderers as competitive commercial information will be disclosed.

Moved:

Seconded:

CARRIED/LOST



Limestone Coast Local Government Association

Ordinary Board Meeting Agenda

13 February 2026

Mount Gambier

[Redacted content]

CARRIED/LOST

[Redacted content]

**CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL**

Moved:

Seconded:

1. Having considered Agenda Item **14.1 Tourism transition Update** in confidence under section 90(2) and (3)(k) of the *Local Government Act 1999*, the Limestone Coast Local Government Association Board (the Board), pursuant to section 91(7) of that Act orders that the documents and minutes relevant to Agenda Item **14.1 Tourism Transition Update**, having been considered by the Board in confidence under:
  - (b) Information the disclosure of which –
    - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
    - (ii) would, on balance, be contrary to the public interest.
  - (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which –
    - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
    - (ii) would, on balance, be contrary to the public interest.

be retained in confidence until such time as all parties, including staff, have been notified.
2. The Board delegates to the LCLGA Executive Officer, pursuant to Section 91(9)(c) of the *Local Government Act 1999*, the power to revoke the order made by the Board under Section 91(7) and (9) of the Act at part (1) of this resolution at any time prior to the expiration of the period of the order specified therein.

CARRIED/LOST

**15. MEETING SCHEDULE**

As per Clause 3.7.7 of the LCLGA Charter, the time and place of ordinary meetings of the Board (including the Annual General Meeting), fixed by the Board in accordance with Clause 3.7.2, will be confirmed at each ordinary meeting of the Board.

**Recommendation**

1. That the Board confirm the 2026 meeting schedule as follows;

<b>DATE</b>	<b>LOCATION</b>
10 APRIL 2026	DISTRICT COUNCIL OF ROBE
26 JUNE 2026	DISTRICT COUNCIL OF GRANT
7 AUGUST 2026	TATIARA DISTRICT COUNCIL
9 OCTOBER 2026	NARACOORTE LUCINDALE COUNCIL
11 DECEMBER 2026	KINGSTON DISTRICT COUNCIL

2. That the Board note a Special Meeting will be called in mid-September to adopt the **2025/26 Annual Report with Audited Financial Statements** before being released to Constituent Councils.

MOVED

SECONDED

CARRIED/LOST

**16. MEETING CLOSE**

*Time noted*

### ATTACHMENTS

Att. No.		Pg.
7.1	PIRSA update April 2026	1
7.2	RDA Limestone Coast update April 2026	3
7.3	CBC Update April 2026	6
7.5	Adelaide University update	7
8.3	BUDGET REVIEW 3	9
8.4.1	draft policy and procedures register update 2026	12
8.4.2	Risk Management policy	13
8.4.3	Risk Management Framework	20
8.4.4	Procurement policy	56
8.4.5	Draft V2 Code of Conduct for Board members	63
8.5	Risk Assurance Map and detailed observations	71
8.6.1	Phase 1 Implementation Grant Application	88
8.6.2	DRAFT Implementation Plan	100
8.7	DRAFT ANNUAL BUSINESS PLAN AND BUDGET 2026-2031	101
8.8.2	LCLGA_TMC Minutes February 2026 Draft	117
8.8.4	LCLGA AandR Committee March 2026 Draft minutes	120
9.1	Limestone Coast Connective Trails Strategy flyer	124

### CONFIDENTIAL ATTACHMENTS

14.1	LCLGA Tourism Governance – Future Structure	125
14.2	Limestone Coast Tourism – transition proposal	131

## **Kangaroo Destruction**

More than five million kangaroos statewide are competing with livestock for feed and water, placing pressure on pastures, crops, and groundcover.

Incentives have increased for primary producers when helping to responsibly manage grazing pressure from kangaroos and wallabies. The change, effective from 20 February has increased the incentive from \$5 to \$7 per kangaroo (matching the commercial harvester rate) recognising the landholder costs involved, including labour, fuel, and ammunition.

To be involved landholders need to obtain a permit from the Department for Environment and Water to humanely cull kangaroos and/or wallabies and meet a small number of other obligations. Landholders can undertake culling or engage appropriately licensed shooters.

For more information visit PIRSA's Kangaroo Management for details, guidelines, and contact information, or call 0409 131 519 to speak with PIRSA.

## **Drought loans scheme**

The South Australian Drought loans scheme supports drought affected grain and livestock businesses in South Australia's Murray Mallee, Riverland, and Upper North regions.

The loan scheme provides access to urgent financial assistance via concessional working capital loans.

PIRSA is being assisted in the administration of the loans by the Queensland Rural and Industry Development Authority. Applications are now open.

## **Enabling Infrastructure Program (EIP)**

The EIP is part of the annual \$15 million Thriving Regions Fund and offers grants of up to \$1 million for infrastructure projects that strengthen and build strong regional communities and improve liveability.

In 2025-2026, the Enabling Infrastructure Grants program had two streams:

- Stream One – Infrastructure for shovel-ready projects, with grants ranging from \$50,000 to \$1 million.
- Stream Two – Planning to support feasibility work, business cases, and other preparatory activities, with grants available between \$10,000 and \$75,000.

\$4.5million was allocated through the 2025-26 round, including more than \$680,000 for thirteen organisations for stream two grants.

Seven organisations received \$3.8 Million for shovel ready regional infrastructure projects. Some of the projects funded included a childcare facility upgrade, an infrastructure upgrade for an Aboriginal Corporation food service and an essential worker accommodation project.

## **Thriving Communities Program**

The Thriving Communities Program consists of small grants (\$10,000-\$50,000) for projects that build social capital through facilitating: community group participation, a sense of belonging and equity of access.

Announcements in relation to this fund are being made by the Minister, for the Limestone Coast funding announced to date includes \$49,032 for the Millicent Lions Park Working Group for a multi-sports half court (Netball and basketball) and \$20,000 for the Naracoorte Men's Shed all weather storage area.

## SA Wood Fibre and Timber Industry Master Plan

The SA Wood Fibre and Timber Industry Master Plan was developed by the Forest Industries Advisory Council of South Australia as part of a State Government 2022 election commitment to provide a vision to further grow and develop South Australia's forest industry. Recent funding granted for the implementation of the Master Plan includes:

- 235,000 towards an education campaign designed to drive demand for SA Timber and support regional jobs- the project is being led by the South Australian Forest Products Association.
- \$227,000 to move towards standardised training for forest firefighters across the Green Triangle and increase training opportunities.
- \$145,000 for a ForestWorks Jobs and Skills Council project aimed at mapping major trends to help industry address challenges and take advantage of opportunities.

## Stockpiled vineyard posts

A pilot project under the South Australian Wine Recovery Program is exploring safe and practical options to re-use stockpiled vineyard timber posts across South Australia.

Delivered by Food and Beverage Australia Limited (FABAL), the project focuses on finding sustainable re-use pathways for Chromated Copper Arsenate (CCA) treated posts, which are difficult to dispose of due to environmental and safety regulations.

Around half of Australia's estimated 89 million vineyard posts are located in South Australia. When vineyards are redeveloped, damaged or removed posts are often stockpiled on-site as burning and landfill disposal are restricted.

Three South Australian vineyards will participate in the pilot, assessing:

- Re-use of posts for agricultural fencing
- Transport and processing logistics.
- Safety and regulatory requirements
- Regional demand and economic viability

The project builds on a New Zealand model that has successfully repurposed CCA-treated vineyard posts, extending their lifespan and reducing waste. Findings will inform future industry and regulatory approaches to managing vineyard timber waste.

## Forestry Centre for Excellence

In February, South Australia's \$16 million Forestry Centre of Excellence opened. The centre is a purpose-built facility in Mount Gambier; its opening marked a key milestone in the State Government's commitment to the forest and timber industries.

The centre is a collaborative initiative between the State Government, Adelaide University (which has committed \$6.55 million over ten years), and industry, and forms part of more than \$21 million in state forestry investment over the past four years.

Constructed using locally sourced plantation timber, the facility showcases products including cross-laminated timber and engineered hardwood. It will host the Green Triangle Forest Industries Hub and Tree Breeding Australia, strengthening research, training, and industry collaboration in the region.

Having operated from temporary accommodation since 2024, the centre will now transition to its permanent site alongside Adelaide University Mount Gambier, Mount Gambier TAFE, and the Mount Gambier Technical College, supporting strong pathways between research, skills, and industry.

# RDALC REPORT TO LCLGA

JAN - FEB 2026

## WE SUPPORT BUSINESSES WHERE THEY'RE AT

Minimal small business events were scheduled during January to accommodate the holiday season. Instead, this time was utilised to collaborate with key industry stakeholders on the planning and development of workshops and information sessions for the 2026 calendar, ensuring a coordinated and strategic approach to program delivery.

Project/event planning and implementation during January-February 2026 included:

- The planning and promotion of two farm safety workshops- "Safe on The Land" to be held in Kingston and Padthaway in March. These events were promoted widely, with direct contact made with local agricultural businesses.
- A collaboration with the South Australian Tourism Commission and Tourism Industry Council South Australia, to develop a series of agritourism workshops. This partnership ensures the sessions align with regional priorities and address specific industry needs. The workshops are scheduled for delivery in mid-2026, with RDALC inviting feedback from several local agricultural businesses to gauge support for such events in the region.
- The introduction of small business drop-in visits from Business Support Project Coordinator, Ashlee Kalantarian. The towns visited in the initial phase of this project included Millicent, Beachport, Penola, Naracoorte, Robe and Kingston. These casual meetings aim to introduce the services and support that are available through RDALC's Small Business Fundamentals Program. Other towns across the Limestone Coast will be covered throughout the remainder of 2026.
- This financial year, Regional Development Australia (RDALC) has provided **424** business support interactions across the region up to 28 February 2026.

## WE ENCOURAGE INVESTMENT IN THE REGION

### Stakeholder Engagement

RDALC Manager Partnerships and Projects, Angela Cutting, undertook extensive stakeholder engagement across the Limestone Coast region as part of the Childcare Supply and Demand Project, funded by the Office of Early Childhood Development (OECD)

Angela is preparing a place-based study for greater investment and innovative opportunities in early childhood education and care for the region. The childcare project was approved by the Office of Early Childhood Development (OECD) in July 2025, with the project formally commencing in November 2025.

Formal correspondence was issued to all childcare and early learning services within the region. Individual face to face meetings were subsequently conducted with all services that were willing to participate. In addition to childcare services, consultation was undertaken with:

- Five school Principals located in Naracoorte, Mount Gambier, Millicent, Penola, and Beachport
- One Department for Education kindergarten Director in Glencoe
- All three Department for Education leadership staff across all Limestone Coast area zones
- All local councils within the Limestone Coast region
- The OECD Senior Implementation Partner – Region 8: Murraylands, Riverlands, Limestone Coast
- Regional Development Australia River and Murraylands
- Gowrie Early Childhood Inclusion Support Limestone Coast Officer

# WE GROW THE LEADERS OF TOMORROW

## Leadership Project

Georgi Roberts from Pitstop Marketing, in conjunction with RDALC delivered three personal brand workshops- "Brand You" in early February 2026. The workshops were designed to help potential and existing leaders share their stories, promote their strengths, and build confidence for greater participation in community leadership and business. Each 3-hour interactive session included practical exercises, with follow-up online sessions for participants to share successes and ask questions.

Project/event planning throughout January-February for March events include:

- "Lead Local- a session designed to inspire and support young and emerging leaders across the Limestone Coast. To be held at Noky Bar and Restaurant.
- A Manufacturing Innovations Breakfast to be held at Adelaide University- a session providing clarity around innovation opportunities and available support to local industry.

Funding for this round of the Regional Leadership Development Program concludes on 30 April 2026. Next round of funding for the Leadership program has been secured by the State Government, ensuring RDALC's commitment to the growth and development of leaders in our region.

## COUNCIL HIGHLIGHTS

### NARACOORTE LUCINDALE COUNCIL

- The Brand You workshop held at Wild Game Wine in Naracoorte was a successful event with 13 attendees.
- A bulk email promoting the Safe on the Land event in Padthaway was circulated amongst agricultural businesses in the Naracoorte-Lucindale area, being the biggest contributor to the total of **53** interactions.
- Our Manager Projects and Partnerships Angela Cutting also assisted a local school with information on state and federal grants, providing a letter of support and information on the application process.

### KINGSTON DISTRICT COUNCIL

- The main focus for the Kingston district for this reporting period was the promotion of the Safe on the Land event, to be held at The Crown Inn in March. Despite RDALC's best efforts in promoting the event via multiple advertising platforms, and direct contact with businesses, we were unable to secure any more than 5 registrations. All participants who registered were offered the option of attending the Padthaway event as an alternative option.
- As in Robe, our Small Business Coordinator conducted several drop-in visits to local businesses and also provided advisory/mentoring sessions to 2 Kingston businesses. A local winery was seeking assistance and advice on available drought assistance grants, for which we researched available opportunities and assisted with the application process. A local hospitality business owner was also provided mentoring for several areas of their business including meal costings/pricing, marketing, promotions and events as well as advice on how to establish a regular customer base through digital subscription platforms.
- The total amount of interactions for the Kingston council area for Jan-Feb were **44**, a significant increase from **14** at the same time last year.

- January and February saw a total of **98** interactions for the Robe District council area. This number was boosted by the promotion of the Safe on the Land event in Kingston to local farmers in the Robe district.
- Manager Projects & Partnerships Angela Cutting met with Robe District Council and Child Care on Wheels Service (CCOWS) to discuss the Childcare Supply and Demand Project and invite feedback on the issues local families are facing in the area due to a lack of access to childcare.
- Other interactions include a business advisory/mentoring session and a number of drop-in visits to local businesses offering information on RDALC's available business support services.

## TATIARA DISTRICT COUNCIL

- The Brand You workshop, held at Harvest Providore in Keith attracted 23 participants.
- A bulk email regarding the Safe on The Land farm safety event was circulated to 40 agricultural businesses across the Tatiara Council area, contributing to the total of **81** interactions.
- An advisory session was also provided to a business owner in Padthaway looking to expand their business capabilities, along with grant assistance for a local Padthaway based sporting club.

## DISTRICT COUNCIL OF GRANT

- RDALC Manager Projects and Partnerships, Angela Cutting, provided a submission on behalf of Grant District Council, to the Productivity Commission's Inquiry into the Determinants of Regional Airfares, addressing the need for more affordable and reliable airfares to the Mount Gambier Airport.
- A submission was also prepared for the proposed Blanche Battery Energy Storage System (BESS) project at Compton.
- Total interactions for this reporting period are **14**, with the majority of those being a bulk email to local farmers to promote the Safe on the Land events. They also included a business advisory & mentoring session for a business requiring assistance in developing their social media/marketing strategy.

## CITY OF MOUNT GAMBIER

- In February RDALC hosted the Brand You workshop at the Woolstore Brewery. The event was well attended with 19 participants.
- The bi-monthly HRSE Manager's Group breakfast was hosted by RDALC in early February. This casual catch up of local Managers is a valuable opportunity for brainstorming and information sharing in all areas of human resources.
- Interactions for this reporting period total **50**. Included in this were small business advisory/mentoring sessions with **6** Mount Gambier based new business operators providing information and clarity around several areas of the initial set up phase. Often, new business owners don't know where/how to start. RDALC offers valuable services in this area and some examples of recent interactions include:
  - An interior design business seeking help with branding, marketing and project management tools to manage workflows more efficiently.
  - A new pest management business requiring assistance with website design and advice on suitable job management software to streamline job scheduling, purchase orders, and invoicing.
  - A new catering business needing guidance on council requirements, insurance options, and branding/marketing.

## **Cross Border Commissioner report**



### Cross Border Commissioner Update- April 2026

This update covers activities undertaken in late 2025 and early 2026. I would like to take this opportunity to thank the Limestone Coast Local Government Association (LCLGA) members for their ongoing dialogue and cooperation in several of the following activities.

#### Electoral Roll Reforms

As raised at the LCLGA meeting of February 2026 in impact of the *Statutes Amendment (Local Government Elections Review) Bill 2025 (SA)* which includes a requirement that all voters (including body corporate nominees) be 'State electors' and enrolled on the House of Assembly roll under the *Electoral Act 1985 (SA)*.

Following on from the enquiry in relation to electoral reforms, and the impact of the roll changes I met in Adelaide with Andrew Lamb, Director of Advocacy Local Government Association (LGASA) and Michael McCarthy, Manager of Governance. The advice from LGA is that any recommendations for change are likely to be incorporated in the legislation review post the November local government elections. However, there is an immediate need to ensure that councils receive clear guidance on how to manage nominations and communications in relation to supplementary rolls, particularly where interstate landholders have been affected.

LGASA indicated that they were undertaking that was included in their advocacy agenda with the incoming Minister. Accordingly, I contacted with the outgoing Director, Local Government from Department of Housing and Urban Development and will pursue again as the replacement is in place. Additionally, it forms part of my upcoming incoming ministerial briefs on cross border matters.

I would appreciate if any specific information, case studies, or examples of impact could be provided, both now and in the lead-up to the November 2026 elections, so that I can continue to pursue this issue where it creates a disproportionate impact on cross border councils and interstate landholders.

#### National Cross Border Commissioner Initiatives

In February 2026 I attended the Cross Border Commissioner quarterly forum in Canberra which also included ancillary meetings with the Infrastructure Australia Commissioner, Regional Education Commissioner, CEO of Australian Local Government Association and National Emergency Management Agency (NEMA). One of the outcomes from those meetings is that the Victoria Cross Border Commissioner is leading the work, with NEMA, on a specific cross border protocol for recovery funding. In addition, I am collating specific heavy vehicle priorities for harmonisation and again I would appreciate any case studies that you could provide.



### **New South Wales and South Australian Memorandum of Understanding**

On the 20 February 2026 the South Australian and New South Wales Governments today announced a four-year Memorandum of Understanding (MoU) between South Australian and New South Wales Cross Border Commissioners to better support border communities.

The MoU includes commitments to improve government services and enhance long-term collaboration in areas such as health, workforce, agriculture, road safety and policing. It will support state agencies to work together more effectively on cross border challenges, to help prevent duplicated processes or delays.

Immediate key initiatives underway (which have implications for both New South Wales and Victorian borders) include:

- Proof of concept of a trial for Patient Data Information Systems
- Proof of concept, underway but being extended to Victoria and South Australia for Emergency Communications Trial.

### **Document Information**

<b>Date</b>	<b>Topic</b>	<b>Author</b>
02/04/2026	Cross Border Commissioner Update- Limestone Coast Local Government Association	Kelly-Anne Saffin- Cross Border Commissioner (South Australia)

# Mount Gambier Campus Update

**April 2026**

It was a big start to the year with the Mount Gambier Campus opening its doors as Adelaide University in early January. There has been a lot for our staff and existing students to navigate, but our study offering has remained the same including undergraduate programs in:

- Education (early childhood, primary & secondary);
- Nursing;
- Midwifery;
- Social Work;
- Social Science; and
- Foundation Studies and Aboriginal & Torres Strait Islander Pathway courses.

We also continue to support a significant online study community across multiple degrees and have a number of students undertaking postgraduate programs.

Our engagement with the broader community continues to be at the centre of what we do, including our ongoing support for the Sir Robert Helpmann Theatre's Community Circle and the Pioneers Basketball team. We also partnered with the Adelaide Fringe in early February to bring the 'Immersive Worlds' experience to Wulanda Recreation and Convention Centre, supported a subsidised ticket program for regional shows, and hosted our annual Fringe Mount Gambier event with comedian Jason Chong & a team of guest researchers.

We continue to welcome our community on campus through our regular Public Lecture Series and make our spaces available for community and industry groups to access at competitive rates.

As part of the broader Budinya Precinct Mount Gambier, we have enjoyed the opening of new education, training and research spaces including the Limestone Coast Technical College, TAFE's upgraded plumbing and electrical workshops, and the Forestry Centre of Excellence.

Adelaide University's Vice Chancellor and President, Prof Nicola Phillips made her inaugural visit to the campus, meeting with staff, students and regional stakeholders, and looks forward to returning throughout the year to engage further.

The final graduation ceremony for the University of South Australia has also been held, with over 900 students from the Mount Gambier campus graduating over the twenty years it has been operating in our region.

Going forward, Adelaide University aspires to be one of Australia's top five educators of regional and rural students, and the top in Australia for student employment. For the Limestone Coast and South West Victoria, this means an internationally recognised university delivering programs in our region and providing the skilled workforce our region needs. It also presents the opportunity to partner with local industry, business, and service providers around research with specific relevance to our region.

**Peta Crewe,**

**Regional Director Mount Gambier**

**30/03/2026**

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

**0466 197 146**

**LIMESTONE COAST LOCAL GOVERNMENT ASSOC**  
 Level 1  
 9 Bay Road  
 Mount Gambier SA 5290

**Profit & Loss Consolidated**  
 July 2025 To 31 December 25

ADOPTED BUDGET 25/26		ACTUAL YTD	BUDGET REVIEW 1	BUDGET REVIEW 2	BUDGET REVIEW 3	\$ DIFFERENCE	NOTES
	<b>INCOME</b>						
\$95,016.84	City of Mount Gambier	\$95,017.00	\$95,016.84	\$95,016.84	\$95,016.84	\$0.00	
\$46,419.90	District Council of Grant	\$46,420.00	\$46,419.90	\$46,419.90	\$46,419.90	\$0.00	
\$0.00	Wattle Range Council	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
\$52,167.14	Naracoorte Lucindale Council	\$52,167.00	\$52,167.14	\$52,167.14	\$52,167.14	\$0.00	
\$20,455.23	District Council of Robe	\$20,455.00	\$20,455.23	\$20,455.23	\$20,455.23	\$0.00	
\$45,019.39	District Council of Tatiara	\$45,019.00	\$45,019.39	\$45,019.39	\$45,019.39	\$0.00	
\$23,261.51	District Council of Kingston	\$23,262.00	\$23,261.51	\$23,261.51	\$23,261.51	\$0.00	
\$82,261.00	SA Tourism Commission	\$82,261.00	\$82,261.00	\$82,261.00	\$82,261.00	\$0.00	
\$0.00	LGA SA	\$36,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$0.00	
\$0.00	Interest	\$12,259.45	\$7,600.00	\$14,000.00	\$15,250.00	(\$1,250.00)	Expected increase interest rates.
\$0.00	Sundry Income	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$0.00	
\$0.00	Participant Contribution	(\$36.36)	\$0.00	\$0.00	(\$36.36)	\$36.36	W/Off invoice as payment was received 17/3/26 not allocated against invoice.
<b>\$364,601.00</b>	<b>Total INCOME</b>	<b>\$415,974.09</b>	<b>\$415,351.00</b>	<b>\$421,751.00</b>	<b>\$422,964.64</b>	<b>(\$1,213.64)</b>	
	<b>EXPENSES</b>						
\$15,000.00	Audit & Accountants Fees	\$7,876.80	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	
\$250.00	Bank Fees	\$192.54	\$250.00	\$250.00	\$250.00	\$0.00	
\$3,000.00	Computing & IT	\$8,018.20	\$8,800.00	\$11,000.00	\$11,000.00	\$0.00	
\$32,000.00	Consultancy	\$13,982.48	\$94,000.00	\$94,000.00	\$94,000.00	\$0.00	
\$0.00	Occupancy	\$2,486.67	\$2,600.67	\$2,600.67	\$2,600.67	\$0.00	
\$5,000.00	Governance	\$5,212.33	\$10,800.00	\$10,800.00	\$10,800.00	\$0.00	
\$5,000.00	Insurances	\$16,871.08	\$16,871.11	\$16,871.11	\$16,871.11	\$0.00	
\$2,000.00	Meeting Expenses	\$2,083.54	\$2,000.00	\$1,500.00	\$2,583.54	(\$1,083.54)	Additional Costs including \$500 for Luncheon with new MP's
\$0.00	Miscellaneous Expenses	\$6.27	\$500.00	\$50.00	\$50.00	\$0.00	
\$0.00	Postage	\$166.43	\$150.00	\$150.00	\$150.00	\$0.00	
\$1,000.00	Printing/Stationery	\$446.56	\$1,000.00	\$750.00	\$750.00	\$0.00	
\$1,700.00	Subscriptions	\$1,852.33	\$1,700.00	\$2,200.00	\$2,200.00	\$0.00	
\$2,000.00	Telephones	\$1,425.09	\$2,000.00	\$1,850.00	\$1,850.00	\$0.00	
\$1,000.00	Training	\$288.09	\$1,000.00	\$1,000.00	\$750.00	\$250.00	
\$3,000.00	Travel/Accommodation/Meals	\$1,371.36	\$3,000.00	\$1,000.00	\$1,500.00	(\$500.00)	
\$5,000.00	Vehicles - Fuel	\$1,671.42	\$5,000.00	\$2,156.46	\$2,156.46	\$0.00	
\$22,000.00	Vehicles - Leasing	\$19,622.37	\$22,000.00	\$24,843.54	\$24,843.54	\$0.00	
\$500.00	Vehicles - Repairs/Maintenance	\$0.00	\$500.00	\$500.00	\$500.00	\$0.00	
\$215,400.00	Wages	\$182,462.98	\$234,929.27	\$242,000.00	\$242,000.00	\$0.00	
\$25,200.00	Wages - Superannuation	\$22,576.67	\$27,543.51	\$30,000.00	\$30,000.00	\$0.00	
\$9,996.00	Wages - Workcover	\$689.54	\$1,500.00	\$1,500.00	\$689.54	\$810.46	Refund from Workers Compensation for overpayment 24/25 based on actual wages figures.
\$5,000.00	Wages - FBT	\$4,680.00	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00	
\$5,250.00	Wage - Accruals	\$0.00	\$5,250.00	\$5,250.00	\$5,250.00	\$0.00	
\$5,305.00	6. Governance & Collaboration	\$1,923.60	\$5,305.00	\$5,305.00	\$5,305.00	\$0.00	
\$0.00	8. Promote Value of Tourism	\$0.00	\$6,000.00	\$6,000.00	\$6,000.00	\$0.00	
\$0.00	LCRSA	\$46,625.84	\$46,100.39	\$46,100.39	\$46,625.84	(\$525.45)	Additional invoice received late for Gym Membership when run Sports Academy was operated by LCLGA
\$0.00	Relocation Costs / Restructure	\$17,435.40	\$20,000.00	\$17,500.00	\$17,435.40	\$64.60	Reflect Actual Costs
<b>\$364,601.00</b>	<b>Total EXPENSES</b>	<b>\$359,967.59</b>	<b>\$538,799.95</b>	<b>\$545,177.17</b>	<b>\$546,161.10</b>	<b>(\$983.93)</b>	
<b>\$0.00</b>	<b>Operating Profit</b>	<b>\$56,006.50</b>	<b>(\$123,448.95)</b>	<b>(\$123,426.17)</b>	<b>(\$123,196.46)</b>	<b>(\$229.71)</b>	

