

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**
- **Southern Limestone Coast Council**
- **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
- To effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

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 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 defined 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. It is intended to be updated each year and read as a rolling Annual Business Plan and Budget, replacing the need for a separate Strategic Planning document.



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.
- › 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.

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.



Warrawindi Escapes, South Australian Tourism Commission

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.
- › 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:

Infrastructure and services

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.

Output: 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 external funding secured for priority infrastructure projects.

1.1	Collaborate	1.2	Advocate
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 opportunities are accessible to students outside the Mount Gambier service hub	1.2.8	Advocate for State and Federal Government support for 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

Supporting and promoting a thriving and diverse economy for prosperity and sustainable employment throughout the region.

Outputs: 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.

2.1	Collaborate	2.2	Advocate
2.1.1	Work with industry and government to support initiatives that realise value-add 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 region's 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

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.

Output: Coastal Visitor Impact Framework delivered by 2031; 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, the Naracoorte Caves
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.

Output: 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
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

Collaborate

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



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 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.



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 presented to the Board annually.

Actions 2026/27 - 2030/31

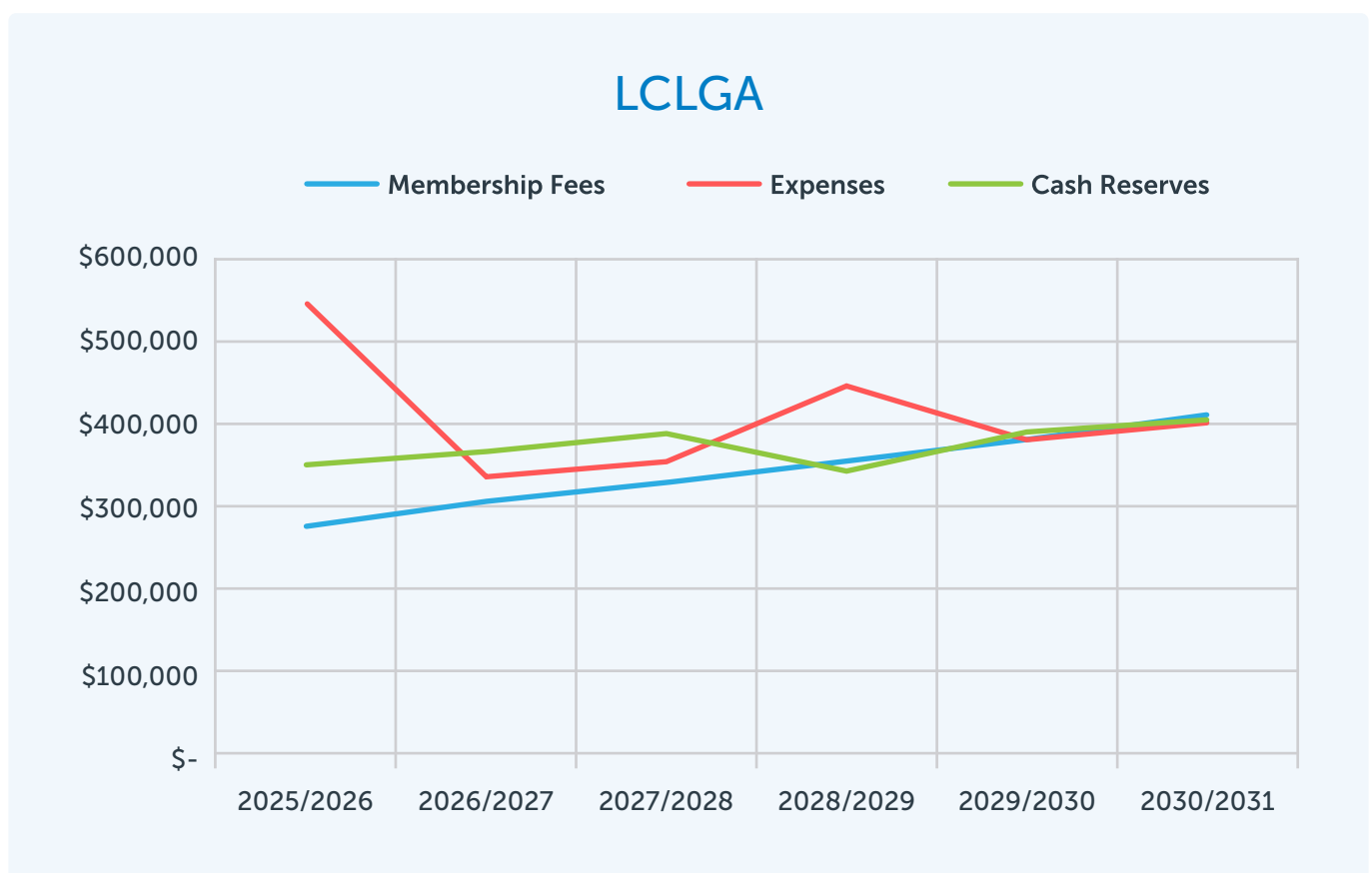
- › The Strategic Plan and Long-term Financial Outlook is reviewed and updated annually to be presented to the Board by 30 April in each financial year.
- › The annual Budget is reviewed at least three times during the financial year.
- › Delegations will be reviewed and adopted by the Board at each 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.
- › 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 2025–26 financial year saw a significant reduction in income and expenditure due to the transition to the advocacy-focused organisation. This period of transition tested the budget estimates under the new operating model, and included unbudgeted restructure costs, drawing down on consolidated revenue.