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 2025/2026**
**STATEMENT OF COMPREHENSIVE INCOME**

2025/2026 ADOPTED BUDGET		2024/2025 AUDITED ACTUAL	2025/2026 ACTUAL 30/9/2025	2025/2026 BUDGET REVIEW 1	2025/2026 BUDGET REVIEW 2	2025/2026 BUDGET REVIEW 3
\$	INCOME	\$	\$	\$	\$	\$
282,340	Local Government Council Contributions	915,891	282,340	282,340	282,340	282,340
82,261	Other Contributions	40,000	82,261	122,261	122,261	122,261
-	Other Income	80,997	3,150	3,150	3,150	3,114
-	Project Income	371,024	-	-	-	-
-	Interest	-	12,259	7,600	14,000	15,250
<b>364,601</b>	<b>TOTAL REVENUES</b>	<b>1,407,912</b>	<b>380,010</b>	<b>415,351</b>	<b>421,751</b>	<b>422,965</b>
	<b>EXPENSES</b>					
255,846	Wages and Salaries	584,805	205,729	269,223	278,750	277,940
78,755	Operating Expenses	187,053	124,238	239,577	236,427	238,222
30,000	Project Expenditure	532,627	30,000	30,000	30,000	30,000
<b>364,601</b>	<b>Total Expenses</b>	<b>1,304,485</b>	<b>359,968</b>	<b>538,800</b>	<b>545,177</b>	<b>546,161</b>
-	<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>103,427</b>	<b>20,043</b>	<b>(123,449)</b>	<b>(123,426)</b>	<b>(123,196)</b>
-	Net gain (loss) on disposal or revaluation of assets	-	-	-	-	-
-	Amounts specifically for new or upgraded assets	-	-	-	-	-
-	Physical resources received free of charge	-	-	-	-	-
<b>-</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>103,427</b>	<b>20,043</b>	<b>(123,449)</b>	<b>(123,426)</b>	<b>(123,196)</b>

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 2025/2026**
**CASH FLOW STATEMENT**

2025/2026 ADOPTED BUDGET		2024/2025 AUDITED ACTUAL	2025/2026 ACTUAL 30/9/2025	2025/2026 BUDGET REVIEW 1	2025/2026 BUDGET REVIEW 2	2025/2026 BUDGET REVIEW 3
\$	Inflows (Outflows)	\$	\$	\$	\$	\$
	Inflows (Outflows)					
	<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>					
	<b>RECEIPTS</b>					
364,601	Operating Receipts	1,157,530	367,751	414,929	414,929	414,893
-	Investment Receipts	-	12,259	7,600	14,000	15,250
(435,525)	<b>PAYMENTS</b>	(1,199,337)	(359,969)	(785,618)	(791,995)	(792,979)
-	Operating payments to suppliers & employees	-	-	-	-	-
-	Finance Payments	-	-	-	-	-
<b>(70,924)</b>	<b>Net Cash provided by (or used in) Operating Activities</b>	<b>(41,807)</b>	<b>20,042</b>	<b>(363,089)</b>	<b>(363,066)</b>	<b>(362,836)</b>
-	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	-	-	-	-	-
-	Net Cash provided by (or used in) Investing Activities	-	-	-	-	-
-	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	-	-	-	-	-
-	NET CASH USED IN FINANCING ACTIVITIES	-	-	-	-	-
<b>(70,924)</b>	<b>NET INCREASE (DECREASE) IN CASH HELD CASH AT BEGINNING OF YEAR</b>	<b>(41,807)</b>	<b>20,042</b>	<b>(363,089)</b>	<b>(363,066)</b>	<b>(362,836)</b>
<b>352,390</b>	<b>CASH AT END OF YEAR</b>	<b>636,311</b>	<b>594,504</b>	<b>594,504</b>	<b>594,504</b>	<b>594,504</b>
<b>281,466</b>		<b>594,504</b>	<b>614,546</b>	<b>231,415</b>	<b>231,438</b>	<b>231,668</b>

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

2025/2026 ADOPTED BUDGET		2024/2025 AUDITED ACTUAL	2025/2026 ACTUAL 30/9/2025	2025/2026 BUDGET REVIEW 1	2025/2026 BUDGET REVIEW 2	2025/2026 BUDGET REVIEW 3
\$		\$	\$	\$	\$	\$
	<b>ASSETS</b>					
	<b>CURRENT ASSETS</b>					
281,466	Cash and cash equivalents	594,504	550,249	231,415	231,438	231,668
-	Trade & other receivables	7,178	3,580	-	-	-
<b>281,466</b>		<b>601,682</b>	<b>553,829</b>	<b>231,415</b>	<b>231,438</b>	<b>231,668</b>
<b>281,466</b>	<b>TOTAL ASSETS</b>	<b>601,682</b>	<b>553,829</b>	<b>231,415</b>	<b>231,438</b>	<b>231,668</b>
	<b>LIABILITIES</b>					
	<b>CURRENT LIABILITIES</b>					
-	Trade & Other Payables	239,415	19,676	-	-	-
-	Other Liabilities	-	-	-	-	-
-	Short-term Provisions	7,403	-	-	-	-
<b>-</b>	<b>TOTAL CURRENT LIABILITIES</b>	<b>246,818</b>	<b>19,676</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>NON-CURRENT LIABILITIES</b>					
-	Long-term Provisions	-	-	-	-	-
<b>-</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>-</b>	<b>TOTAL LIABILITIES</b>	<b>246,818</b>	<b>19,676</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>281,466</b>	<b>NET ASSETS</b>	<b>354,864</b>	<b>534,153</b>	<b>231,415</b>	<b>231,438</b>	<b>231,668</b>
	<b>EQUITY</b>					
281,466	Accumulated Surplus	354,864	374,907	231,415	231,438	231,668
-	Asset Revaluation	-	-	-	-	-

-	Other Reserves	-	-	-	-
281,466	<b>TOTAL EQUITY</b>	354,864	374,907	231,415	231,438

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

**STATEMENT OF CHANGES IN EQUITY**

2025/2026 ADOPTED BUDGET		2024/2025 AUDITED ACTUAL	2025/2026 ACTUAL 30/9/2025	2025/2026 BUDGET REVIEW 1	2025/2026 BUDGET REVIEW 2	2025/2026 BUDGET REVIEW 3
\$		\$	\$	\$	\$	\$
	<b>ACCUMULATED SURPLUS</b>					
281,466	Balance at end of previous reporting period	251,437	354,865	354,864	354,864	354,864
0	Net Result for Year	103,427	20,043	-123,449	-123,426	-123,196
0	Transfer From Reserves	0	0	0	0	0
0	Transfer To Reserves	0	0	0	0	0
<b>281,466</b>	<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>354,864</b>	<b>374,907</b>	<b>231,415</b>	<b>231,438</b>	<b>231,668</b>

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

**UNIFORM PRESENTATION OF FINANCES**

2025/2026 ADOPTED BUDGET		2024/2025 AUDITED ACTUAL	2024/2025 ACTUAL 30/9/2025	2024/2025 BUDGET REVIEW 1	2024/2025 BUDGET REVIEW 2	2024/2025 BUDGET REVIEW 3
\$		\$	\$	\$	\$	\$
364,601	Operating Revenues	1,407,912	380,010	415,351	421,751	422,965
(364,601)	less Operating Expenses	(1,304,485)	(359,968)	(538,800)	(545,177)	(546,161)
-	<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>103,427</b>	<b>20,043</b>	<b>(123,449)</b>	<b>(123,426)</b>	<b>(123,196)</b>
	<b>Less Net Outlays in Existing Assets</b>					
-	Capital Expenditure on renewal and replacement of Existing Assets	-	-	-	-	-
-	less Depreciation, Amortisation and Impairment	-	-	-	-	-
-	less Proceeds from Sale of Replaced Assets	-	-	-	-	-
-		-	-	-	-	-
	<b>Less Net Outlays on New and Upgraded Assets</b>					
-	Capital Expenditure on New and Upgraded Assets	-	-	-	-	-
-	less Amounts received specifically for New and Upgraded Assets	-	-	-	-	-
-		-	-	-	-	-
-	less Proceeds from Sale of Surplus Assets	-	-	-	-	-
-		-	-	-	-	-
-	<b>Net Lending / (Borrowing) for Financial Year</b>	<b>103,427</b>	<b>20,043</b>	<b>(123,449)</b>	<b>(123,426)</b>	<b>(123,196)</b>

# Policies Register

Attachment 8.4.1

No.	Policy Name	Approval Date	Status	Last Review	Next Review	2026 Review
1	Travel	Aug-18	Current	Aug-18	Aug-19	review/update
2	Risk Management	Aug-18	Current	Aug-18	Aug-19	review/update
3	Procurement	Apr-24	Current		Apr-25	review/update
4	Credit Card	Dec-24	Current	Nov-23	Dec-25	review/update
5	Code of Conduct for Board Members	Aug-24	Current		Aug-28	review/update
6	Code of Conduct for Employees	9/08/2024	Current		Aug-28	review/update
7	Advertising & Recruitment	Aug-18	Current	Aug-18	Aug-19	retire
8	Alcohol & Drugs	Aug-18	Current	Aug-18	Aug-19	retire
9	Annual Leave	Aug-18	Current	Aug-18	Aug-19	retire
10	Bullying & Victimisation	Aug-18	Current	Aug-18	Aug-19	retire
11	Business Continuity		intended 2023			
12	Business Plan & Budgets		intended 2023			
13	Carer's Leave	Aug-18	Current	Aug-18	Aug-19	retire
14	Change Pay Details	Aug-18	Current	Aug-18	Aug-19	retire
15	Compassionate Leave	Aug-18	Current	Aug-18	Aug-19	retire
16	Compensation	Aug-18	Current	Aug-18	Aug-19	retire
17	Compliance		intended 2023			
18	Confidentiality	Aug-18	Current	Aug-18	Aug-19	retire
19	Conflict of Interest	Aug-18	Current	Aug-18	Aug-19	retire
20	Correspondence	Aug-18	Current	Aug-18	Aug-19	retire
21	Covid-19		intended 2023			
22	Discrimination	Aug-18	Current	Aug-18	Aug-19	retire
23	Dress Code	Aug-18	Current	Aug-18	Aug-19	retire
24	Email	Aug-18	Current	Aug-18	Aug-19	retire
25	Emergency	Aug-18	Current	Aug-18	Aug-19	retire
26	Emergency Services Leave	Aug-18	Current	Aug-18	Aug-19	retire
27	Employment Vacancy	Aug-18	Current	Aug-18	Aug-19	retire
28	Equal Employment	Aug-18	Current	Aug-18	Aug-19	retire
29	Equipment & Supplies	Aug-18	Current	Aug-18	Aug-19	retire
30	Ergonomic Workplace	Aug-18	Current	Aug-18	Aug-19	retire
31	First Aid	Aug-18	Current	Aug-18	Aug-19	retire
32	Flexible Working Arrangement	Aug-18	Current	Aug-18	Aug-19	retire
33	Fraud & Compliance	Aug-18	Current	Aug-19		retire
34	General Ledger	Aug-18	intended 2023	Aug-19		
35	Grants		intended 2023			
36	Grievance Complaint	Aug-18	Current	Aug-18	Aug-19	retire
37	Hours of Work	Aug-18	Current	Aug-18	Aug-19	retire
38	Induction	Aug-18	Current	Aug-18	Aug-19	retire
39	Information & Database		intended 2023			retire
40	Insurance		intended 2023			retire
41	Intellectual Property	Aug-18	Current	Aug-18	Aug-19	retire
42	Internal Control		intended 2023			retire
43	Internet	Aug-18	Current	Aug-18	Aug-19	retire
44	Interview	Aug-18	Current	Aug-18	Aug-19	retire
45	Investment		intended 2023			
46	Job Description	Aug-18	Current	Aug-18	Aug-19	retire
47	Jury Duty	Aug-18	Current	Aug-18	Aug-19	retire
48	Lateness	Aug-18	Current	Aug-18	Aug-19	retire
49	Long Service Leave	Aug-18	Current	Aug-18	Aug-19	retire
50	Manual Handling	Aug-18	Current	Aug-18	Aug-19	retire
51	Media Liaison	Aug-18	Current	Aug-18	Aug-19	retire
52	Misconduct	Aug-18	Current	Aug-18	Aug-19	retire
53	Mobile Phone		intended 2023			
54	Motor Vehicle	Aug-18	Current	Aug-18	Aug-19	retire
55	Naming Convention		intended 2023			
56	Offer & Unsuccessful	Aug-18	Current	Aug-18	Aug-19	retire
57	Overtime & Additional Hours	Aug-18	Current	Aug-18	Aug-19	retire
58	Paid Parental Leave	Aug-18	Current	Aug-18	Aug-19	retire
59	Payroll Policy	Aug-18	Current	Aug-18	Aug-19	retire
60	Performance Management	Aug-18	Current	Aug-18	Aug-19	retire
61	Pregnancy & Breastfeeding	Aug-18	Current	Aug-18	Aug-19	retire
62	Probation	Aug-18	Current	Aug-18	Aug-19	retire
63	Reasonable Adjustment	Aug-18	Current	Aug-18	Aug-19	retire
64	Reference & Medical	Aug-18	Current	Aug-18	Aug-19	retire
65	Reimbursement	Aug-18	Current	Aug-18	Aug-19	retire
66	Room Booking	Aug-18	Current	Aug-18	Aug-19	retire
67	Security	Aug-18	Current	Aug-18	Aug-19	retire
68	Selection & Shortlist	Aug-18	Current	Aug-18	Aug-19	retire
69	Sexual Harassment	Aug-18	Current	Aug-18	Aug-19	retire
70	Sick Leave	Aug-18	Current	Aug-18	Aug-19	retire
71	Smoking	Aug-18	Current	Aug-18	Aug-19	retire
72	Social Media	Aug-18	Current	Aug-18	Aug-19	retire
73	Sponsorship	Oct-16	Current		Overdue	retire
74	Staff Whereabouts	Aug-18	Current	Aug-18	Aug-19	retire
75	Training & Development	Aug-18	Current	Aug-18	Aug-19	retire
76	Waste	Aug-18	Current	Aug-18	Aug-19	retire
77	Work Area	Aug-18	Current	Aug-18	Aug-19	retire
78	Delegations		intended 2023			



# RISK MANAGEMENT POLICY



## INTRODUCTION

### 1. POLICY PURPOSE

The Limestone Coast Local Government Association (LCLGA) recognises that effective risk management policies, systems and processes will inform decision making, resource allocation and risk mitigation, which in turn will support successful achievement of its vision and strategic objectives.

The purpose of the Risk Management Policy (the Policy) is to enable an integrated and systematic approach to risk management by:

- Articulating LCLGA's commitment to core risk management principles.
- Supporting the implementation and maintenance of a Risk Management Framework ("the Framework") that comprises the tools and processes that underpin the organisation's risk management approach; and
- Reviewing and evaluating the effectiveness of LCLGA's policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.

This policy underpins the LCLGA's commitment to sustainability and continuous improvement and to protecting the community, employees, assets and the organisation against potential losses.

### 2. LEGISLATIVE REQUIREMENT AND POLICY CONTEXT

The responsibility for risk management across the LCLGA is in accordance with:

- 2.1. Section 125 of the *Local Government Act 1999* which requires LCLGA to ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the LCLGA to carry out its activities in an efficient and orderly manner to achieve its objectives.
- 2.2. Section 132A of the *Local Government Act 1999* requires LCLGA to ensure that appropriate policies, practices and procedures are implemented and maintained in order to ensure compliance with statutory requirements and achieve and maintain standards of good public administration; and
- 2.3. Section 134(4) (b) of the *Local Government Act 1999* requires LCLGA to adopt risk management policies, controls and systems.

Section 48 of the *Local Government Act 1999* (LG Act') requires LCLGAs to identify risks associated with a project and take steps to manage, reduce or eliminate those risks, (including by provision of periodic reports to the EO and to the LCLGA/Board.)

Section 99(1)(ia) of the LG Act requires the EO to ensure that effective policies, systems and processes are established and maintained for the identification, assessment, monitoring, management and annual review of strategic, financial and operational risks.

Section 125A requires the person primarily responsible for the internal audit function to ensure that any reports they prepare relating to the internal audit function are provided directly to the audit and risk committee and may report any

matters relating to the internal audit function directly to the audit and risk committee;  
[delete if no internal audit function]

Section 126 (4)(g) requires the LCLGA audit and risk committee to provide oversight of planning and scoping of the internal audit work plan and to review and comment on reports provided by the person primarily responsible for the internal audit function at least on a quarterly basis; [delete if no internal audit function]

Section 126 (4)(g) requires the LCLGA/regional audit and risk committee to review and comment on an annual report provided by the EO in relation to the policies and processes adopted by the LCLGA to evaluate and improve the effectiveness of its internal control practices and procedures; [delete if there is an internal audit function]

Section 126 (4)(h) requires the LCLGA audit and risk committee to review and evaluate the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis;

As a member of the Local Government Association Mutual Liability Scheme, LCLGA is bound by the Scheme Rules, which include an obligation to ensure that adequate risk management and prevention strategies are put in place so as to absolutely minimise the risk of any incident, circumstance or matter that may give rise to a claim.

### 3. SCOPE

LCLGA applies risk management at the following levels:

- 3.1. Strategic – risks which impact on LCLGA’s strategic objectives.
- 3.2. Operational – risks which impact LCLGA’s service delivery.
- 3.3. Project – risks associated with project management.

### 4. POLICY PRINCIPLES

- 4.1. LCLGA is committed to maintaining and applying governance and risk management principles to ensure that any impacts to strategic and business objectives are considered and analysed.
- 4.2. LCLGA will adopt and implement a systematic approach to identify, assess, evaluate and treat (mitigate) risks. The risk management program involves identifying opportunities to ensure LCLGA achieves its strategic goals whilst recording and managing its operational risks.
- 4.3. Management will lead, actively participate and have complete oversight over all aspects of risk management within their areas of responsibility.
- 4.4. LCLGA will develop and maintain a Risk Management Framework consistent with the guidelines and principles of risk management as set out in the *International Standard ISO31000:2018 – Risk Management Guidelines*, with the goal of providing a consistent approach for dealing with uncertainties likely to impact on the achievement of LCLGA’s vision.

### 5. PERFORMANCE MEASURES

The performance of the risk management program will be measured through three distinct categories:

- Compliance with the policy and related documentation;
- Maturity of LCLGA's risk culture; and
- Value add to the whole of LCLGA.

## 6. ROLES AND RESPONSIBILITIES

### 6.1 Board

The Board is responsible for the approval of this policy and for endorsing the systematic approach to managing risk across council operations.

The Board is responsible for:

- a) Setting the organisation's risk appetite and policy for managing risk;
- b) Giving adequate consideration to risks when setting objectives and making decisions;
- c) Fostering a culture that is consistent with the organisation's appetite for risk;
- d) Ensuring the organisation has the structures and processes in place to support decision making and management of risk;
- e) Setting an appropriate governance structure for risk and risk management including Audit and Risk Committee and delegations;
- f) Requiring the Executive Officer to demonstrate that the framework for managing risk is effective and appropriate;
- g) Requiring the Executive Officer to provide information to allow the Board to understand the risks that may have material impacts on achievement of the organisation's objectives; and
- h) Considering recommendations from the Audit and Risk Committee relating to strategic, financial and operational risks or any other risk matter.

### 6.2 Audit and Risk Committee

The Audit and Risk Committee is responsible for:

- a) Reviewing and recommending endorsement of the criteria contained within the Risk Management Framework.
- b) Monitoring LCLGA's responsiveness to recommendations for improvement based on previous audit and risk assessments, including those raised by LCLGA's auditor.
- c) Providing oversight of the planning and scoping of the internal audit work plan and reviewing internal audit reports on at least a quarterly basis.
- d) Reviewing the annual report from the Executive Officer in relation to policies and processes adopted to evaluate and improve the effectiveness of internal control practices and procedures.
- e) Reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis; and
- f) Monitoring strategic risks on a quarterly basis.

### 6.3 Executive Officer (EO)

The EO has the responsibility for ensuring that:

- Managing risk across the LCLGA
- the risk management framework is established and implemented.
- risk management is integrated into LCLGA's activities and functions.

Executive Officer (EO)

The EO has the responsibility for:

- a) Promoting a strong risk management culture by providing firm and visible commitment to risk management including ensuring appropriate accountability for the management of risk;
- b) Reviewing and endorsing the Risk Management Framework; [drafting note: framework is an operational document, however if it is intended that it be endorsed by Audit and Risk Committee or LCLGA, amend as appropriate.]
- c) Ensuring that effective policies, systems and processes are established and maintained for the identification, assessments, monitoring, management and annual review of strategic, financial and operational risks and providing a report to the audit and risk committee on a regular basis;
- d) Allocating and upholding accountability for managing risk;
- e) Ensuring the Executive Management Team have the necessary knowledge and skills to effectively fulfil their risk management responsibilities;
- f) Regularly reviewing strategic, financial and operational risks and maintaining an understanding of the environment in which the organisation operates, the risks it faces and the effectiveness of its controls;
- g) Ensuring compliance with legislative and contractual obligations and policy requirements;
- h) Providing reliable information about risks, controls and their effectiveness to the LCLGA;
- i) Reporting annually to the audit and risk committee on the internal audit processes; and
- j) Escalating all strategic risks that exceed the organisation's risk appetite to the Audit and Risk Committee or LCLGA, as required.

## 6.4 Employees

All employees are responsible for:

- recognising , the importance and value of risk management and the ongoing benefits to the Association;
- understand and comply with all policies and procedures as risk management tools. Seek guidance when clarity is require;
- being committed to identifying and evaluating risks as they present; and
- reporting to the Executive Officer any issues that may give rise to a claim and objectively document observations.

## 7. COMPLAINTS

Complaints relating to this policy can be made in writing to the EO. Complaints will be managed in accordance with LCLGA's Complaints Policy.

## 8. REVIEW

This policy will be reviewed every **four (4) years**, in consultation with employees and the Board. The policy will also be reviewed as deemed necessary in consideration of any changes to legislation, relevant standards, codes and guidelines, audit findings, any corrective actions/controls arising from risk assessment and/or hazard/incident reports and stakeholder feedback.

## 9. TRAINING

LCLGA is committed to supporting Employees in complying with this policy.

Training needs will be reviewed during induction and annually, during individual performance reviews and as necessary in consideration of any changes to legislation, relevant standards, codes and guidelines, audit findings, any corrective actions/controls arising from risk assessment and/or hazard/incident reports and stakeholder feedback.

## 10. LCLGA DELEGATION

Details of Delegation	Executive Officer

### This is our information

Version:	3
Last revised date:	April 2024
Next review date:	LCLGA will endeavour to review this policy every <b>4 years</b>
Applicable Legislation:	The international standard for Risk management - Guidelines (ISO 31000:2018) <i>Local Government Act 1999</i>
Related Policies:	
Related Procedures:	
Other relevant documentation:	Risk Management Framework Risk Register and Assurance Map SA HB:436.1:2020 Risk Management Guidelines – companion to AS ISO 31000:2018, Part 1: Boards and executives

## RELATED DOCUMENTATION

Related Policies, Procedures or Forms	Risk Register and Assurance Map
Applicable Legislation	Local Government Act 1999

## ROLES & RESPONSIBILITIES

Position	Role & Responsibility
Executive Officer	To take appropriate action to resolve breaches in a timely manner



LCLGA Audit and Risk Committee	Recommend this policy
LCLGA Board	To approve the use of this policy

### FILE INFORMATION

File name	Procurement Policy v3
File location	Policies and Procedures

### FILE HISTORY

Status	Under review
Last review date	April 2024
Next review date	April 2028

### FILE REVIEW NOTES

Date	Description
V1 August 2018	Policy approved by LCLGA Board
March 2026	Audit and Risk Committee Review
April 2026	





**LCLGA**

Limestone Coast  
Local Government  
Association

# **RISK MANAGEMENT FRAMEWORK**

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## 1 Introduction – Purpose of the Framework

The Limestone Coast Local Government Association (LCLGA) is committed to an integrated approach to risk management to assist us in setting appropriate strategies, achieving our objectives and making informed decisions.

As a regional organisation with elected membership, the Association is a highly accountable body with a broad base of representation at the local level. Accordingly, it is the peak body representing Local Government in the region, as well as being able to lead and advocate on behalf of the region across a full range of issues.

The LCLGA recognises that managing risk is part of governance and leadership, is fundamental to how the organisation is managed at all levels and will contribute to continuous improvement of its management systems.

The LCLGA exists to:

***Collectively Build Stronger Communities" within the scope of Local Government activities and services.***

The risk management process is not an isolated function and can be applied to any activity, including decision making, at all levels. Effective identification, analysis, evaluation and treatment of risks is critical to LCLGA achieving its objectives.

The Framework is designed to provide the architecture for a common platform for all risk management activities undertaken by LCLGA, from individual functional, process or project-based assessments to whole-of-organisation assessments, with the aim of enabling comparative analysis and prioritisation of those assessments either individually or cumulatively.

The Framework will be approved every four years by the Executive Office and the Board. This document should be read in conjunction with LCLGA's Risk Management Policy.

## 2 Purpose

This Framework outlines the requirements and processes supporting LCLGA's Risk Management Policy to create and protect value by improving performance, encouraging innovation and supporting the achievement of LCLGA's objectives.

This Framework:

- a) Aligns with the objectives of the Risk Management Policy.
- b) Establishes roles and responsibilities for managing risk.
- c) Documents a standardised, formal and structured process for assessment, treatment and monitoring of identified risks.
- d) Encourages innovation by integrating risk management into the strategic and operational processes across LCLGA.
- e) Will assist LCLGA in maximising its opportunities, whilst minimising any negative impacts identified during the risk management process.
- f) Establishes the process for all risks outside the defined risk tolerances to be escalated to the Board and additional treatment options implemented.
- g) Sets out reporting protocols for relevant risk information to be provided to LCLGA, Audit Committee; and

- h) Will support the development of a continuous improvement culture by integrating risk management processes into all LCLGA functions.

### **3 Local Government Risk Services (LGRS)**

From the perspective of the Local Government sector in South Australia, certain insurable risks have been transferred to several self-managed Schemes managed by Local Government Risk Services (LGRS) via payment of an annual contribution. The Schemes are:

- a) **Local Government Association Mutual Liability Scheme (LGAMLS)** for the purposes of Civil Liability coverage & claims management;
- b) **Local Government Association Workers Compensation Scheme (LGAWCS)** for the purposes of workers compensation coverage & claims management; and
- c) **Local Government Asset Mutual Fund (LGAMF)** for the purposes of asset and fleet coverage and claims management.

As a member of all the above Schemes and Fund, LCLGA must ensure that WHS, asset and risk management protocols are developed, endorsed and implemented across all departments.

LGRS provides LCLGA with a range of fully funded and subsidised programs and support services to assist in managing risk across the organisation.

### **4 Risk Management Principles**

The Australian standard for Risk Management Guidelines (AS ISO 31000:2018) describes risk as:

“...the effect of uncertainty (either positive, negative or both) on objectives...”

The goal is not to eliminate all risks, but rather to manage risks involved in LCLGA's functions and services and to create and protect value for our stakeholders and community.

AS ISO 31000:2018 is based on the following eight principles, which underpin this Framework and guide how we manage risk across LCLGA:

<b>Integrated</b>	An integral part of all organisational processes
<b>Part of decision-making</b>	Aids decision-makers in making informed choices and identifying the most effective course of action
<b>Structured and comprehensive</b>	Contributes to efficiency and to consistent and comparable results
<b>Best available information</b>	Based on historical and current information, as well as on future expectations, considering any limitations associated with such information and expectations.
<b>Customised</b>	Aligns with the internal and external context related to our objectives
<b>Human and cultural factors</b>	Recognises that the behaviour and culture can significantly influence the achievement of objectives
<b>Inclusive</b>	Requires appropriate and timely involvement of stakeholders to enable their knowledge, views and perceptions to be considered
<b>Dynamic</b>	Anticipates, detects, acknowledges and responds to changes in LCLGA's internal and external contexts that result in new risks emerging and others changing or disappearing
<b>Continual improvement</b>	Learning and experience drives continuous improvement

## 5 Risk Management Framework



### 5.1. Leadership and commitment

LCLGA and its Board will demonstrate leadership and commitment to ensure that risk management is integrated into all organisational activities by:

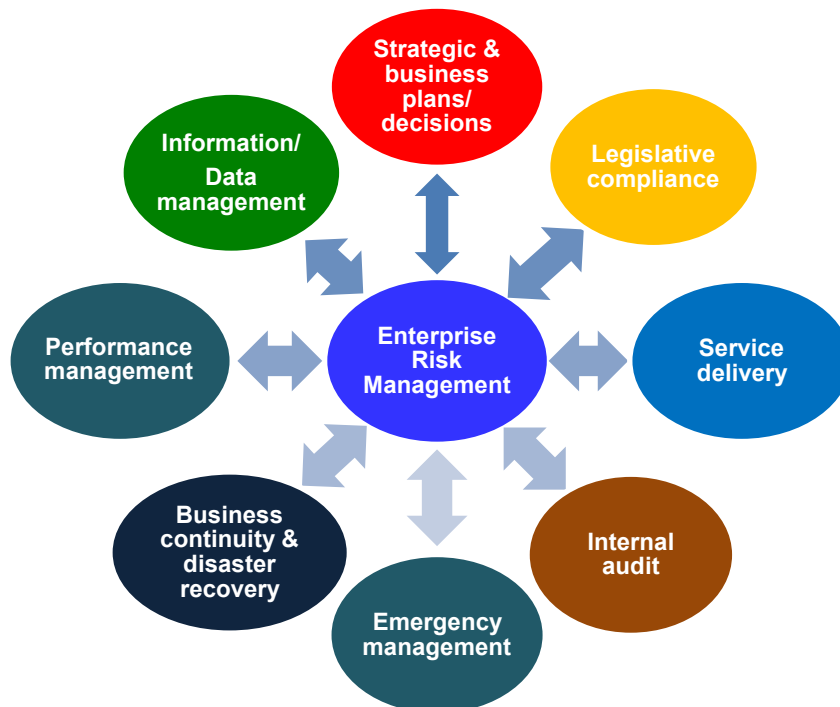
- a) Developing and implementing a risk management policy, framework and supporting tools and processes;
- b) Allocating appropriate resources for risk management; and
- c) Assigning roles, responsibilities and accountabilities with respect to risk management and communicating these at all levels of the organisation.
- d) Allocating and upholding accountability with respect to risk management and ensuring it is understood; and
- e) Ensuring compliance with legislative and contractual obligations and policy requirements.

### 5.2. Integration

This Framework provides the methods and processes LCLGA use to manage risks and identify opportunities in every part of the organisation.

Governance guides the direction of the organisation and provides the rules, processes and practices necessary for LCLGA to achieve its objectives. Management structures that define risk management accountability and oversight roles across the organisation are critical to achieving the strategy and objectives required for LCLGA to achieve sustainable performance and long-term viability.

Risk Management is not just about the risk assessment process nor is it a stand-alone discipline. In order to maximise risk management benefits and opportunities, it requires integration through LCLGA’s entire operations, as follows:



### 5.2.1. Enterprise Risk Management

Enterprise risk management encompasses Strategic and Operational Risk Management:

- Strategic Risks are identified by reference to both the external environment and LCLGA's Strategic Management Plan objectives. Strategic risks are monitored by the Executive Office and the Board, with all risk assessments captured in the Risk Register and recorded within LCLGA's Record Management System.
- Operational Risks arise from LCLGA's day-to-day departmental functions and operations to deliver essential services. Operational risks are monitored by LCLGA's Executive and/or management teams.

### 5.2.2. Strategic & Business Planning/Decision Making

Strategic and Business Planning, (which includes long-term financial planning and annual budgeting,) must adequately consider the risks facing LCLGA in setting and pursuing its objectives and the effectiveness of systems that are in place to manage and communicate those risks.

Risk Management will be integrated into LCLGA's governance structures, including decision making. Risk assessment and management processes will be incorporated into LCLGA and Committee reports, where there is a potential impact on the achievement of LCLGA's objectives or on the wider community.

LCLGA members are expected to:

- a) Consider risks when setting LCLGA's objectives;
- b) Understand the risks facing LCLGA in pursuit of its objectives;
- c) Oversee the effectiveness of systems implemented by the organisation to manage risk;
- d) Accept only those risks that are appropriate in the context of LCLGA's objectives; and
- e) Consider information about such risks and make sure they are properly communicated to the appropriate stakeholder or governing body.

### 5.2.3. Legislative Compliance

The *Local Government Act (SA) 1999* applies to the functions of LCLGAs in South Australia, however, due to the diversity of functions and services provided by LCLGA, a range of other Acts, Regulations and Codes of Practice and Standards also apply.

LCLGA has implemented a Work Health and Safety (WHS) system to manage health and safety risks to workers and members of the public, in accordance with the *WHS Act (SA) 2012*. WHS is a critical component of LCLGA's risk management system and addresses risks and hazards to workers whilst in the workplace.

### 5.2.4. Service Delivery

LCLGA's risk exposures vary according to the functions, facilities and services it provides and these will inevitably change over time. LCLGA's planning processes will address both the risks associated with provision of functions, facilities and services,

(such as capacity and resources) and risks arising from their delivery (such as public safety and community reaction).

### 5.2.5. Internal Audit

Internal audit is an independent, objective assurance activity designed to add value and improve the organisation's operations. It helps LCLGA to accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, internal control and governance processes. The process of internal audit may result in the identification of new risks or more effective treatments for existing risks.

It is the role of the Audit and Risk Committee to provide oversight of planning and scoping of the internal audit plan and to review and comment on reports provided by the person primarily responsible for the internal audit function, at least on a quarterly basis. The person primarily responsible for the internal audit function may report any matters relating to the internal audit function directly to the Audit and Risk Committee.

In the absence of an internal audit function, the EO will provide an annual report to the Audit and Risk Committee in relation to the policies and processes adopted by the organisation to evaluate and improve the effectiveness of its internal control practices and procedures.

In addition to its own internal audit program, LCLGA engages an independent auditor to undertake an audit of internal controls as required by Section 125 of the *Local Government Act (SA) 1999* and Part 6, Regulation 19 of the Local Government (Financial Management Regulations) 2011

### 5.2.6. Emergency Management

LCLGA plans for, and undertakes, prevention, preparedness, response and recovery activities to support its community in the event of emergencies and natural disasters. This process includes alignment and co-operation with lead agencies and other LCLGAs in the region as well as providing information and training for workers to protect them from harm whilst responding to emergencies and natural disasters.

### 5.2.7. Performance Management

Both risk management and performance management start with the establishment and communication of corporate goals and objectives and development of strategies which are then cascaded throughout the organisation. Appropriate measures and reporting structures will be put in place to monitor the effectiveness of LCLGA's risk management processes, (at an individual and organisational level), which will in turn assist in identifying gaps or emerging risks.

The performance of LCLGA's risk management program will be measured through three distinct categories:

Measure	Frequency
Compliance with the policy and related documentation	Annual
Foreseeable risks are identified and controlled within LCLGA's risk appetite and tolerances, where reasonably practicable	Biannual

Tangible improvement in LCLGA’s risk evaluation outcomes and risk maturity modelling	Biennial
--	----------

**5.2.8. Information/Data Management**

Not only is it critical to the achievement of LCLGA’s objectives that it retains data and corporate knowledge, but there are also regulatory requirements to do so - LCLGA must comply with the *State Records Act 1997*, *Commonwealth Privacy Act 1988* and *Freedom of Information Act 1991*.

LCLGA’s records may be vulnerable to a cyberattack, malicious intent or unauthorised release, should appropriate risk mitigation strategies not be in place.

**5.3. Design**

**5.3.1. Understanding the organisation and its context**

Establishing the context involves those involved in the risk management process understanding factors internal and external to the organisation that may influence LCLGA’s ability to achieve its objectives.

LCLGA’s risk management culture, organisational structure, strategy and objectives are factors that define LCLGA’s internal context.

The external environment may include a range of factors such including (but not limited to):

- a) increased legislative and compliance requirements;
- b) reduced funding from State Government;
- c) community expectations; and
- d) social, cultural, political, technological, economic, natural and built environment.

**5.3.2. Roles and responsibilities**

The following roles and responsibilities ensure a transparent approach to managing risk within LCLGA.

Note: the roles and responsibilities outlined below refer to risk management only and the committee/ position requirements in general.

Roles	Responsibilities
Board	<ul style="list-style-type: none"> <li>• Endorse LCLGA’s Risk Management Policy;</li> <li>• Review and consider any report or recommendations regarding the Risk Management Framework;</li> <li>• Ensure that risks are adequately considered when setting LCLGA’s strategies and objectives;</li> <li>• Understand the risks facing LCLGA in pursuit of its objectives;</li> <li>• Ensure there is a systematic and effective approach to managing risk and opportunity across LCLGA operations that is implemented, monitored and communicated; and</li> <li>• Apply risk management principles to the decision-making process.</li> <li>• Monitor LCLGA’s strategic risks.</li> <li>• Set the organisation’s risk appetite and policy for managing risk;</li> <li>• Give adequate consideration to risks when setting objectives and making decisions;</li> <li>• Foster a culture that is consistent with the organisation’s appetite for risk;</li> <li>• Ensure the organisation has the structures and processes in place to support decision making and management of risk;</li> <li>• Set an appropriate governance structure for risk and risk management including Audit and Risk Committee and delegations;</li> <li>• Require the EO to demonstrate that the framework for managing risk is effective and appropriate;</li> <li>• Require the EO to provide information to allow the LCLGA to understand the risks that may have material impacts on achievement of the organisation’s objectives; and</li> <li>• Consider recommendations from the Audit and Risk Committee relating to strategic, financial and operational risks or any other risk matter</li> </ul>
Audit & Risk Committee	<ul style="list-style-type: none"> <li>• Review and recommend the endorsement of the Risk Management Framework;</li> <li>• Ensure a framework is implemented and delivers a consistent approach to risk management by assigning authority, responsibility &amp; accountability at appropriate levels within the organisation; and</li> <li>• Review reports from management and auditors and monitor that effective enterprise risk and opportunity management controls have been implemented.</li> <li>• Monitor Council’s responsiveness to recommendations for improvement based on previous audits and risk assessments, including those raised by Council’s auditor;</li> <li>• Provide oversight of the planning and scoping of the internal audit work plan and review internal audit reports on at least a quarterly basis;</li> <li>• Review the annual reports from EO in relation to policies and processes adopted to evaluate and improve the effectiveness of internal control practices and procedures;</li> <li>• Review and evaluate the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis; and</li> <li>• Monitor strategic risks on a quarterly basis.</li> </ul>

Roles	Responsibilities
Executive Officer (EO)	<ul style="list-style-type: none"> <li>Promote a strong risk management culture by providing firm and visible support for risk management including ensuring appropriate accountability for the management of risk;</li> <li>Review and endorse the Risk Management Framework;</li> <li>Ensure a customised policy and framework are in place and implemented that deliver a consistent approach to risk management;</li> <li>Ensure that effective policies, systems and procedures are established and maintained for the identification, assessment, monitoring, management and annual review of strategic, financial and operational risks and provide a report to the Audit and Risk Committee on a regular basis;</li> <li>Ensure that appropriate resources are allocated to managing risk;</li> <li>Ensure Managers have the necessary knowledge and skills to effectively fulfil their risk management responsibilities and are accountable for risks arising from the activities of their departments; and</li> <li>Regularly review LCLGA's strategic and operational risks.</li> <li>Regularly review strategic, financial and operational risks and maintain an understanding of the environment in which the organisation operates, the risks it faces and the effectiveness of its controls;</li> <li>Ensure compliance with legislative and contractual obligations and policy requirements;</li> <li>Provide reliable information about risks, controls and their effectiveness to the Board;</li> <li>Report annually to the Audit and Risk Committee on the internal audit processes; and</li> <li>Escalate all strategic risks that exceed the organisation's risk appetite to the Audit and Risk Committee or Board, as required.</li> </ul>
Employees, Volunteers & Contractors	<ul style="list-style-type: none"> <li>Understand the risk management processes that are integrated into all LCLGA activities; and</li> <li>Identify, evaluate, report and manage risks in their daily activities and projects.</li> </ul>

#### 5.4. Implementation

LCLGA's risk management framework is supported by an implementation plan that includes timeframes and resource requirements and processes for engagement with, and provision of information to, stakeholders.

#### 5.5. Evaluation

LCLGA will undertake periodic reviews of its risk management framework and implementation plan to measure its effectiveness and to determine whether it remains suitable in supporting the achievement of its strategic and operational objectives.

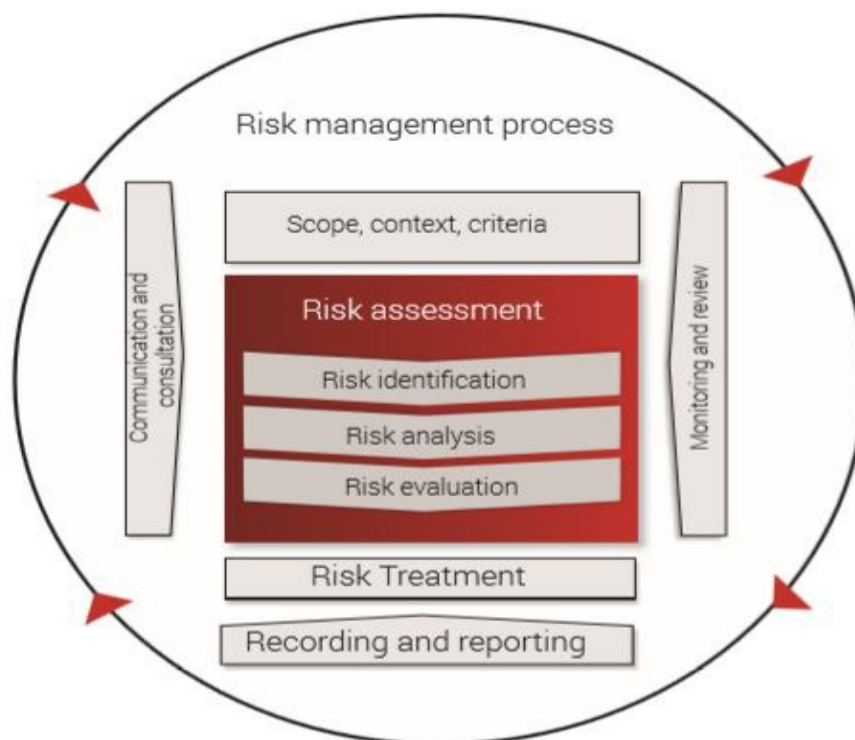
#### 5.6. Improvement

To maintain and improve the value of risk management to the organisation, LCLGA will monitor and adapt its risk management framework, with a view to continually improve the suitability, adequacy, and effectiveness of the risk management process.

## 6. Risk Management Process

Having good risk management practices ensures that LCLGA can undertake activities knowing that measures are in place to maximise the benefits and minimise the negative effect of uncertainties. Risk management involves both the management of potentially adverse effects as well as the fulfilment of potential opportunities. The risk management process is an integral part of management and decision-making and will be integrated into LCLGA's organisational structure, operations and processes.

The dynamic and variable nature of human behaviour and culture will be considered throughout the risk management process. Although the risk management process is often presented as sequential, in practice it is iterative.



### 6.1. Communication and Consultation

Establishing a communication and consultation plan with internal and external stakeholders is critical to the success of the risk management process. Effective communication and consultation throughout the process is essential to ensure that those responsible for implementing risk management, and those with a vested interest, understand the basis on which risk management decisions are made and why particular actions are required.

LCLGA will engage with stakeholders throughout the risk management process to:

- a) Correctly identify risks and understand context.
- b) Gain a better understanding of the views and interests of stakeholders and how their expectations may be managed.
- c) Capitalise on the diversity of knowledge, opinions and experience to enhance identification and management of risks and opportunities; and

- d) Build a sense of inclusiveness and ownership amongst stakeholders.

## **6.2. Scope, context and criteria**

### **6.2.1. Defining the scope**

Because the risk management process is applied at different levels throughout the organisation, it is important to define the scope and its alignment with LCLGA's objectives. This should include consideration of:

- a) Goals and objectives of risk management activities.
- b) Proposed outcomes and timing.
- c) Responsibilities and accountabilities for the risk management process.
- d) Risk management methodologies.
- e) Processes, activities and projects and how they may interact with other processes, activities and projects of LCLGA.
- f) How effectiveness and/or value will be measured and monitored; and
- g) Availability of resources to manage risk.

### **6.2.2. Defining the context**

Defining the context is important because:

- a) Risk management takes place in the context of LCLGA's objectives and activities; and
- b) Organisational factors can be a source of risk.

The context should reflect the specific environment of the activity to which the risk management process is to be applied, and consider the factors outlined in 5.3.1.

### **6.2.3. Defining risk criteria**

Risk criteria are used to evaluate the significance of risk and are reflective of LCLGA's values, objectives and resources and the views of its stakeholders. LCLGA's risk criteria are documented throughout this framework and its appendices.

It should be noted that, whilst risk criteria are established at the beginning of the risk management process, they are dynamic and should be continually reviewed and amended, if necessary.

## **6.3. Risk Assessment**

### **6.3.1. Risk Identification**

The aim of risk identification is to develop an inclusive list of events that may occur which - if they do - are likely to have an impact on the achievement of LCLGA's objectives, as stated in its Strategic Management Plans. LCLGA identifies, assesses and treats risk in the following three groups (risk types):

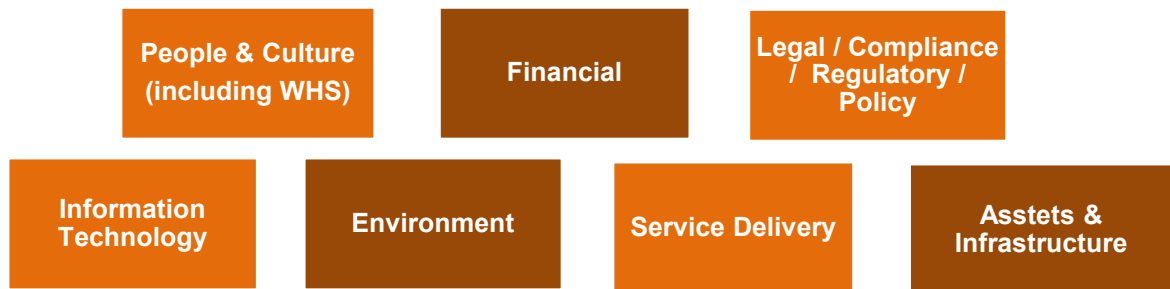
<b>Strategic</b>	Risks associated with high-level strategic goals that align to LCLGAs Strategic, Annual and Business Plans. Strategic risks may affect the achievement of LCLGA’s corporate objectives. They are key issues for the management and impinge on the whole business rather than a business unit. These risks can be triggered from within the business or externally. In other words, they may prevent the organisation from achieving its strategic goals.
<b>Operational</b>	Risks associated with departmental functions and daily operations to deliver essential services. Often the risks are cost overruns, supply chain/logistic issues, employee issues, fraud, WH&S, non-compliance to policies and procedures.
<b>Project</b>	Risks associated with Project Management that will affect milestones connected to delivering a specific project.

Risk identification naturally flows on from the context discussion and is a process of formally documenting the effects of uncertainty on objectives. An effective approach is to engage as many stakeholders as possible in a structured identification process.

The aim is to generate a list of risks based on those impacts or events. During the identification process, there are several questions that need to be asked to capture the information required:

- a) What might happen/ what could go wrong?
- b) What is the cause?; and
- c) How does this affect the objective?

After a risk is identified, it may be categorised and captured in the Risk Register in accordance with the following categories:



The process of risk identification must be comprehensive as risks not identified are by nature excluded from further analysis. Care must be taken to identify and define risks, rather than causes or consequences.

Capturing an additional level of detail with regards to risk areas assists in reporting and analysing trends. An example of this can be found in appendix G.

**6.3.2. Risk Analysis**

Risk analysis involves developing an understanding of a risk. It provides an input to risk evaluation and to decisions on whether risks need to be treated, and the most appropriate risk treatment strategies and methods. The tables included in the appendices are LCLGA’s tools for expressing the consequence, likelihood and level of risk as well as LCLGA’s risk tolerance.

### 6.3.2.1. Inherent and residual risk

A “risk rating” can be determined by combining the estimates of effect (consequence rating) and cause (likelihood rating). The risks are to be assessed against all consequence categories; and the highest consequence rating will be used.

The first rating obtained will be the inherent risk rating, (i.e. the level of risk at time of risk assessment with no controls.) Once further and additional controls are added to reduce the consequence and/or likelihood, the risk is rated again to determine the residual risk, (i.e. the level of risk remaining after risk treatment).

### 6.3.2.2. Risk appetite

The EO in consultation with the Board, are responsible for defining LCLGA’s risk appetite, taking into consideration the nature and extent of the risks LCLGA is willing to take in order to achieve its strategic objectives.

In arriving at its risk appetite, LCLGA will consider:

- a) The degree to which decision makers are permitted to expose LCLGA to the consequences of an event or situation.
- b) Aggregated and interlinked risks to determine whether the cumulative level of risk is acceptable or not.
- c) Allowing for flexibility to adapt, given changing environment and circumstances to be built in; and
- d) Whether risk decisions made with full consideration of potential for reward.

LCLGA’s risk appetite will be included in LCLGA’s regular monitoring and review process of its risk management policy, framework and supporting documentation.

A scale ranging from High Appetite to No Appetite demonstrates the amount of risk the LCLGA is prepared to accept.

Category	Appetite	Value
Strategic	Medium	As a small resource scarce advocacy body, the LCLGA is highly strategic organisation. Efforts must be strategically prioritised to achieve the greatest benefit for the widest section of community towards achieving long term objectives. Action should be taken when the objective is clear, risks are mitigated and evidence is collected.
Political	Medium	Relationships based on respect must be established and maintained with local, state and federal level stakeholders. The

		LCLGA values opportunity in collaboration and positive working relationships. Long term positioning and reputational risk should be assessed against the benefit before any political risk is taken.
Brand and Reputation	Low	The Limestone Coast Local Government Association should be recognised as a trusted partner with a well-respected history of engagement at a local, state and national level. Every interaction and public comment should demonstrate professionalism and exemplify our values, instilling trust and confidence in the Association and its constituent councils.
Legal and Regulatory	Low	As a Section 43 Subsidiary the LCLGA is managed in accordance with the provisions of the Local Government Act 1999 (LG Act) and all relevant Regulations.
Financial	Low	As a small organisations, value for money underpins all financial decisions. Financial risks and rewards will be assessed against both our short and long term strategic and operational priorities.
Operational	Low	As a highly accountable body all operational activities are aligned with strategic goals and outcomes measured through regular reporting.
WH&S	Low	The LCLGA fosters a culture of wellbeing and safety, professional development in an inclusive and supportive environment.
Information	Low	As a highly accountable and transparent organisation the LCLGA operates in line with the expectations of Local Government under the Act. Confidential information is rare but necessary and all information deemed by the Board to be of a confidential nature will be managed in accordance with the Local Government Act.

### 6.3.2.3. Risk tolerance

Not all risk types for LCLGA are the same in terms of their acceptability. Once a risk has been analysed, it needs to be compared to LCLGA's tolerance levels. Risk tolerance can be described as the boundaries of risk taking outside of which the organisation is not willing accept in order to achieve its objectives.