Under the previous model the budget adopted a \$200,000 project reserve in members' equity above minimum cash holdings. Minimum cash holdings were set at \$175,000 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 reserves of 12-months operating expenditure 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.



	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Membership Fees	\$282,340.00	\$311,381.83	\$334,187.67	\$358,673.03	\$384,961.96	\$413,187.72
Expenses	\$545,177.17	\$340,782.56	\$358,229.81	\$447,507.44	\$384,561.25	\$404,012.47
Cash Reserves	\$354,864.00	\$370,463.28	\$391,421.13	\$347,586.73	\$392,987.43	\$407,162.68

Budget

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 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 LCLGA is adequately resourced to deliver outcomes in line with strategic objectives, membership fees will incur an average increase of 7.41 per cent each year to ensure a strong financial position across the 5-year period.

The budget also reflects funding for SA Coastal Councils Alliance in line with Governance and collaboration expectations on behalf of the three coastal councils.

The largest expenditure budgeted during the five-year period will be the cost incurred for the new 2040 Regional Transport Plan in 2029. The new strategic planning document will replace the current 2030 Regional Transport Plan. This work underpins advocacy efforts for local road funding, and member council applications to State and Federal road funding streams.

Key Budget Measures

2026/27	2027/28 <i>Federal Election 2028</i>	2028/29	2029/30 <i>State Election 2030</i>	2030/31 <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 Forum	2.1.3 Limestone Coast Leadership Forum	2.1.3 Limestone Coast Leadership Forum	2.1.3 Limestone Coast Leadership Forum	Charter Review
1.1.1 Asset Management Pilot		3.2.3 (Coastal) Visitor Framework		
1.1.5 Connective Trails Strategy				

LCLGA

A small and nimble organisation with the aim of being responsive, agile, and dynamic advocacy body capable of addressing critical regional challenges and emerging opportunities as and when they arise.

Budget

Profit & Loss Consolidated

5 Year Draft Budget

ADOPTED BUDGET 2025/26		2027 Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
INCOME						
\$95,016.84	City of Mount Gambier	\$102,060.43	\$109,626.16	\$117,752.73	\$126,481.73	\$135,857.81
\$46,419.90	Southern Limestone Coast Council	\$52,565.00	\$56,369.35	\$60,452.02	\$64,833.51	\$69,535.80
\$52,167.14	Naracoorte Lucindale Council	\$56,034.29	\$60,188.10	\$64,649.84	\$69,442.32	\$74,590.07
\$20,455.23	District Council of Robe	\$24,675.57	\$26,412.48	\$28,274.46	\$30,270.62	\$32,410.77
\$45,019.39	Tatiara District Council	\$48,356.67	\$51,941.34	\$55,791.75	\$59,927.58	\$64,370.01
\$23,261.51	Kingston District Council	\$27,689.88	\$29,650.24	\$31,752.23	\$34,006.20	\$36,423.27
\$82,261.00	SA Tourism Commission	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$40,000.00	LGA SA	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
\$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
\$421,751.00	Total INCOME	\$356,381.83	\$379,187.67	\$403,673.03	\$429,961.96	\$458,187.72