<b>Zero</b>	Willingness to accept no risk at all
<b>Low</b>	Willingness to accept very little risk
<b>Moderate</b>	Willingness to accept some reasonable risk
<b>High</b>	Willingness to accept a high level of risk

If the assessed risk level is above the tolerable level for that category of risk, then treatment may be required. If it is equal to, or below, the tolerable level for that category of risk then the risk can be accepted, (provided the controls are implemented).

### 6.3.3. Risk Evaluation

Risk Evaluation is the process used to assist in making decisions, based on the outcomes of risk analysis, about which risks need treatment and the priority for implementation of controls. Decisions should take account of the wider context of the risk and include consideration of the tolerance of the risks borne by parties other than LCLGAs who may benefit from the risk. There are also circumstances whereby, despite the risk level, risks cannot be treated.

Risk level	Managing risk – priority rating
<b>Extreme</b>	<ul style="list-style-type: none"> <li>• Add risk to LCLGA's Risk Register</li> <li>• Escalate risk issue immediately to EO/SET</li> <li>• EO/Management Team to:               <ul style="list-style-type: none"> <li>○ Refer risk to risk owner;</li> <li>○ Identify and develop treatment strategies for immediate action;</li> <li>○ Monitor and review actions/strategies;</li> <li>○ Provide direction and information to relevant stakeholders; and</li> <li>○ Inform the next meeting of the Audit &amp; Risk Committee of the risk issue, the actions taken to mitigate the risk and the outcome (or current status).</li> </ul> </li> <li>• Consider cessation/suspension of the activity giving rise to the risk until such time as EO/SET authorises its continuation and/or whilst other risk treatment strategies are being developed/implemented;</li> <li>• For WH&amp;S related risks, the following applies:               <ul style="list-style-type: none"> <li>○ Operation of item or activity shall not be allowed to continue until the risk level has been reduced;</li> <li>○ Will commonly be an unacceptable level of risk; and</li> <li>○ May include both short- and long-term control measures</li> </ul> </li> </ul>
<b>High</b>	<ul style="list-style-type: none"> <li>• Add risk to LCLGA's Risk Register;</li> <li>• Escalate risk issue to Management Team/Risk Management area ;</li> <li>• Management Team to:               <ul style="list-style-type: none"> <li>○ Refer to relevant risk owner;</li> <li>○ Identify and develop treatment strategies with appropriate timeframes;</li> <li>○ Monitor and review actions/strategies to manage risk to an acceptable</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>level;</li> <li>○ Provide direction and information to relevant stakeholders; and</li> <li>○ Inform the next meeting of the Audit &amp; Risk Committee of the risk issue, the actions taken to mitigate the risk and the outcome (or current status).</li> <li>● For WHS related risks, the following applies:             <ul style="list-style-type: none"> <li>○ Reduce the risk rating so far as is reasonably practicable; and</li> <li>○ Should only be an acceptable level of risk for 'Major' or 'Catastrophic' consequences.</li> </ul> </li> </ul>
<b>Moderate</b>	<ul style="list-style-type: none"> <li>● Add risk to LCLGA's Risk Register;</li> <li>● Escalate risk to department manager;</li> <li>● Department manager to coordinate with relevant work group to:             <ul style="list-style-type: none"> <li>○ Identify and develop treatment strategies with appropriate timeframes; and</li> <li>○ Monitor and review actions/strategies to manage risk to an acceptable level.</li> </ul> </li> <li>● For WHS related risks, the following applies:             <ul style="list-style-type: none"> <li>○ Reduce the risk rating so far as is reasonably practicable. May be an acceptable level of risk.</li> </ul> </li> </ul>
<b>Low</b>	<ul style="list-style-type: none"> <li>● Add risk to LCLGA's Risk Register.</li> <li>● Undertake localised risk management &amp; actions (if required).</li> <li>● Review within the department parameters and routine procedures.</li> <li>● For WHS related risks, the following applies:             <ul style="list-style-type: none"> <li>○ Reduce the risk rating so far as is reasonably practicable. Commonly is an acceptable level of risk.</li> </ul> </li> </ul>

## 6.4. Risk Treatment

Risk treatment can be conducted using a variety of methods. When looking at negative risks, treatments are aimed at reducing or removing the potential for consequences occurring. However, when looking at positive risks, (opportunities) treatments look at ensuring that consequences are realised.

Risk treatment involves selecting one or more options for modifying either the likelihood or consequence of risks and implementing those options. Once implemented, treatments provide or modify the controls. An action should be implemented to treat certain risks.

Justifications for risk treatment is broader than solely economic considerations and should consider all of LCLGA's obligations, voluntary commitments and stakeholder views. Appropriate risk treatment options should have regard to LCLGA's objectives, risk criteria and available resources.

LCLGA will tolerate a level of risk, in accordance with the risk tolerances set out in section 6.3.2.3. Any risk that is rated above a tolerable level of risk should be escalated to the appropriate level, as set out in 6.3.3 to have a treatment plan in place.

### 6.4.1. Risk treatment priorities

Recognising that not all risks can, or should, be managed, LCLGA has determined that it will prioritise treatment of risks in the following order:

- a) Strategic risks that exceed risk appetite
- b) Strategic risks that exceed risk tolerance

- c) Operational risks that are rated Extreme or High
- d) Operational risks that are rated either Moderate or High that exceed risk appetite.

The EO may make exceptions to this prioritisation where there is an immediate or foreseeable risk to the health or safety of any person.

#### 6.4.2. Risk treatment options

Risk treatment options are not necessarily mutually exclusive or appropriate in all circumstances. Options may include:

<b>Eliminate</b>	Remove the asset or service completely to eliminate the risk altogether
<b>Share</b>	Allocate risk to a third party, such as through appropriate contactor management, (noting however that S272 of the WHS Act voids any agreement or contract that purports to transfer any duty owed under the Act.)
<b>Mitigate</b>	Implement a type of treatment control to reduce or remove the risk. This may include but is not limited to options such as substitution (swapping), isolation (barricade), engineering (modify by design) or administration (policy/process)
<b>Accept</b>	Risk can be accepted for several reasons including: <ol style="list-style-type: none"> <li>1. no extra treatments being available;</li> <li>2. meets the stated target for the type of risk;</li> <li>3. informed decision has been made about that risk; and</li> <li>4. risk treatment is worth more than the risk exposure.</li> </ol>

For positive risks, options may include:

<b>Exploit</b>	Implement strategies to capitalise on the likelihood of the risk eventuating and ensure that the organisation is able to respond quickly to the opportunities as they arise
<b>Share</b>	Partnering with another organisation that is able to add skills or value not currently available within LCLGA
<b>Enhance</b>	Influence the factors that will improve the likelihood of the opportunity arising
<b>Accept</b>	Maintain status quo by informed decision

#### 6.4.3. Control characteristics

Risk treatments need to be designed in a manner to ensure they mitigate that risk, and have some of the following characteristics if they are to become an adequate control:

- a) Documented (e.g. Policies, procedures, task lists, checklists);
- b) Systems-oriented (e.g. integrated and/or automated);
- c) Preventative (e.g. system controls) or detective;
- d) Consistent and regular (including during staff absence);
- e) Performed by competent and trained individuals;
- f) Clear responsibility and accountability;
- g) Create value (i.e. benefits outweigh costs);
- h) Achievable for the organisation (based on available resources);
- i) Evidenced; and

- j) Confirmed independently.

#### **6.4.4. Preparing and implementing risk treatment plans**

Risk treatment plans specify how the risk treatment options will be implemented, so that those involved understand what arrangements are in place and to allow progress against the plan to be monitored. Risk treatment plans may be integrated into LCLGA's existing processes, (e.g. project management plans, risk registers) and provide the following information:

- a) Rationale for selection of treatment options;
- b) Responsibilities and accountability for approving and implementing the plan;
- c) Proposed actions and timeframes;
- d) Resourcing requirements;
- e) Constraints and contingencies; and
- f) Required reporting and monitoring.

### **6.5. Monitoring and Review**

#### **6.5.1. Review of risks and controls**

Monitoring and review must be a formal part of the risk management process and involves regular checking or surveillance of the effectiveness and efficiency of the risk management processes implemented.

A monitoring and review process will:

- a) Ensure that implemented controls are effective and adequate;
- b) Provide further information to improve risk assessment and treatment plans;
- c) Allow for the identification of emerging risks;
- d) Identify any (new) activities that may influence established strategies to mitigate risks.

It is essential to monitor all activities and processes in order to capture any new or emerging risks arising from the changing environment, (both internal and external) and the activities undertaken by LCLGA.

Monitoring and review guidelines and timeframes are captured in the Risk Reporting structure. See section 7.

#### **6.5.2. Project risks**

Due to the dynamic nature of most projects, a risk may change over the lifecycle of the project, triggering the need for reassessment. The monitor and scheduled review process allow for validation of risks to ensure that they remain relevant and adaptation of project plans as necessary. Any changes in risks throughout the project and after its completion should be recorded and used for future project planning.

#### **6.5.3. Internal audit**

The audit process plays an important role in evaluating the internal controls (and risk management processes) currently employed by LCLGA. Our internal audit program is 'risk based' and provides assurance that we are managing our risks appropriately. In developing the Internal Audit Plan, consideration is given to the extreme, high and

moderate risks identified by the risk assessment process. Internal audits assess the adequacy of selected controls identified.

The internal audit process will measure risk by:

- a) **Measuring compliance** – has LCLGA met its Policy objectives.
- b) **Measuring maturity** – measuring against best practice and LCLGA benchmarking; and
- c) **Measuring value add** – has the framework and risk culture added to the achievement of LCLGAs strategic objectives.

Information is shared between the risk management and internal audit functions. Changes in our risk profile are reflected in our Internal Audit Plan. Similarly, control issues identified through internal audit will inform our Risk Management Framework. The internal audits are conducted to provide assurance that key risks have been identified and the controls in place are adequate and effective, as per Appendix E.

It is to be noted that the overall combination of the results of design adequacy and operating effectiveness will provide the overall rating of the control based on the table for overall rating in Appendix F.

#### **6.5.4. Review of Risk Management Framework**

The review of LCLGA's risk management framework and processes will be scheduled for completion within 4 years from endorsement.

## **7. Recording and reporting**

### **7.1. General**

The risk management process and its outcomes should be documented and reported, in order to:

- a) Communicate risk management activities and outcomes;
- b) Provide information for decision making;
- c) Continuous improvement; and
- d) Assist interaction with stakeholders, including those with responsibility and accountability for risk management activities.

Records will be managed and retained in accordance with State Records General Disposal Schedule for Local Government.

### **7.2. Risk register**

The Risk Register enables LCLGA to document, manage, monitor and review strategic, project and operational risk information in order to build a risk profile and provide direction on how to improve risk management processes. The Risk Register can be used to monitor whether, using the approach outlined in this framework, the risk management process for opportunities is resulting in an increasing trend towards potential for success and less risk with negative consequences.

#### **7.2.1. Strategic Risks**

LCLGA will identify and record Strategic Risks on the central Risk Register. Strategic level risks are identified by SET and the LCLGA, as part of an annual review at a minimum. Any risks identified at the Strategic level may be reflected in other corporate documents (e.g. Strategic Plan, Annual Business Plan, and Asset Management Plans) and mitigated through action details in these documents. However, these should be collated in the Risk Register for ease of monitoring and review.

Recording and reporting of Strategic level risks is the responsibility of the Director Corporate and Community Services via SET and the Audit & Risk Committee.

### **7.2.2. Operational Risks**

LCLGA will record and maintain Operational risks on the central Risk Register, which is reviewed at least bi-annually by Departmental Managers. The Risk Register will incorporate departmental risks and proposed mitigation techniques, as determined by the evaluation process. Recording operational level risks in the register and reporting of implementation and effectiveness of controls is the responsibility of Department Managers and workers.

### **7.2.3. Project Risks**

Project level risks can be identified by anyone at any time prior to, and during, specified projects and are recorded within the Risk Register. Project level risks must be identified during the 'planning process', however, can be added as and when necessary. Recording and reporting of 'project level' risks rest with the identified Project Owner.

## **7.3. Risk reporting**

### **7.3.1. Purpose**

Risk Based Reports will draw data from the Risk Register and provide monitoring and profile information to LCLGA, (via the Audit & Risk Committee,) and SET in order to:

- a) Understand the risk exposure of the LCLGA;
- b) Identify risks that require increased attention and action;
- c) Provide risk information to the LCLGA; especially anything effecting the Strategic Management Plan;
- d) Provide information to all workers at all levels to make risk informed decisions;
- e) Reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis; and
- f) Improve the Risk Management awareness and culture at LCLGA

### **7.3.2. Content**

Risk reporting will include:

- a) All LCLGA reports to include discussion of potential risks, based on completed risk assessment and treatments;
- b) An annual review and update of the Risk Register by EO, (or as otherwise required, e.g. organisational structure change/ process change/ new project);

- c) Quarterly review of Extreme/ High Operational Risks by SET provided to the Audit Committee;
- d) Annual review of Strategic Risks by EO and the Board;
- e) All new and emerging Strategic Risks reviewed by EO and the Board as required;
- f) Any risks rated as HIGH or EXTREME after the consideration or implementation of treatment options are reported to LCLGA's Audit Committee; and  
Any actions that are overdue by management for HIGH and EXTREME risks

Report content	Reported to	Frequency
LCLGA reports to include discussion of potential risks, based on completed risk assessment and treatments, (with the exception of routine administrative matters)	Board	All LCLGA meetings
Review and update of risk register EO	Board	Bi-monthly to SET, (or as otherwise required, e.g. organisational structure change/ process change/ new project)
Report by EO on extreme and high strategic and/or operational risks, including actions taken to mitigate the risk and outcomes or current status	Audit and Risk Committee	Each meeting, (as required)
Report of strategic risks (to verify that current risks are controlled within LCLGA's risk appetite & tolerances & that there are strategies to address or monitor any emerging risks that have been identified)	Audit and Risk Committee	Biannual
Report on effectiveness of policies, systems & procedures established & maintained for the identification, assessment, monitoring, management and review of strategic, financial & operational risks	Audit and Risk Committee	Annual
Report by person primarily responsible for internal audit function relating to the internal audit work plan	Audit and Risk Committee	At least quarterly
Report by EO in relation to policies and processes adopted to evaluate and improve the effectiveness of internal control practices and procedures	Audit and Risk Committee	Annual
Report by EO or person primarily responsible for internal audit function on the responsiveness of the organisation to recommendations for improvement based on previous audits and risk assessments	Audit & Risk Committee	Quarterly

Report content	Reported to	Frequency
Risk profiling outcomes and risk maturity modelling progress/ summary report	Board	3 times per year

## 8. Training

### 8.1. Employees

This Framework and supporting policies and tools will be made available to all employees.

Risk Management awareness training is captured on LCLGAs Training Needs Analysis, to ensure the effective implementation of this Framework.

Risk Management should be viewed as an overarching umbrella that sits across all LCLGA functions, not as a specialist skill that is owned by a designated risk management position and, as such, LCLGA considers it to be a skill and necessity that workers need to perform their day to day activities. Risk Management awareness training will be provided by LCLGA to relevant employees and will take into consideration the role of the worker within the Risk Management Framework and the level of past risk management experience and knowledge.

### 8.2. Board

The Board are key strategic decision makers and it is therefore imperative that they understand LCLGA's Risk Management Policy and Framework and their role in informed decision making based on sound risk management principles.

### 8.3. Audit & Risk Committee

Audit committee members should, at a minimum, understand their roles and responsibilities as outlined in LCLGA's Risk Management Policy and Framework, including the monitoring and review of risk management reports and outcomes from management and external auditors.

**Appendix A: Definitions**

Key Definitions	
Assurance:	A process that provides a level of confidence that objectives will be achieved within an acceptable level of risk.
Clinical risk:	Risk of an adverse outcome resulting from clinical diagnosis, treatment or patient care.
Consequence:	The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.
Controls:	An action that modifies risks and increases the likelihood that objectives and goals of an organisation will be achieved.
Enterprise Risk Management:	ERM can be defined as the process affected by an organisation's board of directors (Board/Audit Committee for LCLGAs), and other personnel, applied in strategy setting and across the organisation, designed to identify potential events that may affect the entity, manage risk to be within its risk appetite, to provide reasonable assurance regarding the achievement of the organisation's objectives.
Establishing the Context:	Defining the external and internal parameters to be taken when managing risk.
Event:	Occurrence of a set of circumstances.
Exposure:	The risk exposure is a qualitative value of the sum of the consequence of an event multiplied by the likelihood of that event occurring.
External Context:	External environment in which the organisation seeks to achieve its objectives.
Financial/Infrastructure Risk:	Risk relating to the organisation's financial sustainability or ability to provide or maintain services, structures and/or facilities
Frequency:	A measure of the rate of occurrence of an event expressed as the number of occurrences of their event in each time.
Inherent Risk:	Risk at time of risk assessment without existing/current controls.
Internal Audit:	An independent, objective assurance activity that uses a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.
Internal Context:	Internal environment in which the organisation seeks to achieve its objectives.
IT (Information Technology) Risk:	Risks relating to loss, exploitation or ineffectiveness of the organisations hardware, software or systems, (including data retention and security).
Legal and compliance risk:	Risks relating to failure or inability to comply with legal or regulatory compliance.
Likelihood:	Chance of something happening.
Monitor:	To check, supervise, observe critically or record the progress of an activity, action or system on a regular basis in order to identify change.
Operational Risks:	Risks associated with departmental functions and daily operations to deliver core services.

People Risks:	Risk to the organisation caused by its people, (e.g. relating to culture or behaviour,) or the risk of harming people, (whether employees or not).
Project Risks:	Risks associated with Project Management that may affect milestones or deliverables connected to a specific project.
Reasonable assurance:	The concept that enterprise risk management, no matter how well designed and operated, cannot guarantee that an entity's objectives will be met. This is because of inherent limitations in all Risk Management Frameworks.
Residual Risk:	Rating of the risk remaining after risk treatment or control has been applied.
Risk Analysis:	A systematic use of available information to determine how often specified events may occur and the magnitude of their consequences.
Risk Appetite Statement:	The statement articulates the organisations approach to risk and includes both risk appetite and risk tolerance. The risk appetite is broad pursuit of risk whereas risk tolerance is operational and more tactical.
Risk Appetite:	Is the amount of risk an organisation is prepared to accept. Broad-based description of the desired level of risk that an entity will take in pursuit of its mission.
Risk Assessment:	An overall process of risk identification, risk analysis and risk evaluation
Risk Culture:	Risk culture refers to the behaviours that lead to how every person thinks about and manages risks.
Risk Escalation Process:	A risk management system whereby an increasingly higher level of authorisation is required to sanction the continued tolerance of increasingly higher levels of risk. Some organisations use the term risk elevation.
Risk Evaluation:	The process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria.
Risk Management:	Coordinated activities to direct and control an organisation about risk.
Risk Management Framework:	Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.
Risk Maturity:	Risk maturity of an organisation is the level of maturity an organisation has reached in its risk culture. A matured risk organisation is where the management are far more adept at identifying and mitigating the risks that could undermine their achievement of business goals. At the same time, they are effectively containing financial reporting and compliance risks and they focus on strategic risks and have integrated their various risk management activities. Organisations with low level of risk maturity are often fragmented and are not adept in identifying and managing their risks.
Risk Owner:	Staff member with the accountability and authority to manage a risk
Risk Profile Review:	Formal process where the organisation's risk profile is reviewed periodically and annually.

Risk Rating:	Risk priority based on consequence and likelihood assessments.
Risk Register:	Register of all identified risks, their consequences, likelihood, rating and treatments. It works well when it is a live document and the risks are reviewed on a periodic basis.
Risk Tolerance:	An organisation's or stakeholder's willingness to bear the risk after risk treatment/control has been applied in order to achieve its objectives. It also reflects the acceptable variation in outcomes related to specific performance measures linked to objectives the entity seeks to achieve.
Risk Treatment:	Risk treatment is a risk modification process – either by reducing the likelihood or consequence.
Risk:	An event or uncertainty that will impact on the organisation's ability to achieve its objectives.
Stakeholder:	Person or organisation that can affect, be affected by, or perceive themselves to be affected by, a decision or activity.
Strategic Risks:	Risks associated with <i>high level</i> strategic goals that align to LCLGAs Strategic, Annual and Business Plans. Strategic risks may affect the achievement of LCLGA's corporate objectives-They are key issues for the management and impinge on the whole business rather than a business unit. These risks can be triggered from within the business or externally. In other words, they may stop the organisation from achieving its strategic goals.

**Appendix B: Qualitative Measures of Consequence (excluding Project Risks)**

Descriptor	Financial/Infrastructure	People	Reputation	Environment	Legal/Regulatory / Policy	Service Delivery
<b>Insignificant</b>	Financial – low financial loss <\$20,000 impact on operating result	No Injury/First Aid only. No impact on morale	Some complaints or negative comments on LCLGA’s social media (< than 3 people). No media/political attention.	Minor Instance of environmental damage. Can be reversed immediately	Immaterial legal, regulatory or internal policy failure. No penalty or liability	Insignificant interruption to a service – no impact to customers/business
<b>Minor</b>	Financial – medium financial loss >\$20,000 and <\$50,000.	Minor Medical attention. Negligible impact on morale	Some Local Media or Political Attention. Community Concern – little adverse effect	Minor impact to environment. Can be reversed in the short term	Minor legal or regulatory/internal policy failure – resolved without penalty & minor liability exposure	Minor interruption to a service with minimal impact to customers/business
<b>Moderate</b>	Financial – high financial loss >\$50,000 and <\$250,000.	Significant Injury requiring medical attention. Short Term effect on morale and business	Significant Media Attention. Significant Public interest. Potential for adverse local media or potential attention	Moderate impact to environment. Localised damage that has potential to spread and reversed with intensive efforts	A repeated legal, regulatory or internal policy failure. Resulting in a penalty and potential liability exposure	Moderate Interruption to service delivery. Customer impact up to 48 hrs. Partial BCP action may be needed
<b>Major</b>	Financial – major financial loss >\$2,50,000 and <\$1,500,000.	Serious Long-Term Injury. Temporary disablement. Significant impact on morale and business	Regional or State wide media Attention. Public interest. Long term effect on reputation	Severe Loss of environmental amenity, Danger of continuing environmental damage.	Systematic legal, regulatory or internal policy failure. Major penalty requiring full review. Significant liability exposure	Major interruption to service delivery, Customer impact > 7 days. Component of BCP action may be needed.
<b>Catastrophic</b>	Financial –catastrophic financial loss/exposure >\$1,500,000.	Major Injury/disablement or death. Long term effect on morale and performance of business	Community outrage about issue; community pages established on social media & high instance of posts on LCLGA’s social media pages. Organised community campaigning involving sustained coverage in state or national media.	Major loss of environmental amenity – irrecoverable environmental damage	Substantial failure in administering legal, regulatory and policy requirements. Significant penalty and liability exposure	Major interruption to delivery of all or most services for more than 14 days. Full BCP action required.

**Consequence Table for Project Risks**

RANK	Cost	Schedule	Performance	Reputation	Safety
<b>Insignificant</b>	< 2.5% of total Project Budget	< 2.5% of total Project Schedule	Would cause the delivered capability to be functionally fit for all desired missions or tasks, but there may be some qualification to the level to which it would perform non-critical elements of the mission or task. Few such qualifications would exist.	Little community interest, low profile, no media items	Minor injuries not requiring first aid treatment, or near miss
<b>Minor</b>	2.5-10% of total Project Budget	2.5-10% of total Project Schedule	Would cause the delivered capability to be functionally fit for all desired missions or tasks, but there would be some qualification to the level to which it would perform non-critical elements of the mission or task. Several such qualifications would exist.	Low impact, some passing interest, low media profile	Minor Medical attention. Negligible impact on morale
<b>Moderate</b>	10-14% of total Project Budget	10-14% of total Project Schedule	Would cause the delivered capability to be partly functionally fit for purpose (i.e. degraded ability to perform all desired missions or tasks; however, there are known workarounds). There would be some qualification to the level to which it would perform (e.g. due to issues of relationships, concurrency, etc.). Several such qualifications would exist.	Moderate impact, moderate public interest, public embarrassment, moderate media profile	Medical attention required. Short Term effect on morale and project outcome.
<b>Major</b>	15-19% of total Project Budget	15-19% of total Project Schedule	Would cause the delivered capability to be only partly functionally fit for purpose (i.e. degraded ability to perform some core missions or essential tasks or unable to perform non-core missions or tasks, and there are no known workarounds).	Sustained public interest, high negative media profile, Premier/Cabinet publicly involved, third party action	Serious Long-Term Injury. Temporary disablement. Significant impact on morale and project outcome.
<b>Catastrophic</b>	>20% of total Project Budget	>20% of total Project Schedule	Would cause the delivered capability to be functionally unfit for its intended purpose (i.e. unable to perform core missions or essential tasks).	Widespread public agitation, Government censure, high multiple impacts, widespread negative media profile	Death. Long term effect on morale and project outcome.

**Appendix C: Likelihood Table**

Likelihood	Explanation – Operations	Explanation – Projects/ Business Case	Frequency
<b>Certain to occur</b>	It is <b>expected to occur</b> in most circumstances, immediately or within a short period – likely to occur most weeks or months.	Could be expected to occur more than once during the study or project delivery	Expected to occur in most circumstances
<b>Very likely</b>	<b>Will probably occur</b> in most circumstances – several times a year.	Could easily be incurred and has generally occurred in similar studies or projects.	Probably will occur
<b>Possible</b>	<b>Might occur at some time</b> - within a one – two-year period.	Incurred in a minority of similar studies or projects	Moderate probability of an incident
<b>Unlikely</b>	<b>Could occur at some time</b> - in a two - five-year time frame.	Known to happen, but only rarely.	Low probability of an incident
<b>Rare</b>	<b>May occur only in exceptional circumstances.</b> Could be incurred in a 5-30-year timeframe.	Has not occurred in similar studies or projects. Conceivable but in extreme circumstances.	Extremely low probability. Will only occur in exceptional circumstances



**Appendix D: Risk Matrix**

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	High	High	Extreme	Extreme
Likely	Medium	Medium	High	High	Extreme
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	High

**Appendix E: Control Definitions**

Rating	Definition	Note
<b>Adequate</b>	The control is designed in a manner that it can give reasonable assurance that the risk will be mitigated. In other words, existing systems and procedures cover known circumstances and provide reasonable assurance for majority of risks.	This definition applies to the design of the control
<b>Partially adequate</b>	The control is designed in a way that will partially mitigate the risk and designed in a way to partially meet the design objectives.	This definition applies to the design of the control
<b>Inadequate</b>	The design of the control is not enough to give reasonable assurance that the risk will be mitigated. There may be no systems and procedures in place, or existing systems and procedures are obsolete and require review	This definition applies to the design of the control
<b>Effective</b>	The control operates in a manner that is effective in terms of being consistent, complete, reliable and timely.	This definition applies for the operating effectiveness of the control
<b>Partially effective</b>	The control partially operates in a manner that is effective in terms of being consistent, complete, reliable and timely.	This definition applies for the operating effectiveness of the control
<b>Ineffective</b>	The control does not operate in a manner that is effective in terms of being consistent, complete, reliable and timely.	This definition applies for the operating effectiveness of the control

**Appendix F: Control Rating**

Adequate	Effective	<b>Effective</b>
Adequate	Partially Effective	<b>Partially Effective</b>
Adequate	Ineffective	<b>Ineffective</b>
Partially Adequate	Effective	<b>Partially Effective</b>
Partially Adequate	Partially Effective	<b>Partially Effective</b>
Partially Adequate	Ineffective	<b>Ineffective</b>
Inadequate	Effective	<b>Ineffective</b>
Inadequate	Partially Effective	<b>Ineffective</b>
Inadequate	Ineffective	<b>Ineffective</b>

**Appendix G: Detailed Risk Areas**

Community Development	
LCLGA Land & Buildings	Includes: Building Safety; Hire of Council Facilities; Leasing Arrangements
Economic Development	
Financial Management	Borrowings and other financial arrangements, debtors, creditors, rates and other revenue
Governance	Includes: Special Committees; Elected Members
Human Resources	Includes recruitment and retention
Information Technology	Including IT infrastructure, cyber security and data protection
Procurement, Contracts, Tenders	Also covers Contract/Contractor Management
Tourism	Tourism - Visitor Centre, information bays
Volunteers	

**Record of Amendments**




# PROCUREMENT POLICY



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## 1. **POLICY OBJECTIVE**

The objectives of this policy are to ensure LCLGA achieves the following outcomes:

- compliance with the requirements of the Local Government Act for procurement;
- value for money outcomes;
- equity and fairness in the market;
- preference, where all other matters are equal, for local supply and expenditure;
- consideration of the impacts on local markets and supply chains;
- ensuring probity, accountability and transparency in procurement; and
- mitigating risks to the LCLGA.

## 2. **SCOPE**

This policy covers all procurement activities of the LCLGA except for:

- non-procurement expenditures such as sponsorships, grants, funding arrangements, donations
- employment contracts
- acquisition of office accommodation
- disposal of assets

## 3. **PROCUREMENT PRINCIPLES**

The LCLGA will have regard to the following principles in its acquisition of goods and services:

- Encouragement of open and effective competition
- Obtaining value for money, this includes the following considerations:
  - whole of life costs
  - strategic fit
  - risks and risk allocation
  - timeliness
  - past performance
  - quality and capacity
  - fit for purpose
  - local economic impacts
  - other externalities that may impact costs or the reputation of the LCLGA, our members or partners
  - internal costs to administer and support the procurement
- Probability, ethical behaviour and fair dealing
- Accountability, transparency and reporting
- Ensuring compliance with all relevant legislation
- Encouragement of the development of competitive local business and industry
- Environmental protection, the LCLGA will seek to:
  - adopt purchasing practices which conserve natural resources;
  - align the LCLGA's procurement activities with principles of ecological sustainability;
  - purchase recycled and environmentally preferred products where possible;
  - integrate relevant principles of waste minimisation and energy;
  - foster the development of products and services which have a low environmental impact;
  - provide leadership to business, industry and the community in promoting the use of environmentally sensitive goods and services; and
  - ensure suitable occupational, health & safety outcomes are achieved

#### 4. **PROCUREMENT METHODS**

Generally, value for money is best achieved through competitive processes where participants can compete in an open and transparent manner.

This policy also acknowledges there is a trade-off in terms of the markets and LCLGA's transaction costs for low-value items, and that competitive processes do not always yield the best outcomes when procuring hard to source or specialised services, skills or products.

Therefore, differing arrangements will be required to achieve value for money. The types of purchasing methods used by the LCLGA includes:

##### **Direct Purchasing**

- for low value, low risk goods and services, and where the supplier already has a successful service history with the LCLGA.
- transacted through purchasing cards, petty cash, and established accounts (such as stationary).

##### **Quotations (Informal)**

- for low value, low risk goods and services.
- quotes are sought, minimum of three, from prospective suppliers.

##### **Request for Quotations (RFQ)**

- suitable for simple, largely price-based purchases.
- quotes are sought in writing, minimum of three, from prospective suppliers.

##### **Requests for Expressions of Interest (REOI)**

- when there is potentially a large market for the tender or the transaction costs are likely to be high for the market and the LCLGA would like to be able to prepare a short list of suppliers to then invite them to participate in a tender process.
- an open invitation to the market is made for the proposed goods and/or service.

##### **Request for Tenders (RFT)**

- this maybe a "Select" Request for Tender via a REOI, or where there are reasonable grounds for issuing a RFT to a select group of potential suppliers or is an open tender.
- A tender is issued for proposed goods and/or service, this may be an open or select RFT.

##### **Panel Contracts**

Panel arrangements are established with a select group of suppliers and can be in the form of:

- a standing offer from a pool of suppliers for the provision of goods and services on agreed terms; or

- prequalification of certain suppliers who may or may not be engaged on terms to be agreed.

Panel arrangements may include provisions to ensure there are incentives for performance, innovation and competitive tension within the panel.

### **Strategic Alliances**

The LCLGA undertakes procurement through contract arrangements already established and administered by other organisations, including:

- LGA Procurement;
- Council buying groups;
- State Government.

### **Direct negotiation**

It is expected that direct negotiation would rarely be used and only when there is a lack of competition in the market and it can be demonstrated superior value in this approach.

## **5. CHOOSING PROCUREMENT METHODS**

The appropriate method of is determined due to a number of factors, including:

- the Value of the purchase calculated as follows:
  - single one-off purchase – the total amount, or estimated amount, of the purchase (excluding GST);
  - multiple purchases – the gross value, or the estimated gross value, of the purchases (excluding GST); or
  - ongoing purchases over a period of time – the annual gross value, or the estimated annual gross value, of the purchases (excluding GST).
- Market tr transaction costs relative to contract value
- procurement objectives
- the size of the market and the number of competent suppliers
- LCLGA’s position and leverage in the marketplace
- time constraints
- the allocation of risks between the LCLGA and the supplier from the proposed transaction.

<b>Value of Purchase (\$)</b>	<b>Possible Method of Procurement</b>
<b>Less than \$5,000</b>	Direct purchase
<b>Between \$5,001 - \$25,000</b>	Quotations – minimum two quotes
<b>Between \$25001- \$60,000</b>	Request For Quotation
<b>Between \$60,001 - \$150,000</b>	Request For Tender (may include an EOI process)
<b>Purchases above \$150,001</b>	A separate procurement plan should be developed and presented to the Board for approval.

## 6. **TENDER ASSESSMENT POLICY**

When a tender process is required a Tender Assessment Panel must be established. The purpose of the Tender Assessment Panel is to:

- prepare a clear and accurate specification that meets the objectives of the organisation, contemplates specific operational needs and considers the available budget;
- assess the risks and benefits and determine the tender method;
- determine the tender assessment criteria and associated weighting scores for each which must be completed before the closing date of tenders and lodged in the tender box;
- evaluate each tender in accordance with criteria; and
- make a recommendation as required under delegations.

## 7. **PANEL MEMBERSHIP**

For tenders estimated to be less than \$150,000 (excl. GST), the membership of the panel will consist of a minimum of two (2) members.

Membership may be a combination of staff, external experts, panel facilitator or a member of the LGA Procurement Team.

Where there is an actual or perceived conflict of interest panel members must declare that conflict and seek external approval from the LCLGA Executive Officer or the LCLGA President on their participation as a panel member. The conflict and decision will be documented.

Failure to declare a conflict of interest is a serious matter and may result in disciplinary action.

For tenders above \$150,001 (excl. GST) the tender panel membership will be in accordance with the procurement plan as approved by the Board.

## 8. **RECORD KEEPING**

The LCLGA will maintain records for the reasons it has selected a particular procurement method, of the procurement process, assessment and decisions taken.

## 9. **KEY ISSUES/RISKS**

There are significant risks from procurement ranging from inefficient and wasted expenditure to illegal and fraudulent activities. These are outlined in the LCLGA risk register.

Ensuring decision-making and processing of procurement is accountable, transparent and effective is critical to the LCLGA delivering its value proposition to our members.

### **RELATED DOCUMENTATION**

Related Policies, Procedures or Forms	Risk Management Policy
Applicable Legislation	Local Government Act 1999

### **ROLES & RESPONSIBILITIES**

<b>Position</b>	<b>Role &amp; Responsibility</b>
Executive Officer	To take appropriate action to resolve breaches in a timely manner
LCLGA Audit and Risk Committee	Recommend this policy
LCLGA Board	To approve the use of this policy

### **FILE INFORMATION**

File name	Procurement Policy v3
File location	Policies and Procedures

### **FILE HISTORY**

Status	Under review
Last review date	April 2024
Next review date	April 2028

### **FILE REVIEW NOTES**

<b>Date</b>	<b>Description</b>
V1 August 2018	Policy approved by LCLGA Board
March 2024	Audit and Risk Committee Review
V2 April 2024 LCLGA Board Meeting	Approved by LCLGA Board
March 2026	Audit and Risk Committee Review
V3 April 2026 LCLGA Board Meeting	

Title	Code of Conduct for Board Members
Classification	Governance

## Purpose

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This Code of Conduct is to be observed by all Limestone Coast Local Government Association (LCLGA) Board Members.

The LCLGA is a subsidiary established by the City of Mount Gambier, District Council of Grant, District Council of Robe, Kingston District Council, Naracoorte Lucindale Council and Tatiara District Council (Constituent Councils) to:

- work in association with both the Local Government Association SA and the Australian Local Government Association
- undertake coordinating, advocacy and representation roles on behalf of its Constituent Councils at a regional level
- facilitate and coordinate 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 Constituent Councils communities.
- develop, encourage, promote, foster and maintain consultation and cooperation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
- develop further cooperation 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
- effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

Board Members must comply with the provisions in this Code in carrying out their functions as public officials. It is the personal responsibility of Board Members to ensure they are familiar with, and comply with, the standards in the Code at all times.

## Part 1—Principles

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### Higher principles—Overarching Statement

*This part does not constitute separate enforceable standards of conduct.*

As members of the Board, we are dedicated to serving the best interests of our Constituent Councils and their communities. We pledge to fulfill our responsibilities diligently, prioritising public benefit over personal gain at all times.

Collaboratively, we will uphold honesty, integrity, accountability, and transparency as core values. By doing so, we aim to instil confidence and trust in our Local Government among Constituent Councils and the community.

In carrying out duties, we will consider the diverse present and future needs of the Constituent Councils and their communities. We will provide leadership and advocate for the interests of the Board.

We will actively seek to stay informed about both legal obligations and best practices relevant to our roles as Board Members.

Furthermore, we commit to complying with all legislative requirements associated with our positions and adhering to this Code of Conduct.

## Part 2—Behavioural Code

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### Behavioural Code

In line with ‘Part 1—Principles’ of this Code, the following behaviour is considered essential to upholding the principles of good governance in the subsidiary.

This Part is for the management of the conduct of Board Members that does not meet the reasonable expectations of the conduct of Board Members. It deals with conduct that does not, and is not likely to, constitute a breach of Part 3—Misconduct or criminal matters such as those contained in the Appendix to this document.

Robust debate within the Board conducted in a respectful manner is not a breach of this Code.

*It is intended that the Board will adopt a process for the handling of alleged breaches of this Part. This process will be reviewed within 12 months of a new Board commencing.*

### **General Behaviour**

LCLGA Board Members must:

- 2.1. at all times act with reasonable care and diligence in the performance and discharge of official functions and duties;
- 2.2. at all times act honestly in the performance and discharge of official functions and duties
- 2.3. act in a way that generates Constituent Council, and community trust and confidence in the LCLGA;
- 2.4. act in a reasonable, just, respectful and non-discriminatory way with all people;
- 2.5. show respect for others if making comments publicly; and
- 2.6. ensure that personal comments to the media or other public comments on Board decisions and other relevant matters clearly indicate that it is a private view and not that of the Board;

### **Responsibilities as a member of the Board**

- 2.7. A Board Member must take reasonable steps to inform themselves about the relevant aspects of the operations and activities
- 2.8. Comply with all LCLGA policies, codes and resolutions;
- 2.9. Deal with information received in their capacity as a Member in a responsible manner;
- 2.10. A Board Member or former Board Member must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a Board Member to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LCLGA or its Constituent Councils;
- 2.11. At all times behave in a manner that maintains and enhances the image of the LCLGA and/or does not reflect adversely on the LCLGA;
- 2.12. Endeavour to provide accurate information to the Board and public at all times.

### **Relationship with fellow Board Members**

- 2.13. Endeavour to establish and maintain a respectful relationship with all Board Members, regardless of differences of views and opinions; and
- 2.14. Not bully or harass other Board Members.

### **Relationship with LCLGA staff**

- 2.15. Not bully or harass LCLGA staff;
- 2.16. Direct all requests for information from LCLGA administration, or requests for work or actions by LCLGA staff to LCLGA's Executive Officer or nominated delegate/s;

- 2.17. Refrain from directing or influencing LCLGA staff with respect to the way in which these employees perform their duties.

**Requirement to report breach of Part 3 (Misconduct)**

- 2.18. A Board Member who is of the opinion that a breach of Part 3 of this Code (Misconduct) - has occurred, or is occurring, must report the breach to the LCLGA President or Executive Officer, the Ombudsman or the Office for Public Integrity.
- 2.19. A failure to report an alleged or suspected breach of Part 3 of this Code is in itself a breach under this Part (Behavioural Code).

**Complaints**

- 2.20. Any person may make a complaint about a Board Member under Part 2 (Behavioural Code);
- 2.21. Complaints about behaviour alleged to have breached Part 2 (Behavioural Code) should be brought to the attention of the President of the LCLGA Board or the Executive Officer, or nominated delegate/s.
- 2.22. A complaint may be investigated and resolved in any manner which the Board deems appropriate in its process for handling alleged breaches of this Part. This can include but is not limited to a mediator or conciliator, a regional governance panel or an independent investigator.
- 2.23. A complaint may be considered within this process to be trivial, vexatious or frivolous, and accordingly be dismissed and not investigated.
- 2.24. A failure of a Board Member to cooperate with the Board's process for handling alleged breaches of this Part may be referred for investigation under Part 3 (Misconduct).
- 2.25. A failure of a Board Member to comply with the finding of an investigation adopted by the Board under this Part, may be referred for investigation under Part 3 (Misconduct).
- 2.26. A breach of the Part 2 (Behavioural Code) must be the subject of a report to a public meeting of the Board.

**Findings**

If, following investigation under the Board's complaints handling process, a breach of the Behavioural Code by a Board Member is found, the Board may, by resolution:

- 2.27. Take no action;
- 2.28. Pass a censure motion in respect of the Board Member;
- 2.29. Request a public apology, whether written or verbal;
- 2.30. Request the Board Member to attend training on the specific topic found to have been breached;
- 2.31. Resolve to remove or suspend the Board Member from their position within the Board;

## Part 3—Misconduct

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### **Misconduct of Board Members**

Failure by a Board Member to comply with this Part constitutes misconduct. The provisions within this Part may refer to statutory matters under the *Local Government Act 1999*. Any breach of these provisions will be investigated under that legislation.

Any person may report an alleged breach of this Part to the President of the LCLGA Board, the Executive Officer, the Ombudsman, the Electoral Commissioner (for alleged breaches of Code 3.8) or the Office for Public Integrity. Alleged breaches of this Part made to the Board or to the Office for Public Integrity may be referred to the Ombudsman for investigation under section 263 of the *Local Government Act 1999*, by LCLGA's Executive Officer or by the Independent Commissioner Against Corruption, where he or she so determines.

A report from the Ombudsman that finds a Board Member has breached this Part (Misconduct) of the Code of Conduct must be provided to a public meeting of the Board. The Board must pass resolutions that give effect to any recommendations received from the Ombudsman, within two ordinary meetings of the Board following the receipt of such recommendations.

An investigation under Part 3 of this Code does not preclude an investigation being launched as a potential breach of the criminal matters listed in Appendix A.

### **Member Duties**

Board Members must:

- 3.1. Act honestly at all times in the performance and discharge of their official functions and duties; and
- 3.2. Perform and discharge their official functions and duties with reasonable care and diligence at all times; and
- 3.3. Not release or divulge information that the Board has ordered be kept confidential, or that the Board Member should reasonably know is information that is confidential, including information that is considered by the Board in confidence; and
- 3.4. Not exercise or perform, or purport to exercise or perform, a power, duty or function that he or she is not authorised to exercise or perform; and
- 3.5. Not attempt to improperly direct a member of LCLGA staff to act in their capacity as a Local Government subsidiary employee for an unauthorised purpose;
- 3.6. Not use any information obtained as a result of their position as a Member of the Board of LCLGA for any purpose other than that required to fulfil the role and responsibility as a Board Member;
- 3.7. Respect and maintain confidentiality, and not at any time release to any person or organisation any documents or information that the Board of LCLGA has resolved to be kept confidential, or that is indicated to be kept confidential; and

- 3.8. Ensure that relationships with external parties cannot amount to interference by improper influence, affecting judgement, decisions and/or actions.

### **Gifts and Benefits**

- 3.9. Board Members must not:
- 3.9.1. Seek gifts or benefits of any kind;
  - 3.9.2. Accept any gift or benefit that may create a sense of obligation on their part or may be perceived to be intended or likely to influence them in carrying out their public duty;
  - 3.9.3. Accept any gift or benefit from any person who is in, or who seeks to be in, any contractual relationship with LCLGA.
- 3.10. Notwithstanding code 3.9, Board Members may accept hospitality provided in the context of performing their duties, including:
- 3.10.1. Free or subsidised meals, beverages or refreshments of reasonable value provided in conjunction with:
    - 3.10.1.1. Board related events such as training, education sessions workshops and conferences;
    - 3.10.1.2. LCLGA functions or events;
    - 3.10.1.3. Social functions or events organised by groups such as Constituent Council committees and community organisations;
  - 3.10.2. Invitations to, and attendance at local social, cultural or sporting events.
- 3.11. If a Board Member receives a gift or benefit with a value more than the value published in the Government Gazette by the Minister, the Board Member must, within 10 days, provide details of the gift or benefit to the President of the LCLGA Board or the Executive Officer.
- The threshold amount governing when a gift or benefit must be registered is \$50.00. This was published by the Minister in the Gazette on 17 November 2022
- 3.12. Details of each gift must be recorded within a gifts and benefits register maintained and updated quarterly by the LCLGA's Executive Officer. This register will be made available on the LCLGA website and from the principal office of the LCLGA.

### **Conflict of Interest**

- 3.13. Board Members must be committed to making decisions without bias and in the best interests of the whole community and comply with the relevant conflict of interest provisions of the *Local Government Act 1999*.

### **Misuse of LCLGA Resources**

- 3.14. Board Members using LCLGA resources must do so effectively and prudently.

- 3.15. Board Members must not use LCLGA resources, including services of staff, for private purposes, unless legally or properly authorised to do so and payments are made where appropriate.
- 3.16. Board Members must not use public funds or resources in a manner that is irregular or unauthorised.

### **Repeated or sustained breaches of Part 2**

- 3.17. At the discretion of the Board, repeated or sustained inappropriate behaviour, as listed in Part 2, may be escalated to an allegation of misconduct under this Part.
- 3.18. A failure to comply with a finding of inappropriate behaviour (by the Board, independent investigator or Ombudsman) under Part 2 is also grounds for a complaint under this Part.

## **Code Responsibility**

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The Executive Officer is responsible for ensuring the proper operation of this Code.

## **Availability/Accessibility**

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An electronic version of this Code is publicly available upon request. A hard copy can be provided upon request.

## **Applicable Legislation/Other References**

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*Independent Commissioner Against Corruption Act 2012*

*Ombudsman Act 1972*

*Local Government Act 1999*

*Criminal Law Consolidation Act 1935*

## **Definitions**

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In this Code, unless the contrary intention appears, these words have the following meanings:

**The Limestone Coast Local Government Association** means the Limestone Coast Local Government Association (LCLGA)

**Board Member/s** means the Board Member/s of the Limestone Coast Local Government Association (LCLGA)

**Executive Officer** means the Executive Officer (EO) of the Limestone Coast Local Government Association (LCLGA)

**Constituent Councils** means the City of Mount Gambier, District Council of Grant, District Council of Robe, Kingston District Council, Naracoorte Lucindale Council and the Tatiara District Council

**Employees** means all Limestone Coast Local Government Association (LCLGA) staff, including labour hire, contractors and volunteers.

## RELATED DOCUMENTATION

Related Policies, Procedures or Forms	Risk Management Policy
Applicable Legislation	Local Government Act 1999

## ROLES & RESPONSIBILITIES

Position	Role & Responsibility
Executive Officer	To take appropriate action to resolve breeches in a timely manner
LCLGA Audit and Risk Committee	Recommend this policy
LCLGA Board	To approve the use of this policy

## FILE INFORMATION

File name	Code of Conduct for Board Members v2
File location	Policies and Procedures 2026

## FILE HISTORY

Status	Under review
Last review date	August 2024
Next review date	April 2028

## FILE REVIEW NOTES

Date	Description
V1 August 2024	Policy approved by LCLGA Board
V2 March 2026	Audit and Risk Committee Review
V2 April 2026 LCLGA Board Meeting	



# LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION RISK MANAGEMENT ASSURANCE MAP & DETAILED OBSERVATIONS



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## 1 Executive Summary

The Limestone Coast Local Government Association (LCLGA) is committed to providing assurance across the organisation, leading to the creation of an Assurance Map. The objective, scope and approach are outlined below:

### 1.1 Objective

The objective was to develop an Assurance Map for the LCLGA's sources of assurance against its corporate risks and business processes.

### 1.2 Scope

The scope of the Assurance Mapping included:

- Reviewed risks within the Risk Register to identify assurance activities.
- Considered the coverage and quality of assurance over key risks, processes, and controls. Specifically:
  - The various types of assurance undertaken across the organisation.
  - The frequency of assurance activity.
  - Whether or not assurance is performed by an independent or internal person/team.
  - The nature of the assurance activity itself (e.g., formal testing vs high level review).
- Assessing the level of assurance to consider any gaps.

### 1.3 Approach

The approach for the Assurance Mapping included:

- Review of the Risk Register to inform the development of the Assurance Map.
- Aggregated a number of selected risks from the Risk Register to identify a list of strategic risks for the LCLGA upon which to base the assurance mapping process on. These are reviewed and validated with the respective senior managers, managers and supervisors.
- Discussed with the Board the various sources of assurance currently and potentially being utilised by LCLGA across its three lines of defence model for the selected risks, including:
  - Line 1 – Line management and process control.
  - Line 2 – Internal processes and management, independent of the relevant area.
  - Line 3 – Independent sources of assurance (e.g., internal and external audit, regulators etc.).
- Considered the relevant quality and impact of controls to manage the 7 risks.

### 1.4 Corporate Risks

On an annual basis the LCLGA undertakes a process to review and update its Risk Register. As part of this process, risk owners are responsible for reviewing and updating the identified controls which are documented on the register.

This **First Report** of the Risk & Assurance Map saw the 7 risks that are impacting LCLGA now, developed into the Risk Assurance Map and Detailed Observations. They will be reviewed prior to the next meeting and key actions will be highlighted below and, also in the column, titled **Recent Specific Activity**:

- **Risk 1** -
- **Risk 2** -

- **Risk 3 -**

### 1.5 Emerging Risks

The general atmosphere of fear and/or mystique around an 'emerging risks' that remains just over the horizon, can make LCLGA feel uncomfortable. There is often little or no data on which to base the risk response, which can make them appear more challenging to identify, assess and manage. However, if emerging risks are to be prevented, LCLGA must be prepared for them. Therefore, the growing complexity in risk management lies in the need for LCLGA to anticipate the problem of future or emerging risks. Clearly, some of these risks can have far-reaching implications, having the potential to affect everything from financial sustainability to regulatory aspects and Council's reputation to operate efficiently and effectively. Arguably, LCLGA needs to conceive new solutions or strategies that are targeted to mitigate the 'likelihood' or 'probability' of any high or major risks.

The following have been identified as emerging risks / opportunities that will impact LCLGA in the future:

### 1.6 Assurance Mapping Background

Assurance mapping is an assessment of activities performed throughout the organisation to provide LCLGA Members insights on the assurance activities performed to manage the organisation's key risks. Performing an assurance mapping exercise allows Management to coordinate the assurance activities in a more targeted and cost-effective approach.

At a high level the assurance mapping process involves considering each of the organisation's corporate risks in the context of its organisational processes. The greater role the process plays in managing a key risk, the more important it is that the process, and its supporting internal controls is subject to a required level of assurance. The "required" level of assurance can then be compared to 'actual' assurance provided to highlight gaps or instances of duplication or over-assurance.

Assurance activities have been broken down into a "three lines of defence" model as detailed in the following table.

First Line	Second Line	Third Line
Policies and Procedures	Cross divisional review/assessment	Internal Audit
Council Programs and Plans	Internal Committees	External Audit

Management Review	Audit & Risk Committee review	Other regulator – appointed consultants
	Governance & Council Support – review and/or involvement	Other auditors/consultants

## 1.7 Assurance Mapping Methodology

Subsequent to the 7 risks being identified, relevant staff are consulted, and discussions are held to determine the following:

- How the business processes and relevant programs and plans help manage the relevant strategic risks.
- The assurance activities undertaken or in place across their business process based on the three line of defence model.
- The overall assurance rating resulting from the aggregate assurance in place across the three lines of defence for that risk. It is noted that this overall rating was given at the strategic risk level and may not be reflective of the residual risk ratings contained within the Risk Register for the associated corporate risks to that strategic risk.

## 1.8 Assurance Mapping Reporting Framework

The following outlines the 'simple' approach taken in completing this review and assurance audit.

Risk Assessment		Risk Description	Key control & assurance activities performed	Internal Audit Assessment		Improvement Opportunities
Inherent	Current	<p>Outline of the Principle risks.</p> <p>Risks reported at this level would primarily be those judged by LCLGA and members to be High priority. That assessment would be made in consideration of Potential Impact &amp; Probability of occurrence.</p> <p>Minor risks whilst recorded, would be kept at business unit level</p>	<p>Outline of key controls in place to manage Principle Risks</p> <p>Should also outline any gaps in controls.</p>	Controls &/or Assurance Effective.		<p>What activities or actions is/or should be done to provide assurance.</p>
				Controls &/or Assurance could be improved or subject to continuous Improvement.		
				Controls and/or Assurance Ineffective		

## 2 Assurance Map

### Assurance Mapping Methodology

The output of the assurance mapping process is a detailed summary of assurance across the LCLGAs 7 risks. The map is colour coded by the degree of assurance & the overall level of assurance currently in place for each risk. The detailed assurance map observations for each risk are included in the following pages.

Risk #	Risk Description	Risk Owner	First Line of Defence		Second Line of Defence			Third Line of Defence		Summary/Level of Assurance	Recent Specific Activity
			Policies, Procedures & Frameworks	Management Review	Financial, Corporate & Governance	Internal Committees	Council Review	External Auditors	Internal Auditors		
1.	<p><b>Statutory &amp; Regulatory</b></p> <p>Non-compliance with statutory and regulatory requirements poses legal, financial, and reputational risks to the organisation</p> <p><b>Inherent Risk: High</b></p>		High	High	High	Medium	Medium	High	High	<ul style="list-style-type: none"> <li>Maintain and monitor up to date policies, procedures and internal controls</li> <li>Prepare and maintain an annual compliance checklist for Charter and LG Act.</li> <li>Maintain annual external audit and promptly attend to all audit findings</li> <li>Set and monitor operational KPIs for Executive Officer</li> <li>Maintain networks and subscribe to updates to monitor regulatory changes</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
2.	<p><b>Ineffective Governance</b></p> <p>Ineffective governance leading to poor decision making and poor strategic performance</p> <p><b>Inherent Risk: Moderate</b></p>		Medium	Medium	Medium	Medium	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Implement a robust board member induction process</li> <li>Implement a biennial Board evaluation process</li> <li>Regular review of Committee Terms of Reference with updates as required</li> <li>5 year strategic plan &amp; budget</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## 2 Assurance Map

### Assurance Mapping Methodology

The output of the assurance mapping process is a detailed summary of assurance across the LCLGAs 7 risks. The map is colour coded by the degree of assurance & the overall level of assurance currently in place for each risk. The detailed assurance map observations for each risk are included in the following pages.

Risk #	Risk Description	Risk Owner	First Line of Defence		Second Line of Defence			Third Line of Defence		Summary/Level of Assurance	Recent Specific Activity
			Policies, Procedures & Frameworks	Management Review	Financial, Corporate & Governance	Internal Committees	Council Review	External Auditors	Internal Auditors		
3.	<p><b>Financial Sustainability</b></p> <p>Financial settings are not sustainable in the long term</p> <p><b>Inherent Risk: High</b></p>		High	High	High	High	High	High	Medium	<ul style="list-style-type: none"> <li>Compliance with all grant funding conditions and requirements</li> <li>Regular budget reports to Board</li> <li>Alignment of Business Plan and Budget Process</li> <li>Compliance with financial controls and policies</li> <li>Consultation with constituent councils during annual business plan and budget process</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
4.	<p><b>Reputational</b></p> <p>Negative reputation and public perception of the association</p> <p><b>Inherent Risk: Extreme</b></p>		High	High	High	High	High	High	High	<ul style="list-style-type: none"> <li>Implement and monitor Advocacy Plan and Framework</li> <li>Regular reporting against Business Plan</li> <li>Regular reporting on stakeholder engagement aligned to advocacy and business plan</li> <li>Regular communication to constituent council elected members about LCLGA activities clearly aligned to Strategic Plan</li> <li>Biannual face-to-face engagement with constituent council elected members and early engagement with new elected members</li> <li>Consultation with constituent councils on business plans</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## 2 Assurance Map

### Assurance Mapping Methodology

The output of the assurance mapping process is a detailed summary of assurance across the LCLGAs 7 risks. The map is colour coded by the degree of assurance & the overall level of assurance currently in place for each risk. The detailed assurance map observations for each risk are included in the following pages.

Risk #	Risk Description	Risk Owner	First Line of Defence		Second Line of Defence			Third Line of Defence		Summary/Level of Assurance	Recent Specific Activity
			Policies, Procedures & Frameworks	Management Review	Financial, Corporate & Governance	Internal Committees	Council Review	External Auditors	Internal Auditors		
5.	<p><b>IT Systems and Data Governance</b></p> <p>Inadequate IT systems and data governance endanger operational efficiency and increase susceptibility to security breaches and regulatory non-compliance</p> <p><b>Inherent Risk: High</b></p>		Medium	Medium	Medium	Medium	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Compliance with Records Management Policy</li> <li>Service Agreements require contractors to maintain adequate IT systems</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## 2 Assurance Map

### Assurance Mapping Methodology

The output of the assurance mapping process is a detailed summary of assurance across the LCLGAs 7 risks. The map is colour coded by the degree of assurance & the overall level of assurance currently in place for each risk. The detailed assurance map observations for each risk are included in the following pages.

Risk #	Risk Description	Risk Owner	First Line of Defence Business operations "Management Controls"		Second Line of Defence Oversight functions e.g. Finance, Legal, HR, WHS, Risk & Compliance			Third Line of Defence Internal Audit & other independent assurance providers		Summary/Level of Assurance	Recent Specific Activity
			Policies, Procedures & Frameworks	Management Review	Financial, Corporate & Governance	Internal Committees	Council Review	External Auditors	Internal Auditors		
6.	<p><b>Human Resources</b></p> <p>Absence of Executive Support to the Board</p> <p><b>Inherent Risk:</b> <b>Extreme</b></p>		Medium	Medium	Medium	Medium	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Alignment of Business Plan and Budget Process with Strategic Plan. Ensure funding is proportional to workload- project funding is adequate to support core staff.</li> <li>Employment conditions are attractive inc. flexible hours, WFH etc. Ongoing employment contracts with funding certainty</li> <li>Regular performance reviews and clear KPIs</li> <li>Effective communication between Board and Staff</li> <li>Regularly review and update policies and procedures to give clear direction and support</li> <li>Mitigate reputational risk to ensure the Association is attractive to potential employees</li> </ul>	
7.	<p><b>Financial Management Risk.</b></p> <p>Mismanagement of funds or fraud</p> <p><b>Inherent Risk:</b> <b>Extreme</b></p>		High	High	High	High	High	High	Medium	<ul style="list-style-type: none"> <li>Regular review of internal controls, policies and procedures</li> <li>Annual Audit conducted by External Auditor</li> <li>Board approved financial delegations</li> <li>Regular meetings of Audit and Risk Committee to review budget</li> <li>Financial reports presented to the Board regularly</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

3 Detailed Assurance Map Observations					
Risk Level		Risk Description	Key control & assurance activities performed	Internal Audit	Improvement Opportunities
Inherent	Current			Audit	
3.1 Statutory & Regulatory				√ / X / *CI	Overall level of assurance: Low
High	Low	Non-compliance with statutory and regulatory requirements poses legal, financial, and reputational risks to the organisation	<b>1st Line - Line management &amp; process controls.</b>		<ul style="list-style-type: none"> <li>Transport Plan 2030/Road funding applications</li> <li>Destination Management Plan</li> <li>Regional Growth Resilience Plan</li> </ul>
			• Charter & Local Government Act	√	
			• External Audit	√	
			•		
			•		
			•		
			<b>2nd Line - Internal processes &amp; management, independent of the relevant area.</b>		
			•		
			•		
			•		
			<b>3rd Line - Independent sources of assurance e.g., internal, &amp; external audit, regulators</b>		
			•		
			•		
•					
3.2 Ineffective Governance				√ / X / CI	Overall level of assurance: Low
Moderate	Low	Ineffective governance leading to poor decision making and poor strategic performance.	<b>1st Line - Line management &amp; process controls.</b>		<ul style="list-style-type: none"> <li></li> </ul>
			• Committee Terms of Reference	√	
			• 5 year Strategic Plan	√	
			•		
			•		
			<b>2nd Line - Internal processes &amp; management, independent of the relevant area.</b>		
			•		

3 Detailed Assurance Map Observations

Risk Level		Risk Description	Key control & assurance activities performed	Internal Audit	Improvement Opportunities	
Inherent	Current					
High	Moderate	Financial Settings are not sustainable on the long term	•		<ul style="list-style-type: none"> <li>State election/Budget Advocacy priorities                             <ul style="list-style-type: none"> <li>Influence policy change</li> <li>Gain project support and investment</li> </ul> </li> </ul>	
			•			
			•			
			<b>3rd Line - Independent sources of assurance e.g., internal, &amp; external audit, regulators.</b>			
			•			
			•			
			•			
<b>3.3 Financial Sustainability</b>				<b>√ / X / CI</b>	<b>Overall level of assurance: Moderate</b>	
High	Moderate	Financial Settings are not sustainable on the long term	<b>1st Line - Line management &amp; process controls.</b>		<ul style="list-style-type: none"> <li>State election/Budget Advocacy priorities                             <ul style="list-style-type: none"> <li>Influence policy change</li> <li>Gain project support and investment</li> </ul> </li> </ul>	
			• Compliance with grant funding conditions	√		
			• Regular budget reports to the board	√		
			•			
			•			
			•			
			<b>2nd Line - Internal processes &amp; management, independent of the relevant area.</b>			
			• Financial controls and policies	√		
			•			
			•			
			<b>3rd Line - Independent sources of assurance e.g., internal, &amp; external audit, regulators.</b>			
			•			
			•			
•						
•						

### 3 Detailed Assurance Map Observations

Risk Level		Risk Description	Key control & assurance activities performed	Internal	Improvement Opportunities
Inherent	Current			Audit	
3.4 Reputational				√ / X / CI	Overall level of assurance: Moderate
Extreme	Moderate	Negative reputation and public perception of the Association	<b>1st Line - Line management &amp; process controls.</b>		•
			• Advocacy Plan & Framework	CI	
			• Regular reporting against Business Plan	√	
			• Consultation with constituent councils on business plans		
			•		
			•		
			<b>2nd Line - Internal processes &amp; management, independent of the relevant area.</b>		
			•		
			•		
			<b>3rd Line - Independent sources of assurance e.g., internal, &amp; external audit, regulators.</b>		
•					
3.5 IT Systems and Data Governance				√ / X / CI	Overall level of assurance: Moderate
High	Moderate	Inadequate IT systems and data governance endanger operational efficiency and increase susceptibility to security breaches and regulatory non-compliance.	<b>1st Line - Line management &amp; process controls.</b>		•
			• Compliance with Records Management Policy	√	
			•		
			•		
			•		
			•		
			•		
			•		
			•		
			•		
<b>2nd Line - Internal processes &amp; management, independent of the relevant area.</b>					
•					

3 Detailed Assurance Map Observations

Risk Level		Risk Description	Key control & assurance activities performed	Internal Audit	Improvement Opportunities
Inherent	Current				
Orange	Yellow		•		
			•		
			•		
			<b>3rd Line - Independent sources of assurance e.g., internal, &amp; external audit, regulators.</b>		
			• Service agreements require contractors to maintain adequate IT systems		
			•		
			•		
<b>3.6 Human Resources</b>				<b>√ / X / CI</b>	<b>Overall level of assurance: Moderate</b>
Red	Yellow	Absences of Executive support to the Board.	<b>1st Line - Line management &amp; process controls.</b>		•
			•		
			•		
			•		
			•		
			•		
			•		
			•		
			<b>2nd Line - Internal processes &amp; management, independent of the relevant area.</b>		
			•		
			•		
			<b>3rd Line - Independent sources of assurance e.g., internal, &amp; external audit, regulators.</b>		
			•		
			•		

3 Detailed Assurance Map Observations

Risk Level		Risk Description	Key control & assurance activities performed	Internal Audit	Improvement Opportunities
Inherent	Current				
3.7 Financial				√ / X / CI	Overall level of assurance: Low
Extreme	Low	Mismanagement of funds or fraud	<b>1st Line - Line management &amp; process controls.</b>		•
			• Financial reports presented to the Boards	√	
			• Board approved financial delegations	√	
			•		
			•		
			•		
			•		
			<b>2nd Line - Internal processes &amp; management, independent of the relevant area.</b>		
			• Regular review of internal controls, policies & procedures	√	
			•		
			•		
			•		
			<b>3rd Line - Independent sources of assurance e.g., internal, &amp; external audit, regulators.</b>		
			• Annual audit by External Auditor	√	
•					

\*CI = Constant Improvement

## 4 Classification of Risk Ratings

Rating	Definition	Examples of Business Impact	Action(s) Required
<b>Extreme</b>	Issue represents a control weakness, which could cause or is causing severe disruption of the process or severe adverse effect on the ability to achieve process objectives.	<ul style="list-style-type: none"> <li>• Detrimental impact on operations or functions.</li> <li>• Sustained, serious loss in reputation.</li> <li>• Going concern of the business becomes an issue.</li> <li>• Decrease in the public's confidence in the Council.</li> <li>• Serious decline in service/product delivery, value &amp;/or quality recognised by stakeholders.</li> <li>• Contractual non-compliance or breach of legislation or regulation with litigation or prosecution &amp;/or penalty.</li> <li>• Life threatening.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires immediate notification to the Finance &amp; Audit Committee via the Presiding Member.</li> <li>• Requires immediate notification to the Chief Executive Officer.</li> <li>• Requires immediate action planning/remediation Actions.</li> </ul>
<b>High</b>	Issue represents a control weakness, which could have or is having major adverse effect on the ability to achieve process objectives.	<ul style="list-style-type: none"> <li>• Major impact on operations or functions.</li> <li>• Serious diminution in reputation.</li> <li>• Probable decrease in the public's confidence in the Council.</li> <li>• Major decline in service/product delivery, value &amp;/or quality recognised by stakeholders.</li> <li>• Contractual non-compliance or breach of legislation or regulation with probable litigation or prosecution &amp;/or penalty.</li> <li>• Extensive injuries.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires immediate CEO notification.</li> <li>• Requires prompt Management action planning/remediation actions (i.e., 30 days).</li> </ul>
<b>Medium</b>	Issue represents a control weakness, which could have or is having a moderate adverse effect on the ability to achieve process objectives.	<ul style="list-style-type: none"> <li>• Moderate impact on operations or functions.</li> <li>• Reputation will be affected in the short-term.</li> <li>• Possible decrease in the public's confidence in the Council.</li> <li>• Moderate decline in service/product delivery, value &amp;/or quality recognised by stakeholders.</li> <li>• Contractual non-compliance or breach of legislation or regulation with threat of litigation or prosecution &amp;/or penalty.</li> <li>• Medical treatment required.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires Director &amp;/or Manager attention.</li> <li>• Requires short-term Management action.</li> </ul>

<p><b>Low</b></p>	<p>Issue represents a minor control weakness, with minimal but reportable impact on the ability to achieve process objectives.</p>	<ul style="list-style-type: none"> <li>• Minor impact on internal business only.</li> <li>• Minor potential impact on reputation.</li> <li>• Should not decrease the public's confidence in the Council.</li> <li>• Minimal decline in service/product delivery, value &amp;/or quality recognised by stakeholders.</li> <li>• Contractual non-compliance or breach of legislation or regulation with unlikely litigation or prosecution &amp;/or penalty.</li> <li>• First aid treatment.</li> </ul>	<ul style="list-style-type: none"> <li>• Timeframe for action is subject to competing priorities &amp; cost/benefit (i.e., 90 days).</li> </ul>
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# Regional Drought Resilience Planning Program

## RDR Implementation Grant Application

### Application information

Consortium name:	Limestone Coast
Total funding requested:	\$300,000
Anticipated start date	May/June 2026
Anticipated completion date	30 June 2027
Have the activities been endorsed in writing by the relevant RDR Plan Consortium	Yes See page 5 and 6 consortium agreement

### Project Information

If multiple projects are being proposed, duplicate these Project Information pages 2-4 as needed.

<b>Project 1: Project applicant information</b>	
RDR Plan:	Limestone Coast
Applicant (entity that will receive grant funds):	Regional Development Australia Limestone Coast
Key contact person:	Tamara North
ABN:	83 127 441 747
Phone number:	08 8723 1057
Email:	<a href="mailto:tamara@rdalc.org.au">tamara@rdalc.org.au</a>
Address:	35 Gray Street Mount Gambier SA 5290
Is the postal address the same?	No PO Box 1445 Mount Gambier SA 5290
Are you applying on behalf of an organisation that is not part of the consortium?	No
If yes, provide consortium written endorsement of this application	N/A

# Regional Drought Resilience Planning Program

<b>Project 1: Overview and alignment with Regional Drought Resilience Plan</b>	
Project title:	<i>Collaboration and Connection to Build Resilience</i>
Project lead (organisation):	<i>Regional Development Australia Limestone Coast</i>
Project funding requested (ex GST)	<i>\$300,000</i>
Estimated activity start date	<i>May/June 2026</i>
Estimated activity completion date	<i>30 June 2027</i>
Project rationale – list the priority activity or activities from the approved RDR Plan that will be the focus of the project.	<p><i>The project delivers on 5 key actions identified in the Limestone Coast RDRP. Table 3 on pages 25-29 of the RDRP outlines the Pillar Pathways and Actions identified through the planning process.</i></p> <p><i>The Project Reference Group including consortia members and other stakeholders prioritised the actions based on importance, deliverability and potential impact in the current drought response and recovery. Consideration was also given to the need to add value to primary producers and communities, rather than add to their existing burdens.</i></p> <p><i>For ease of reference, the actions from Table 3 have been numbered according to their Pathway. This project will deliver on actions shown below – noting that these are not in priority order.</i></p> <p><i>The 5 key actions have been rolled into 3 areas of delivery for this project:</i></p> <p><i>Action 1: Regional Collaboration Action 2: Mental Health Support Action 3: Community Connection</i></p> <p><i>Further detail is provided in the Project Summary and attached supporting documents.</i></p>

# Regional Drought Resilience Planning Program

Priority actions for Phase 1 Implementation (in numerical, not priority order)

Pathway	Project Reference	Output
Pathway 1. Business Support - Enhancing the Small Business Support Program to Build Business Resilience for Future Dry Times	1-2	1-2 Create a map of available support services (in a variety of formats) promoting available services (financial, relevant rebates/incentives, farm advice/outreach, Mental Health etc. website with linked services maintained by a lead agency.
Pathway 2. Farm-level drought plans - Supporting primary producers to manage seasonal conditions and develop longer term strategies	2-2	2-2. Promote access to climate science and tools to broaden the awareness of more variable and unpredictable local conditions in the future.
Pathway 3. Industry Collaboration - Fostering Collaboration Between Industry Bodies and Agencies	3-1	3-1-1. Appoint a Project Coordinator for Industry Collaboration.
		3-1-2. Develop a steering committee across Limestone Coast based primary production bodies to share information and as appropriate program and resources.
		3-1-3. Create a calendar of events around key production periods for engagement and networking.
Pathway 5. First Nations Co-design - Empowering First Nations' Caring for Country	5-0	Foundational activity Strengthen existing relationships with First Nations people of the region
Pathway 7. Mental Health - Improve awareness and remove barriers to mental health and well-being resources	7-1	7-1 Mental health first aid for primary production facing service providers.
	7-2	7-2-1. Appoint a Project Coordinator for Mental Health Program.
		7-2-2a. Implement a steering committee with relevant health and social stakeholders.
		7-2-2b. Undertake a desktop review of existing literature resources, gaps and access barriers.
		7-2-3. Create a map of available services/resources.
7-2-4. Create a gap analysis with recommendations.		
Pathway 8. Community Connection – Create Connection in Communities in Good Times and Dry Times	8-1	8-1-1. Promote low-cost opportunities for people to gather.
		8-1-2. Provide seed funding for community groups to gather on local issues or with local interests.

# Regional Drought Resilience Planning Program

<p>Where will the project be located or delivered, and how is it applicable to the region?</p>	<p><i>The project will be delivered across the Limestone Coast region. The RDALC office is located in Mount Gambier, however there is a strong record of delivering services and events throughout the region.</i></p> <p><i>All Pathways program is designed to operate Limestone Coast region wide, recognising that drought conditions and recovery stages vary significantly across the Limestone Coast. For example, producers in the Upper Limestone Coast are continuing to experience drought conditions, while parts of the Lower Limestone Coast are transitioning into recovery and focusing on future preparedness. These differing seasonal and economic pressures require a flexible and responsive approach.</i></p> <p><i>Delivery will therefore be adapted to reflect the prevailing conditions and identified priorities of communities at the time each component is implemented. This ensures the project remains relevant, practical and aligned with local needs, rather than applying a fixed model across a region experiencing varied drought impacts. By taking a coordinated yet locally responsive approach, the project will provide regionally appropriate support while maintaining realistic and achievable delivery outcomes.</i></p>
<p>Describe how the project activity is intended to improve drought resilience in the region.</p>	<p><i>Recent drought conditions have had significant impacts on primary producers and their communities. In some industries and locations, producers are in a recovery phase, expected to take 3-5 years, while in the north of the region, many producers are still in the drought response stage. The activities are designed to establish a solid foundation for further resilience in Phase 2 of implementation.</i></p> <p><i>There are 3 main elements to the project: Industry collaboration, Mental health support, and Connecting communities.</i></p> <p><i>Industry Collaboration will improve drought resilience by strengthening coordination across the region. Establishing a drought steering committee will create a structured platform for information sharing, identification of gaps, and alignment of services. This reduces duplication of effort, minimises consultation fatigue for producers, and improves clarity about what support is available and where. By fostering stronger relationships between agencies, service providers and industry representatives, the region will be better positioned to respond collectively to current and future drought pressures.</i></p> <p><i>Mental Health Support recognises the substantial investment made during drought response to expand rural mental health services. However, increased service availability does not automatically translate to improved uptake. This project will focus on promoting existing services, improving awareness, and identifying barriers that may limit engagement. Delivering Mental Health First Aid training to primary producers and service providers will strengthen local capacity to recognise early signs of distress and provide appropriate support pathways. Building confidence and capability within the community enhances early</i></p>

## Regional Drought Resilience Planning Program

	<p><i>intervention, reduces stigma, and contributes to sustained wellbeing during prolonged drought and recovery periods.</i></p> <p><i>Connecting Communities addresses the social impacts of drought, including isolation and reduced opportunities for peer connection. Facilitating neutral, community-based events provides safe spaces for producers and community members to share experiences, exchange practical knowledge, and discuss preparedness strategies. Small seed funding for locally driven events enables grassroots initiatives that reflect the unique needs of individual townships. These activities support social cohesion, encourage informal wellbeing check-ins, and strengthen community networks, all of which are critical components of long-term drought resilience.</i></p> <p><i>Together, these activities aim to strengthen regional systems, build local capability, and enhance social connectedness. By focusing on coordination, capacity building and community connection, the project contributes to improved preparedness, adaptive capacity and collective resilience across the Limestone Coast without duplicating existing services or overextending beyond realistic delivery outcomes.</i></p>
<p>What is the expected public benefit of the proposed project?</p>	<p><i>The expected public benefit of this project extends beyond individual participants to the broader Limestone Coast community and regional economy.</i></p> <p><i>By strengthening coordination between industry groups, service providers and community organisations, the project improves the overall effectiveness of publicly funded services. Greater alignment reduces duplication, improves information flow, and ensures that support reaches communities in a timely and appropriate manner. This leads to more efficient use of resources and better outcomes for the region as a whole.</i></p> <p><i>Improved mental health literacy and awareness across primary production industries and service sectors contributes to earlier identification of wellbeing concerns and clearer referral pathways. This not only benefits individuals and families directly involved in agriculture however also reduces pressure on acute health and crisis services, supporting the wider public health system.</i></p> <p><i>Community connection activities generate broader social benefits by strengthening trust, collaboration and local networks. Stronger social cohesion contributes to safer, more connected communities and supports volunteerism, civic participation and local leadership. These factors are critical during periods of environmental and economic stress however also provide lasting value beyond drought conditions.</i></p> <p><i>At a regional level, supporting producer wellbeing and community stability contributes to economic continuity. Agriculture underpins much of the Limestone Coast economy; therefore, strengthening</i></p>

# Regional Drought Resilience Planning Program

	<p><i>the capacity of producers and their communities has flow-on benefits for local businesses, employment and service sustainability.</i></p> <p><i>Collectively, the public benefit lies in improved regional coordination, strengthened community wellbeing, more efficient service delivery, and enhanced social and economic stability, outcomes that extend beyond individual project participants and contribute to the long-term vitality of the Limestone Coast.</i></p> <p><i>This program also complements other Future Drought Fund (FDF) initiatives currently operating across South Australia, including the Drought Resilience Adoption and Innovation Hub, the Farm Business Resilience program and other regional drought preparedness activities. By maintaining close links with these initiatives, the project will share information, align engagement activities and utilise established networks to reach producers and communities more effectively. This coordination ensures that the program adds value to existing investments, strengthens the overall drought resilience system in the region and avoids duplication across the suite of FDF programs operating in South Australia.</i></p>
<p>What monitoring and evaluation processes have been proposed for the project?</p>	<p><i>Detailed M&amp;E will be developed during the initiation of the project, based on the program measures identified in Table 7 (Section 9.3 on pages 51-55) of the RDRP. Measures will include quantitative factors such as number of attendees, number of events, number of promotional activities. Qualitative measures will include feedback surveys of participants throughout the life of the project on the usefulness and value of the activities, as well as the impact that it has had on them personally and their community.</i></p>
<p>Have linkages with any other FDF programs or delivery partners been identified?</p>	<p><i>Yes – The SA Drought Hub is an active member of the Project Reference Group. Other partnership opportunities have been explored, including Rural Business Support, FaB Mentor attendance at events, working with MacKillop Farm Management Group and local Business Associations. RDALC is also to delivering Small Business support services for drought affected communities through the Office for Small and Family Business.</i></p>
<p>Summary of Project</p>	<p><i>The project is structured around three interconnected components that together strengthen drought resilience across the Limestone Coast: Regional Coordination, Mental Health Support, and Community Connection. Each component is designed to be responsive to changing seasonal, environmental and community conditions, ensuring activities remain relevant and targeted at the time of delivery.</i></p> <p><b>Action 1: Regional Coordination</b>  <i>This component establishes a coordinated regional approach to drought resilience. Through dedicated project leadership and the support of a Drought Steering Committee, key industry stakeholders, service providers and mental health professionals</i></p>

# Regional Drought Resilience Planning Program

*will be brought together to improve communication, align priorities and strengthen collective planning.*

*Rather than implementing a fixed program of activities, this action focuses on creating the systems and relationships that allow the region to respond proactively as conditions shift. By improving information flow, identifying emerging needs, and reducing duplication of services, Regional Coordination enhances the efficiency and impact of drought-related initiatives. It also supports strategic decision-making about where and how engagement activities are most appropriately delivered across the region.*

### **Action 2: Mental Health Support**

*This component strengthens the region's capacity to support wellbeing during periods of prolonged stress. It involves working with mental health professionals and stakeholders to better understand existing services, improve visibility of available supports, and identify barriers to access.*

*Activities may include targeted awareness initiatives and capacity-building opportunities, such as Mental Health First Aid, where gaps or needs are identified. A review of current service provision will inform a clearer picture of regional strengths and opportunities, providing an evidence base to guide future stages of drought resilience planning. The focus is on strengthening systems and improving accessibility rather than duplicating existing services.*

### **Action 3: Community Connection**

*Community Connection supports social cohesion and local leadership as essential foundations of drought resilience. Engagement will include collaboration with First Nations communities in preparation for longer-term initiatives Caring for Country planning, ensuring cultural knowledge and local priorities are respected.*

*Small-scale, locally driven activities will be supported to create safe, neutral spaces for community members to gather, share experiences and strengthen networks. Flexible, low-barrier support mechanisms will enable communities to respond to their own needs as conditions evolve, fostering ownership and adaptability.*

*Across all three components, staffing and communications will be integrated to ensure consistency, efficiency and clear messaging. The project is designed to be adaptive rather than prescriptive, building coordination, strengthening wellbeing capacity, and enhancing community connection so the Limestone Coast is better positioned to prepare for, respond to and recover from drought as conditions change over time.*

# Regional Drought Resilience Planning Program

Project Team:	<p><i>The project will be overseen by a new employee, Drought Program Lead. Recruitment for this manager level position has commenced, with an appointment to be made once funding is confirmed. Advertising will target skills and experience in the primary production or community engagement sector, as well as an understanding of monitoring and evaluation.</i></p> <p><i>A part-time Project Coordinator has been engaged to commence the project and deliver the implementation plan for the Limestone Coast RDRP.</i></p> <p><i>The Project Reference Group (PRG) will continue to guide the project. The PRG is made up of consortia members Limestone Coast Landscape Board and Limestone Coast Local Government Association, as well as representatives from PIRSA, the SA Drought Hub and the RDALC Board.</i></p>
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Budget	
Provide itemised project budget (total project cost ex GST)	<i>See table below</i>

Expense Description	Amount
Drought Program Lead salary + oncosts	\$ 130,000
Vehicle, rent, insurance, technology etc	\$ 20,000
Project coordinator 0.6 salary + oncosts	\$ 60,000
Workshops/ events / case studies / field days	\$ 20,000
First Nations engagement activity and project planning	\$ 25,000
Administration costs (Comms support, audit, payroll, finance, supervision, recruitment)	\$ 30,000
Community events / Grants for events	\$ 10,000

# Regional Drought Resilience Planning Program

Promotion & advertising	\$ 5,000
<b>Total</b>	<b>\$ 300,000</b>

Has this project received support (direct or in-kind) from other government grant funds (local, State or Federal)?	No
If Yes, list other funding and outline how the proposed project will deliver a new outcome that is not covered by existing funding?	N/A
Is this funding for an activity or project that has already commenced?	No

**Risk analysis**

Project Risk	Description	Initial Consequence	Initial Likelihood	Initial risk	Controls
	Conflicting Stakeholders interests leading to biased report findings	Major	Possible	High	All stakeholders to declare any personal and professional interest in the program to be able to be exclude when necessary from any key decision making.
Misrepresentation of what is already present within the community,	Moderate	Possible	Medium	Workshop sessions and key communication on the project important. Understanding to reach all primary producers is important.	
Lack of diversity on the steering committee	Major	Possible	High	A call out to new and diversity of members to	

# Regional Drought Resilience Planning Program

	resulting in areas not being represented				be done.
	Missed literature, resources, gaps identified in desktop reviews	Minor	Unlikely	Low	Consultation with all external parties are requirement to completed this task fully.
	Budget – Unable to expend all funds in short timeframe	Major	Possible	High	Steering committee to priorities actions that are deliverable in a short time frame and meet the community needs.
	Community Engagement – Reduced input as the region transitions out of drought to recovery mode	Major	Possible	High	Consultation with the community about the benefits of drought preparation in recovery mode will need to occur.

# Regional Drought Resilience Planning Program

<b>Declaration – to be made a person authorised by the applicant who will enter into the grant agreement</b>	
Do you have any conflicts of interest in making this application?	No
Name of person making declaration:	Loretta DeDonatis
Role of person making declaration:	Acting CEO
Organisation:	Regional Development Australia Limestone Coast
Date:	

# Regional Drought Resilience Planning Program

## Consortia Agreement

Please ensure an authorised representative for each member of the consortium endorse the application and sign below. This authorisation applies to all projects contained in the application.

Name: Loretta DeDonatis

Organisation: Regional Development Australia Limestone Coast

Position: Acting Chief Executive Officer

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Charlotte Edmunds

Organisation: Limestone Coast Local Government Association

Position: Executive Officer

Signature: *CJA Edmunds*

Date: 16/03/26

Name: Jason Taylor

Organisation: Limestone Coast Landscape Board

Position: Manager Sustainable Landscapes

Signature: Jason Taylor

Date: 13 March 2026

88	Strategy (Pathway)	Action ID	Opportunity (Output)	Outputs Combined together (action ID Numbers)	Timing	Foundational activity?	Is this new to the region?	Lead Organisation	Would this need additional funding to be implemented?	Goals	Contribution to multiple goals	Confidence in building resilience	Resources to deliver	Can be done before 2030	TOTAL SCORE	Priority
Business Support	Business Support - Enhancing the Small Business Support Program to Build Business Resilience for Future Dry Times	1-1a	Develop new resources for small and medium enterprises to manage periods of reduced trade. Specifically reduced trade caused by dry times and/or drought reducing primary producer spending. Existing small business program could be expanded for efficiency.		Ongoing	No	Ongoing		Yes	Economic + Social	Medium	Medium	Medium	Yes	8	Medium
		2-1b	Create a map of available support services (in a variety of formats) promoting available services (financial, relevant rebates/incentives, farm advice/outreach, Mental Health etc. website with linked services maintained by lead agency		Before	Yes	New		Yes	Economic + Social	Medium	Medium	Medium		9	High
		3-1c	1. Develop a program focussing on Agriculture/Primary Production business support. To assist these businesses, engage with best practice principles. 2. Appoint a Project Coordinator for an Agri Business Development Program.		Before	No	New		Yes	Economic + Social	Medium	Medium	Medium		9	High
Farm-level Drought Plans	Farm-Level Drought Plans – Supporting Primary Producers to Manage Seasonal Conditions and Develop Longer Term Strategies	4-2a	Supporting primary producers to make multi-year cash flow projections for informed decision making.  Short term seasonal management as well as longer term options for adaptation or diversification		Before	No	New		Yes	Economic + Social	Medium	Medium	Medium		9	High
		5-2b	Promote access to climate science and tools to broaden the awareness of more variable and unpredictable local conditions in the future.		One-off	No	New		Yes	Economic + Environment	Low	Low	Medium		7	Medium
		6-2c	1. Create resources for farmers to develop personalised Drought Management Plans to pre-plan what steps to take in late breaks, dry times and drought. 2. Promote and educate community of benefits in planning and maintaining plans.		Before	No	New		Yes	Economic + Social	Low	High	Medium		9	High
Industry Collaboration	Industry Collaboration - Fostering Collaboration Between Industry Bodies and Agencies	7-3a	1. Appoint a Project Coordinator for Industry Collaboration. 2. Develop a steering committee across Limestone Coast based primary production bodies to share information and as appropriate program and resources. 3. Create a calendar of events around key production periods for engagement and networking.		Before	No	New		Yes	Economic + Social	Low	Medium	Medium		8	Medium
Sustainable Practices	Sustainable Practices - Increase Engagement in Drought Resilience Farm Management and Economic Diversification Projects	8-4a	1. Conduct a gap analysis of the current research and extension programs with Primary Producers. 2. Encourage co-design research and extension programs with primary producers, SA Drought Hub and Industry Bodies.		Before	Yes	Previous and proven		Yes	Economic	Low	Medium	Medium		8	Medium
		9-4b	Develop case studies to promote drought resilient farm management techniques		Ongoing	No	Previous and proven		Yes	Economic	Low	Medium	Medium	unsure to be determine	5	Low
		10-4c	Host field days to showcase available technology, research and production improvements and how they could be implemented.		Ongoing	No	Previous and proven		Yes	Economic	Low	Medium	Medium	unsure to be determine	5	Low
		11-4d	Develop a multimodal program to identify and promote drought resilience at farm level resources and options.		Before	No	Previous and proven		Yes	Economic	Low	Medium	Medium	unsure to be determine	6	Medium
		12-4e	Identify and implement demonstration sites which show benefits of drought resilient practices.		Ongoing	No	Previous and proven		Yes	Economic	Low	Medium	Medium	unsure to be determine	5	Low
		13-4f	1. Development of drought resilience farm management research and emerging income stream advice. 2. Promotion of material to primary industry supply chains. 3. Maintain resources and up to date research/funding opportunity information.		Ongoing	No	unsure to be determine		Yes	Economic	Low	Medium	Medium	unsure to be determine	5	Low
First Nations	First Nations Co-design - Empowering First Nations' Caring for Country	14-5a	Develop a holistic Caring for Country plan and deliver on-ground activities. a) Recruit and appoint a project manager to work closely with partner corporation (Burrandies Aboriginal Corporation) throughout the project b) Develop an engagement plan that effectively captures the needs of the region's First Nations people c) Perform a desktop review of current Caring for Country activities in the region and identify gaps d) Identify future on-ground Caring for Country activities that will support First Nations vision e) Develop a Caring for Country plan f) Engage local First Nations peoples to deliver on-ground Caring for Country activities identified in the plan that will increase regional drought resilience g) Deliver any required training to First Nations peoples		One-off	Yes	New		Yes	All 3	High	High	High		10	High
Water	Alternative Water - Retaining water in the landscape and encouraging the use of alternative water sources	15-6a	Undertake a review of alternative water sources within the region. Would need to include use cases, treatment requirements, economic viability, storage, disposal considerations, and risk assessments for each source/use case.		Before	Yes	New		Yes	All 3	High	Medium	High		9	High
		16-6b	Create water use profiles for regional industries.		One-off	No	New		Yes	Economic + Environment	Medium	Low	High		6	Medium
		17-6c	Undertake a Managed Aquifer Recharge Feasibility Study building on pre-feasibility study and current actions.		One-off	No	Ongoing		Yes	Economic + Environment	Medium	Low	High		6	Medium
		18-6d	Ground truthing of predicted managed aquifer recharge sites identified in pre-feasibility study and engagement with landholders to identify future demonstration sites for managed aquifer recharge trials.		One-off	No	Ongoing		Yes	Economic + Environment	Medium	Low	High		6	Medium
Mental Health	Mental Health - Improve awareness and remove barriers to mental health and well-being resources	19-7a	Mental health first aid for primary production facing service providers.		Before	No	Previous and proven		Yes	Economic + Social	Low	Medium	Low		9	High
		20-7b	1. Appoint a Project Coordinator for Mental Health Program. 2. Implement a steering committee with relevant health and social stakeholders. 3. Undertake a desktop review of existing literature resources, gaps and access barriers. 4. Create a map of available services/resources.		Before	No	New		Yes	Economic + Social	Low	Medium	Medium		8	Medium
		21-7c	Encourage investment in popular local initiatives i.e. 'In the Head of a Country Bloke' podcast.		Before	No	Previous and proven		Yes	Economic + Social	Low	Low	Low		8	Medium
Community Connection	Community Connection – Create Connection in Communities in Good Times and Dry Times	22-8a	1. Promote low-cost opportunities for people to gather. 2. Provide seed funding for community groups to gather on local issues or with local interests.		During	No	New		Yes	Economic + Social	Low	Medium	Medium		7	Medium

# Strategic Plan and Budget 2026-2031

## Overview

With a proud legacy spanning more than 140 years, the Limestone Coast Local Government Association has long been a cornerstone of local government cooperation and regional progress.

LCLGA is established as a regional subsidiary pursuant to Section 43 of the Local Government Act 1999 (the Act) by the:

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

Under its Charter, the LCLGA is established to:

- 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 cooperation 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

## Strategic Plan and Budget 2026-2031

- to effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

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 resources, exchange expertise, and deliver innovative, tailored solutions that address the diverse needs of our communities.

From July 2025 the LCLGA has been transitioning to an advocacy-focused operational model which will strengthen these objectives.

This Strategic Plan and long term Budget marks the beginning of a new Limestone Coast Local Government Association with a new and narrowed focus.

**The new LCLGA aims to be a responsive, agile, and dynamic advocacy body capable of addressing critical regional challenges and emerging opportunities as they arise.**

This document is to be read in conjunction with the LCLGA Charter, the Act and the LCLGA Advocacy Framework.

### Advocacy

*The practice of promoting, supporting and advancing the interests and priorities of the Limestone Coast community through evidence-based influence, relationship building, communication and collaboration.*

#### Objectives

The LCLGA aims to be a responsive, agile and dynamic advocacy body capable of addressing critical regional challenges and emerging opportunities, championing regional development and amplifying the voice of member councils.

**Success measures:** Advocacy plan adopted annually; at least 4 formal representations/submissions made per year; and external funding secured to progress at least 1 priority business cases/feasibility studies/master plans per year.

#### Actions

- Making strategic representations in person and in writing to federal and state governments

## Strategic Plan and Budget 2026-2031

- Regularly meeting with Members of Parliament, Ministers, key political staff and industry leaders
- Actively engaging with all political candidates during election processes (State and Federal)
- Brokering partnerships and strategic alliances with other local and regional organisations, community leaders and relevant bodies
- Actively working with peak organisations and supporting their advocacy efforts when they are aligned with ours
- Submitting grant applications to secure funding to deliver business cases, feasibility studies and master plans as a region to support advocacy efforts of member councils
- Consulting with Constituent Councils on priorities to develop an advocacy plan for each calendar year.
- Preparing annual Federal and State Budget Submissions on key regional priorities

### Collaborate

*To work jointly with others to achieve a common goal by sharing ideas and resources, producing better results than individuals working alone.*

#### Objectives

The LCLGA takes a leadership role in developing and fostering co-operation between its Constituent Councils. As an associate, LCLGA will collaborate and work in conjunction with other local government associations, government agencies as well as industry and community bodies for the advancement of matters of common interest.

**Success measures:** At least 1 formal regional partnership maintained each year; at least 2 jointly delivered regional initiatives/plans progressed per year; and at least 1 annual regional forum/summit delivered with documented actions.

#### Actions

- Work with Limestone Coast Landscape Board and Regional Development Australia to implement the Limestone Coast Drought Resilience Plan.
- Work with Regional Development Australia to implement and review Regional Growth Strategy
- Host a Limestone Coast Regional Housing Summit with key stakeholders to explore innovative solutions to housing supply constraints
- Continue to work with Constituent Councils to identify regionally significant local roads to leverage State and Federal Government investment

## Strategic Plan and Budget 2026-2031

- Host an annual Limestone Coast Leadership luncheon to foster relationships amongst elected and appointed regional leaders and identify key issues for collaboration
- Develop a five-year Regional Health and Wellbeing Plan with constituent Councils

### Our Vision

As the closest level of government to the people, local government plays a critical role in understanding the needs of local communities, governing at a local level and advocating for the support required to deliver infrastructure and services to enable sustainable population growth, projected to reach over 85,000 by 2051. Councils within the Limestone Coast recognise the potential for economic growth to enable a highly productive and prosperous community.

As the peak body representing Local Government in the Limestone Coast, the LCLGA takes a lead to advocate on behalf of the region across a wide range of issues towards our collective vision for the Limestone Coast.

Our Vision for the Limestone Coast:

- Regional growth that is considered and sustainable.
- Communities that are supported with the services and infrastructure needed to thrive now and generations into the future.
- To maintain our competitive advantage and global reputation for the clean, green environment and the food and fibre that is produced from our resources.
- A diverse economy that is resilient and balanced.
- A highly attractive region to live, work, visit and invest.

To achieve our vision, the collaborative and advocacy efforts of local government are focused around four key pillars;

1. Infrastructure and services
2. Sustainable economy
3. Environmental awareness
4. Community and Social wellbeing

The next five years will see the LCLGA focused on delivering outcomes within these pillars through advocacy and collaboration as follows:

# Strategic Plan and Budget 2026-2031

## Infrastructure and services

<p>Ensuring that regional infrastructure and services are fit for purpose and have the capacity to meet the region's current and future needs to enable productivity for industry and highly desirable liveability.</p> <p><b>Success measures (examples):</b> At least 2 regional infrastructure business cases/strategies completed or updated by 2030/31; at least 2 priority transport/roads engagement forums held per year; and year-on-year increase in external funding secured for priority infrastructure projects.</p>			
<b>1.1</b>	<b>Collaborate</b>	<b>1.2</b>	<b>Advocate</b>
1.1.1	Explore new and innovative ways to increase efficiency in local government road asset management	1.2.1	Seek medium and long-term planning and investment by State & Federal Government in major road and water infrastructure upgrades
1.1.2	Explore partnership opportunities with community transport providers to increase transport services	1.2.2	Add our collective voice to advocacy efforts to deliver equity in funding available to community transport providers
1.1.3	Work with regional stakeholders to find innovative solutions to regional housing issues	1.2.3	Add our collective voice to advocacy efforts to deliver sustainable funding models for Council owned regional airport assets for the benefit of passengers and emergency services
1.1.4	Explore circular economy opportunities for the Limestone Coast	1.2.4	Advocate for increased public transport services both in and between major towns
1.1.5	Develop a Connective Regional Trails Strategy	1.2.5	Support advocacy efforts to increase Marine Rescue Capability in the lower Limestone Coast
1.1.6	Work with other SA regional Councils and State Gov to develop a sustainable long-term strategy for jetty maintenance and management	1.2.6	Advocate for increased State Government investment into coastal infrastructure assets
1.1.7	Establish direct engagement opportunities for constituent councils and DIT	1.2.7	Advocate for dedicated Limestone Coast Coastal Adaptation Coordinator
1.1.8	Collaborate with education and training providers to ensure	1.2.8	Advocate for State and Federal Government support for

## Strategic Plan and Budget 2026-2031

	opportunities are accessible to students outside the Mount Gambier service hub		increased Childcare services where identified in RDA LC evidence base
1.1.9	Develop a new Limestone Coast Regional Transport Plan towards 2040		

### Sustainable economy

<p>Supporting and promoting a thriving and diverse economy for prosperity and sustainable employment throughout the region.</p> <p><b>Success measures (examples):</b> At least 2 priority actions progressed annually in partnership with industry/government; at least 2 advocacy positions advanced through formal submissions/briefings per year; and evidence of increased regional investment/visitation supported by partner reporting.</p>			
<b>2.1</b>	<b>Collaborate</b>	<b>2.2</b>	<b>Advocate</b>
2.1.1	Work with industry and government to support initiatives that realise add-value potential of the region's primary production outputs	2.2.1	Advocate for the protection and optimisation of primary production land
2.1.2	Support state and federal government initiatives that aim to increase responsible visitation to the Limestone Coast	2.2.2	Advocate for support from State and Federal Governments to increase the capability of the regions sustainable tourism industry
2.1.3	Initiate annual leadership forums to foster relationships amongst elected and appointed regional leaders	2.2.3	Advocate for a dedicated independent and statutory SA Commissioner for Agriculture
2.1.4	Encourage stakeholder initiatives for strategic investment attraction to build long term economic diversity in- line with community expectations	2.2.4	Advocate for infrastructure and services that increase the liveability of our region to attract a skilled workforce
2.1.5	Work with stakeholders to action priority initiatives in the Destination Management Plan	2.2.5	Promote the value in local government as a regional economic leader

# Strategic Plan and Budget 2026-2031

## Environmental awareness

Acknowledging and respecting the responsibility to manage and protect our natural environment and resources, recognising that these unique and diverse natural assets underpin our economic and social prosperity.

**Success measures (examples):** Coastal Visitor Impact Framework delivered and reviewed at least once during the plan period; at least 2 coordinated environmental advocacy actions per year; and increased partner investment/commitment towards priority natural asset protection initiatives.

3.1	Collaborate	3.2	Advocate
3.1.1	Work with the LC Landscape Board and RDA LC to implement the Drought Resilience Plan	3.2.1	Advocate against proposals from mining and energy that threaten natural assets
3.1.2	Actively support stakeholder initiatives for renewable energy transition that does not adversely impact on the local environment or existing primary production	3.2.2	Advocate for increased investment in the Limestone Coast's UNESCO World Heritage Site
3.1.3	Deliver a coordinated approach to protecting the region's coastline via a Coastal Visitor Impact Framework	3.2.3	Advocate for sustainable and responsible coastal visitation initiatives including investment in coastal infrastructure
		3.2.4	Promote the value in Local Government as environmental custodians

## Community and social well-being

Advocating and collaborating with regional partners to enhance the quality of life, health and wellbeing understanding that a strong sense of community and enhanced social wellbeing enables an attractive region for young and working-aged people and families.

**Success measures (examples):** At least 2 coordinated health/wellbeing stakeholder engagements per year; at least 2 evidence-based advocacy briefs/case studies supported annually; and measurable progress on at least 1 priority service gap each year (e.g., funding commitment, service planning milestone, or pilot delivered).

4.1	Collaborate	4.2	Advocate
4.1.1	Plan and partner with other organisations to deliver community wellbeing initiatives in economic downturns as part of the Drought Resilience Plan	4.2.1	Advocate for private and State and Federal Government investment to support the Limestone Coast Regional Academy of Sport

## Strategic Plan and Budget 2026-2031

4.1.2	Establish direct engagement opportunities for constituent councils and the Local Health Network	4.2.2	Advocate for Radiation Treatment services
4.1.3	Support stakeholders in data collection and case studies that demonstrate the service gaps and health outcomes in rural and regional Australia	4.2.3	Advocate for urgent and emergency care services to service the Robe and Kingston SE Communities
		4.2.4	Advocate for workforce planning and adequate resourcing for decentralisation of services in the Limestone Coast

### Governance

As a regional subsidiary established pursuant to Section 43 of the Local Government Act, the LCLGA is subject to the direction of its constituent councils through its Charter.

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

The Board is comprised of one elected member from each constituent council and has responsibility for guiding the strategic path of the LCLGA in line with the direction of constituent councils as democratically elected bodies. Through the LCLGA Charter, the Board has delegation to adopt policies and make strategic decisions to ensure that LCLGA achieves its objectives and purpose.

To assist the Board, advice and oversight is provided via sub-committees established under Section 6.11 of the Charter;

- Audit and Risk Committee
- Roads and Transport Management Committee
- Tourism Management Committee
- Tourism Transition Committee

The Executive is responsible for the implementation of decisions made by the Board and for the efficient and effective management of the affairs of LCLGA.

This document sets a five-year strategic plan and budget of the LCLGA, providing clarity of objectives, purpose and value, ensuring accountability and transparency- the cornerstone of good governance.

# Strategic Plan and Budget 2026-2031

## Operational priorities

The LCLGA operates efficiently with one full-time equivalent responsible for the day-to-day operations of the Association in accordance with the Charter, the Strategic Plan and Budget and decisions of the Board. As a highly accountable body all operational activities are aligned with strategic goals and outcomes measured through regular reporting and oversight.

The LCLGA operational management is in accordance with the provisions of the Local Government Act 1999 and all relevant Regulations.

### Objectives

- to maintain trust in the governance and administration of the organisation
- facilitate continual improvement of the organisation
- to ensure the wellbeing, safety and professional development
- manage risk in accordance with policies and procedures
- protect and maintain the reputation of the association as a valuable regional leader
- ensure financial sustainability and value for money
- demonstrate and communicate a clear understanding of the region and our purpose

**Success measures:** 100% on-time completion of scheduled governance deliverables (e.g., annual plan review by 30 April; annual report by 30 September); at least 3 in-year financial/budget reviews completed as scheduled; and risk assurance map reviewed and reported to the Board twice per year.

### Actions 2026/27 - 2030/31

- The Strategic Plan and Long-term Financial Outlook is reviewed and updated annually to be presented to the Board by 30 April in each financial year.
- The annual Budget is reviewed at least three times during the financial year.
- The Risk Assurance Map is reviewed, updated and presented to the Board twice a year.
- Delegations will be reviewed and adopted by the Board at each AGM.
- An Annual Report (including audited Financial Statements) on the work and operations of LCLGA detailing achievements of the Association against the Strategic Plan and budget is prepared and submitted to Constituent Councils before 30 September each year.

## Strategic Plan and Budget 2026-2031

- A review of all items held in confidence will undertaken by the Board annually.
- The Executive Officer performance will be reviewed by the Board at least once a year.
- The financial statements of LCLGA will be independently audited each year in accordance with the Local Government (Financial Management) Regulations 2011.
- The Executive Officer will engage directly with each constituent council chamber by attending at least one council meeting or workshop per year.
- The Charter is to be reviewed at least every four years.
- Policies and procedures reviewed at least every two years.

### Budget

The 2026/27 budget is to be read in conjunction with the long-term financial plan.

The long-term financial plan has been drafted to reflect minimum cash holdings of 12-month OpEx to cover commitments plus \$100,000 for project reserves to be drawn upon when required. The project reserve allows the LCLGA to take on new projects outside of the routine budget cycle.

This strategy reflects the new LCLGA as a small and nimble organisation with the aim of being responsive and agile. In this context the LCLGA is able to create value to members with efficient and collaborative advocacy outcomes.

To ensure the Association is adequately resourced to deliver outcomes in line with strategic objectives, membership fees will incur an average increase of 7.83% each year to ensure a strong financial position across the 5-year period.

The Budget also reflects funding for SA Coastal Councils Alliance and Regional Development Australia Limestone Coast in line with Governance and collaboration expectations.

The largest expenditure during this period will be cost incurred for the new 2040 Regional Transport Plan (2029) that will replace the current 2030 Regional Transport Plan. This strategic document underpins constituent council applications to State and Federal road funding streams.

## Strategic Plan and Budget 2026-2031

### KEY BUDGET MEASURES

<b>2026/27</b>	<b>2027/28</b> <i>Federal Election 2028</i>	<b>2028/29</b>	<b>2029/30</b> <i>State Election 2030</i>	<b>2030/31</b> <i>Federal Election 2031</i>
Charter Review	Canberra travel costs	1.1.9 Regional Transport Plan 2040		Canberra travel costs
2.1.3 Limestone Coast Leadership Luncheon	1.1.1 Asset management pilot	2.1.3 Limestone Coast Leadership Luncheon	2.1.3 Limestone Coast Leadership Luncheon	Charter review
1.1.5 Connective Trails Strategy	2.1.3 Limestone Coast Leadership Luncheon	3.2.3 (Coastal) Visitor Framework		
1.1.3 Regional Housing Round Table				

### BUDGET STATEMENTS

**LIMESTONE COAST LOCAL GOVERNMENT ASSOC**  
 Level 1  
 9 Bay Road  
 Mount Gambier SA 5290

**Profit & Loss Consolidated**  
 5 Year Draft Budget

ADOPTED BUDGET 25/26		Draft 2027 Budget	Draft 2028 Budget	Draft 2029 Budget	Draft 2030 Budget	Draft 2031 Budget	NOTES
	<b>INCOME</b>						
\$95,016.84	City of Mount Gambier	\$118,438.99	\$126,659.86	\$135,467.78	\$144,905.38	\$155,018.40	
\$46,419.90	District Council of Grant	\$68,943.55	\$73,403.05	\$78,167.07	\$83,257.16	\$88,696.39	
\$52,167.14	Naracoorte Lucindale Council	\$72,412.84	\$77,221.80	\$82,364.88	\$87,865.97	\$93,750.67	
\$20,455.23	District Council of Robe	\$41,054.13	\$43,446.18	\$45,989.50	\$48,694.27	\$51,571.36	
\$45,019.39	District Council of Tatiara	\$64,735.23	\$68,975.04	\$73,506.80	\$78,351.23	\$83,530.60	
\$23,261.51	District Council of Kingston	\$44,068.44	\$46,683.94	\$49,467.28	\$52,429.85	\$55,583.86	
\$82,261.00	SA Tourism Commission	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
\$40,000.00	LGA SA	\$0.00	\$40,000.00	\$0.00	\$40,000.00	\$0.00	
\$14,000.00	Interest	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	
\$3,150.00	Sundry Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
<b>\$421,751.00</b>	<b>Total INCOME</b>	<b>\$414,653.17</b>	<b>\$481,389.87</b>	<b>\$469,963.31</b>	<b>\$540,503.86</b>	<b>\$533,151.29</b>	
	<b>EXPENSES</b>						
\$15,000.00	Audit & Accountants Fees	\$14,000.00	\$14,560.00	\$15,142.40	\$15,748.10	\$16,378.02	VRM Accounting \$8K, Audit \$6K
\$250.00	Bank Fees	\$250.00	\$260.00	\$270.00	\$280.00	\$290.00	
\$11,000.00	Computing & IT	\$11,000.00	\$11,440.00	\$11,897.60	\$12,373.50	\$12,868.44	GTE (Microsoft 365 \$173.80, Backup \$53.55, Maintenance Support \$395, Email 30, Website \$54.55 per Quarter, Adobe \$198.20
\$94,000.00	Consultancy	\$50,000.00	\$52,000.00	\$134,080.00	\$59,443.20	\$61,820.93	Regional Transport Plan \$80K Review 2029, Charter
\$2,600.67	Occupancy	\$720.00	\$750.00	\$780.00	\$820.00	\$860.00	
\$10,800.00	Governance	\$12,500.00	\$12,875.00	\$13,250.00	\$13,750.00	\$14,250.00	Honorarium \$10K & Independent Audit & Risk Committee Member Fees
\$16,871.11	Insurances	\$17,800.00	\$18,690.00	\$19,750.00	\$20,800.00	\$21,840.00	
\$1,500.00	Meeting Expenses	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	
\$50.00	Miscellaneous Expenses	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	
\$150.00	Postage	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	Post Box Rental
\$750.00	Printing/Stationery	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	Exchange Printers - Printing
\$0.00	RDA	\$98,271.34	\$102,202.20	\$106,290.28	\$110,541.90	\$114,963.57	RDA Subscription
\$0.00	SACCA	\$8,112.00	\$8,436.48	\$8,773.94	\$9,124.90	\$9,489.89	SACCA payments x 3 coastal councils
\$2,200.00	Subscriptions	\$2,350.00	\$2,397.00	\$2,444.94	\$2,493.84	\$2,543.72	Myob \$136.36 per mth, News \$29.09 per mth, Border Watch \$152.73, Stock Journal \$200.86
\$1,850.00	Telephones	\$1,650.00	\$1,683.00	\$1,716.66	\$1,750.99	\$1,786.01	\$135.86 monthly Phone Account
\$1,000.00	Training	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	
\$1,000.00	Travel/Accommodation/Meals	\$1,000.00	\$5,000.00	\$1,000.00	\$1,000.00	\$6,000.00	Federal Election travel costs
\$2,156.46	Vehicles - Fuel	\$4,800.00	\$4,896.00	\$4,993.92	\$5,093.80	\$5,195.67	\$400 per month (Indexed by 2%)
\$24,843.54	Vehicles - Leasing	\$20,884.68	\$21,302.37	\$21,728.42	\$22,162.99	\$22,606.25	\$1,740.39 per month (indexed by 2%)
\$500.00	Vehicles - Repairs/Maintenance	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	Allowing for new Tyres
\$242,000.00	Wages	\$159,900.00	\$166,296.00	\$172,947.84	\$179,865.75	\$187,060.38	Assumed 4% increase in Wages
\$30,000.00	Wages - Superannuation	\$19,500.00	\$21,091.20	\$21,934.85	\$22,812.24	\$23,724.73	Assumed 0.5% increase to 13% yr 2
\$1,500.00	Wages - Workcover	\$745.88	\$779.16	\$810.32	\$842.74	\$876.45	
\$5,000.00	Wages - FBT	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	
\$5,250.00	Wage - Accruals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
\$5,305.00	6. Governance & Collaboration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
\$6,000.00	8. Promote Value of Tourism	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
\$46,100.39	LCRSA	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
\$17,500.00	Relocation Costs / Restructure	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
<b>\$545,177.17</b>	<b>Total EXPENSES</b>	<b>\$433,933.90</b>	<b>\$455,108.41</b>	<b>\$548,261.18</b>	<b>\$489,353.94</b>	<b>\$513,004.07</b>	
<b>(\$123,426.17)</b>	<b>Operating Profit</b>	<b>(\$19,280.72)</b>	<b>\$26,281.46</b>	<b>(\$78,297.87)</b>	<b>\$51,149.91</b>	<b>\$20,147.22</b>	

24.65%                      6.94%                      6.95%                      6.97%                      6.98%

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 5 YEAR BUDGET FORECAST**
**STATEMENT OF COMPREHENSIVE INCOME**

2025/2026 ADOPTED BUDGET		2026/2027 DRAFT BUDGET	2027/2028 DRAFT BUDGET	2028/2029 DRAFT BUDGET	2029/2030 DRAFT BUDGET	2030/2031 DRAFT BUDGET
\$	INCOME	\$	\$	\$	\$	\$
448,197	Local Government Council Contributions	409,653	436,390	464,963	495,504	528,151
-	Other Contributions	-	40,000	-	40,000	-
-	Other Income	-	-	-	-	-
-	Project Income	-	-	-	-	-
5,000	Interest	5,000	5,000	5,000	5,000	5,000
453,197	<b>TOTAL REVENUES</b>	414,653	481,390	469,963	540,504	533,151
	<b>EXPENSES</b>					
195,693	Wages and Salaries	180,146	188,166	195,693	203,521	211,662
227,504	Operating Expenses	203,788	214,942	218,488	226,390	239,522
30,000	Project Expenditure	50,000	52,000	134,080	59,443	61,821
453,197	<b>Total Expenses</b>	433,934	455,108	548,261	489,354	513,004
-	<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	(19,281)	26,281	(78,298)	51,150	20,147
-	Net gain (loss) on disposal or revaluation of assets	-	-	-	-	-
-	Amounts specifically for new or upgraded assets	-	-	-	-	-
-	Physical resources received free of charge	-	-	-	-	-
-	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(19,281)</b>	<b>26,281</b>	<b>(78,298)</b>	<b>51,150</b>	<b>20,147</b>

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 5 YEAR BUDGET FORECAST**
**CASH FLOW STATEMENT**

2025/2026 ADOPTED BUDGET		2026/2027 DRAFT BUDGET	2027/2028 DRAFT BUDGET	2028/2029 DRAFT BUDGET	2029/2030 DRAFT BUDGET	2030/2031 DRAFT BUDGET
\$	Inflows (Outflows)	\$	\$	\$	\$	\$
	Inflows (Outflows)					
	<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>					
	<b>RECEIPTS</b>					
455,375	Operating Receipts	409,653	476,390	464,963	535,504	528,151
5,000	Investment Receipts	5,000	5,000	5,000	5,000	5,000
	<b>PAYMENTS</b>					
(700,015)	Operating payments to suppliers & employees	(433,934)	(455,108)	(548,261)	(489,354)	(513,004)
-	Finance Payments	-	-	-	-	-
(239,640)	<b>Net Cash provided by (or used in) Operating Activities</b>	(19,281)	26,281	(78,298)	51,150	20,147
-	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	-	-	-	-	-
-	Net Cash provided by (or used in) Investing Activities	-	-	-	-	-
-	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	-	-	-	-	-
-	NET CASH USED IN FINANCING ACTIVITIES	-	-	-	-	-
(239,640)	<b>NET INCREASE (DECREASE) IN CASH HELD CASH AT BEGINNING OF YEAR</b>	(19,281) 354,864	26,281 335,583	(78,298) 361,865	51,150 283,567	20,147 334,717
594,504	<b>CASH AT END OF YEAR</b>	<b>335,583</b>	<b>361,865</b>	<b>283,567</b>	<b>334,717</b>	<b>354,864</b>

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 5 YEAR BUDGET FORECAST**
**BALANCE SHEET**

2025/2026 ADOPTED BUDGET		2026/2027 DRAFT BUDGET	2027/2028 DRAFT BUDGET	2028/2029 DRAFT BUDGET	2029/2030 DRAFT BUDGET	2030/2031 DRAFT BUDGET
\$		\$	\$	\$	\$	\$
	<b>ASSETS</b>					
	<b>CURRENT ASSETS</b>					
354,864	Cash and cash equivalents	335,583	361,865	283,567	334,717	354,864
-	Trade & other receivables	-	-	-	-	-
354,864	<b>TOTAL ASSETS</b>	<b>335,583</b>	<b>361,865</b>	<b>283,567</b>	<b>334,717</b>	<b>354,864</b>
	<b>LIABILITIES</b>					
	<b>CURRENT LIABILITIES</b>					
-	Trade & Other Payables	-	-	-	-	-
-	Other Liabilities	-	-	-	-	-
-	Short-term Provisions	-	-	-	-	-
-	<b>TOTAL CURRENT LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>NON-CURRENT LIABILITIES</b>					
-	Long-term Provisions	-	-	-	-	-
-	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
-	<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
354,864	<b>NET ASSETS</b>	<b>335,583</b>	<b>361,865</b>	<b>283,567</b>	<b>334,717</b>	<b>354,864</b>
	<b>EQUITY</b>					
354,864	Accumulated Surplus	335,583	361,865	283,567	334,717	354,864
-	Asset Revaluation	-	-	-	-	-

-	Other Reserves	-	-	-	-
354,864	<b>TOTAL EQUITY</b>	335,583	361,865	283,567	334,717

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 5 YEAR BUDGET FORECAST**

**STATEMENT OF CHANGES IN EQUITY**

2025/2026 ADOPTED BUDGET		2026/2027 DRAFT BUDGET	2027/2028 DRAFT BUDGET	2028/2029 DRAFT BUDGET	2029/2030 DRAFT BUDGET	2030/2031 DRAFT BUDGET
\$		\$	\$	\$	\$	\$
	<b>ACCUMULATED SURPLUS</b>					
354,864	Balance at end of previous reporting period	354,864	335,583	361,865	283,567	334,717
0	Net Result for Year	-19,281	26,281	-78,298	51,150	20,147
0	Transfer From Reserves	0	0	0	0	0
0	Transfer To Reserves	0	0	0	0	0
<b>354,864</b>	<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>335,583</b>	<b>361,865</b>	<b>283,567</b>	<b>334,717</b>	<b>354,864</b>

**LIMESTONE COAST LGA  
CONSOLIDATED BUDGET 5 YEAR BUDGET FORECAST**

**UNIFORM PRESENTATION OF FINANCES**

2025/2026 ADOPTED BUDGET		2026/2027 DRAFT BUDGET	2026/2027 ACTUAL BUDGET	2026/2027 BUDGET REVIEW BUDGET	2026/2027 BUDGET REVIEW BUDGET	2026/2027 BUDGET REVIEW BUDGET
\$		\$	\$	\$	\$	\$
453,197	Operating Revenues	414,653	481,390	469,963	540,504	533,151
(453,197)	less Operating Expenses	(433,934)	(455,108)	(548,261)	(489,354)	(513,004)
-	<b>Operating Surplus / (Deficit) before Capital Amounts</b>	(19,281)	26,281	(78,298)	51,150	20,147
	<b>Less Net Outlays in Existing Assets</b>					
-	Capital Expenditure on renewal and replacement of Existing Assets	-	-	-	-	-
-	less Depreciation, Amortisation and Impairment	-	-	-	-	-
-	less Proceeds from Sale of Replaced Assets	-	-	-	-	-
-		-	-	-	-	-
	<b>Less Net Outlays on New and Upgraded Assets</b>					
-	Capital Expenditure on New and Upgraded Assets	-	-	-	-	-
-	less Amounts received specifically for New and Upgraded Assets	-	-	-	-	-
-		-	-	-	-	-
-	less Proceeds from Sale of Surplus Assets	-	-	-	-	-
-		-	-	-	-	-
-	<b>Net Lending / (Borrowing) for Financial Year</b>	(19,281)	26,281	(78,298)	51,150	20,147

## Tourism Management Committee Meeting

Tuesday 24 February 2026  
10:00am – 11.30am  
Online via Teams

### Minutes

#### 1.0 Welcome and apologies

Present members:

City of Mount Gambier (CoMG)	Biddie Shearing
Naracoorte Lucindale Council (NLC)	Josie Collins
District Council of Robe (DCR)	Camille Lehmann
Kingston District Council (KDC)	
District Council of Grant (DCoG)	Rebecca Perkin
Tatiara District Council (TDC)	Kelly Hutchinson
LCLGA	Kate Napper

Apologies: Charlotte Edmunds (LCLGA), Milly Peters (KDC)

#### 2.0 Previous Minutes

The minutes from the 4 November 2025 meeting were accepted as a true and accurate record.

#### 3.0 Action items

All actions from the previous meeting have been completed and table up to date.

#### 4.0 Destination Management Plan (DMP) Update

*Biddie Shearing joined the meeting during Item 4.*

##### a) DMP progress

Kate advised the DMP is currently in the design phase with SATC and will include consistent infographics and graphic elements across the 12 DMPs.

An accompanying 12-month DMP Action Plan (2026/27) has been developed and shared with the LCLGA Board as part of a Strategic Tourism Workshop (12 February). The Action Plan was not discussed in detail and remains subject to further Board direction.

It was noted that current resourcing does not align with the scope of the proposed actions, with further clarity required on future RTO resourcing and role.

SATC has confirmed an additional two years of Local contact person grant funding (2026/27–2027/28).

**ACTION: Kate to circulate the draft DMP Action Plan (2026/27) to the Committee for awareness.**

##### b) Product Development

Members noted the closure of Limestone Coast Boat Tours and Still Waterfall Drive Scenic Tours, both of which had contributed to the region's experience offering, particularly for cruise.

Discussion focused on identifying alternative experiences for upcoming cruise visits.

#### c) Stakeholder Engagement

SATC Engagement – Kate coordinated positive visit with Andrew McKinnon (SATC Director Cruise, Aviation and Access) on 17 February, including meetings with Mount Gambier Regional Airport stakeholders to progress aviation discussions.

Gather Round 2026 – Festival of Footy campaign to launch in March. Regional input has informed Limestone Coast integration, including scenic route development. An update was provided on Festival of Footy participation and planned regional activations.

Industry Capability – Agritourism workshop planned for May (with TiCSA and RDA). Tourism 101 session proposed for late April/early May. Limestone Coast participation in EDP and DRP is likely to be impacted by Adelaide-based delivery.

Algal Bloom / Coast is Calling Campaign – Kate continues to engage with SATC regional algal bloom meetings and support regional involvement where relevant. The campaign included two components: Coast is Calling vouchers and the Summer Plan Dining Cashback program. Interim results indicate strong uptake across participating postcodes. Limestone Coast results will be shared in due course.

Cruise – A Seabourn vessel is scheduled to call at Robe on 5 March, with coordination underway by Kate and Camille (DCR). Mattia Centofanti, Acting Manager Cruise, Aviation & Access, will be in Robe for the arrival.

Regional social media platforms – Naracoorte Lucindale Council continues to manage Visit Limestone Coast social media accounts. Councils encouraged to contribute content.

### **5.0 Regional Growth Strategy 2025-2030**

Regional Trails Strategy – An Invitation to Tender has been issued for the development of a refreshed Connective Trails Strategy, focused on a coordinated network of regional trail experiences. The tender has now closed, with six submissions received. Questions were raised regarding committee membership and tender details.

**ACTION: LCLGA to confirm Regional Trails Committee membership and circulate the Invitation to Tender document to the Committee.**

Other initiatives from Strategy – No updates on Eyes on Eyre. DMP Action Plan pending Board direction.

### **6.0 Opportunities for collaboration**

No additional opportunities raised.

### **7.0 Support & Funding Opportunities**

Regional Event Fund (2026/27) opening late February. Workshop scheduled for 4 March. Kate will circulate details and undertake targeted outreach.

### **8.0 Tourism and visitor updates**

Updates were provided from across the region, noting generally positive summer visitation trends.

- Coastal areas reported solid January visitation and spend, with some algal bloom-related enquiries noted.
- Naracoorte Lucindale reported increased visitor spend and strong visitor centre activity, with interstate visitation evident.
- The City of Mount Gambier reported high accommodation occupancy and a particularly strong February period, noting a shift towards increased digital engagement over face-to-face.

Additional updates included:

- Naracoorte Lucindale Council is investing in Spendmapp event impact reports.
- District Council of Grant advised a sinkholes master planning tender is underway and noted involvement in regional airfare advocacy.
- District Council of Grant also advised funding support to the Chamber of Commerce to progress tourism-related initiatives and exploration of a tourism subcommittee.

*Biddie Shearing left the meeting during Item 8.*

## **9.0 Other business**

Next Meeting – Tuesday, 21 April 2026 10am-11.30am

Meeting End: 11.15am

# MINUTES

## OF THE

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

**Held at 10am, Friday, 27 March 2026**

**Microsoft Teams**

#### Membership

Phil Southam	Independent Chair
Mayor Lynette Martin OAM	ex-officio, President LCLGA
Mayor Jeff Pope	Kingston District Council
Mayor Lisa Ruffell	District Council of Robe
Gary Button	District Council of Grant
Kingsley Green	Tatiara District Council

#### **OBSERVERS**

Charlotte Edmunds	LCLGA
Vanessa McDonald	Finance Consultant

#### 1.0 Meeting Open

10:05am

#### 2.0 Present

Phil Southam	Independent Chair
Mayor Jeff Pope	Kingston District Council
Gary Button	District Council of Grant
Kingsley Green	Tatiara District Council

#### **OBSERVERS**

Charlotte Edmunds	LCLGA
Vanessa McDonald	Finance Consultant

### 3.0 Apologies

**RESOLUTION:**

The Committee notes Mayor Ruffell's leave of absence and the apology received from ex-officio member Mayor Lynette Martin OAM.

**MOVED: Mayor Pope**

**SECONDED: Gary Button**

**CARRIED**

### 4.0 Conflicts of Interest

*The Committee notes that:*

- *LCLGA External Finance Manager is directly employed by District Council of Grant*
- *Chair Phil Southam is a member of the Audit and Risk Committees of both the District Council of Robe and Kingston District Council.*
- *Mayor Ruffell and Mayor Martin are Members of the Audit and Risk Committees of their respective Councils.*
- *Gary Button is the Independent Chair of the Kingston District Council Audit and Risk Committee*

### 5.0 Minutes from the previous meeting

**RESOLUTION:**

The minutes of the Audit and Risk Committee Meeting held 30 January 2026 are a true and correct record.

**MOVED: Mayor Pope    SECONDED: Chair Phil Southam**

**CARRIED**

## 6.0 Action items from the previous meeting

**RESOLUTION:**

That the Committee notes the progress of action items from the previous meeting and resolves to remove completed items from the Agenda.

**MOVED: Kingsley Green    SECONDED: Gary Button**

**CARRIED**

## 7.0 Budget Review 3

**RESOLUTION**

That the LCLGA Audit and Risk Committee resolves to recommend to the Board amending the 2025/26 Budget as per updated forecasts presented in Attachment 1 - Budget Review 3.

**MOVED: Gary Button    SECONDED: Mayor Pope**

**CARRIED**

## 8.0 POLICY REVIEW

**RESOLUTION**

1. That the Committee recommends the draft register to the Board as per Attachment 2
2. That the Committee recommends the updated Code of Conduct for Board Members be adopted by the Board as per Attachment 2
3. That the Risk Management Policy and Procurement Policy be adopted as amended.

**MOVED: Kingsley Green    SECONDED: Gary Button**

**CARRIED**

## 9.0 DRAFT BUDGET

The committee noted that methodology for calculating subscription proportionately be reviewed and noted in the budget papers.

<b>RESOLUTION</b>		
That the draft Budget be recommended to the Board at its April meeting.		
<b>MOVED: Kingsley Green</b>	<b>SECONDED: Gary Button</b>	
		<b>CARRIED</b>

## 10.0 LCLGA Risk Register & Assurance Map

<b>RESOLUTION</b>		
That the Committee recommends the draft Assurance Map to the Board as per Attachment 4.		
<b>MOVED: Mayor Pope</b>	<b>SECONDED: Kingsley Green</b>	
		<b>CARRIED</b>

## 11.0 Other Business

Nil

## 12.0 Meeting schedule

The Audit and Risk Committee will next meet 22 May 2026 unless notified otherwise. The Committee may need to review the meeting dates in line with external audit timelines. 31 July meeting will move to mid-August (either 14- or 21 August) to accommodate audit.

## 13.0 Close Meeting

11am

# LIMESTONE COAST CONNECTIVE TRAILS STRATEGY



## PROJECT BACKGROUND

Tredwell Management Services is working with the Limestone Coast Local Government Association to develop an innovative Regional Trails Strategy to guide the long-term planning, management and connectivity of recreational trails across the region. The strategy aims to create a coordinated network of shared-use trails that link key natural, historical and cultural assets, transforming the visitor experience into a cohesive regional journey.

It will review existing strategies, identify opportunities for new and improved trails, and assess key barriers to development. Supported by economic analysis, the strategy will help attract funding and investment, enabling the delivery of priority trail projects and strengthening tourism outcomes across the Limestone Coast.

## PROJECT APPROACH

- Project Start-up and Background Research
- Key Stakeholder Engagement
- Issues and Opportunities Analysis
- Economic Profiling and Investment Analysis
- Draft Limestone Coast Connective Trails Strategy
- Final Strategy, Funding Pathways & Handover

## CONSULTATION PROCESS

Stakeholder consultation for the project will include:

- Interviews with key stakeholders
- Meetings with Council representatives
- Summary of consultation findings

## SITE VISIT / MEETINGS

We are seeking to collaborate with key stakeholders at the following locations and dates:

- **Monday 27 April** – Kingston District Council
- **Tuesday 28 April** – District Council of Robe
- **Wednesday 29 April** – City of Mount Gambier / District Council of Grant
- **Thursday 30 April** – Naracoorte Lucindale Council
- **Friday 1 May** – Tatiara District Council

## FURTHER INFORMATION

For any further information or inquires please email [admin@tredwell.com.au](mailto:admin@tredwell.com.au) or phone (08) 8234 6387.