Budget

Profit & Loss Consolidated 5 Year Draft Budget

ADOPTED BUDGET 2025/26		2027 <i>Budget</i>	2028 <i>Draft Budget</i>	2029 <i>Draft Budget</i>	2030 <i>Draft Budget</i>	2031 <i>Draft Budget</i>
EXPENSES						
\$15,000.00	Audit & Accountants Fees	\$16,000.00	\$16,640.00	\$17,305.60	\$17,997.82	\$18,717.74
\$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
\$94,000.00	Consultancy	\$50,000.00	\$52,000.00	\$134,080.00	\$59,443.20	\$61,820.93
\$2,600.67	Occupancy	\$3,840.00	\$3,993.60	\$4,153.34	\$4,319.48	\$4,492.26
\$10,800.00	Governance	\$12,500.00	\$12,875.00	\$13,250.00	\$13,750.00	\$14,250.00
\$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
\$750.00	Printing/Stationery	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00
\$0.00	SACCA	\$8,112.00	\$8,436.48	\$8,773.94	\$9,124.90	\$9,489.89
\$2,200.00	Subscriptions	\$2,350.00	\$2,397.00	\$2,444.94	\$2,493.84	\$2,543.72
\$1,850.00	Telephones	\$1,650.00	\$1,683.00	\$1,716.66	\$1,750.99	\$1,786.01
\$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
\$2,156.46	Vehicles - Fuel	\$4,800.00	\$4,896.00	\$4,993.92	\$5,093.80	\$5,195.67

Budget

Profit & Loss Consolidated

5 Year Draft Budget

ADOPTED BUDGET 2025/26		2027 Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
EXPENSES						
\$24,843.54	Vehicles - Leasing	\$20,884.68	\$21,302.37	\$21,728.42	\$22,162.99	\$22,606.25
\$500.00	Vehicles - Repairs/ Maintenance	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
\$242,000.00	Wages	\$159,900.00	\$166,296.00	\$172,947.84	\$179,865.75	\$187,060.38
\$30,000.00	Wages - Superannuation	\$19,500.00	\$21,091.20	\$21,934.85	\$22,812.24	\$23,724.73
\$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
\$545,177.17	Total EXPENSES	\$340,782.56	\$358,229.81	\$447,507.44	\$384,561.25	\$404,012.47
(\$123,426.17)	Operating Profit	\$15,599.28	\$20,957.86	(\$43,834.41)	\$45,400.71	\$54,175.25

Budget

Statement of Comprehensive Income

Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 <i>Budget</i>	2027/2028 <i>Draft Budget</i>	2028/2029 <i>Draft Budget</i>	2029/2030 <i>Draft Budget</i>	2030/2031 <i>Draft Budget</i>
INCOME						
448,197	Local Government Council Contributions	311,382	334,188	358,673	384,962	413,188
-	Other Contributions	40,000	40,000	40,000	40,000	-
-	Other Income	-	-	-	-	-
-	Project Income	-	-	-	-	-
5,000	Interest	5,000	5,000	5,000	5,000	5,000
453,197	TOTAL REVENUES	356,382	379,188	403,673	429,962	418,188
EXPENSES						
195,693	Wages and Salaries	180,146	188,166	195,693	203,521	211,662
227,504	Operating Expenses	110,637	118,063	117,734	121,597	130,530
30,000	Project Expenditure	50,000	52,000	134,080	59,443	61,821
453,197	Total Expenses	340,783	358,230	447,507	384,561	404,012
OPERATING SURPLUS/(DEFICIT)						
-	BEFORE CAPITAL AMOUNTS	15,599	20,958	(43,834)	45,401	14,175
-	Net gain (loss) on disposal or revaluation of assets	-	-	-	-	-
-	Amounts specifically for new or upgraded assets	-	-	-	-	-
-	Physical resources received free of charge	-	-	-	-	-
-	TOTAL COMPREHENSIVE INCOME	15,599	20,958	(43,834)	45,401	14,175

Budget

Cash Flow Statement

Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 Budget	2027/2028 Draft Budget	2028/2029 Draft Budget	2029/2030 Draft Budget	2030/2031 Draft Budget
Inflows (Outflows)		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASHFLOWS FROM OPERATING ACTIVITIES						
RECEIPTS						
455,375	Operating Receipts	351,382	374,188	398,673	424,962	413,188
5,000	Investment Receipts	5,000	5,000	5,000	5,000	5,000
PAYMENTS						
(700,015)	Operating payments to suppliers & employees	(340,783)	(358,230)	(447,507)	(384,561)	(404,012)
-	Finance Payments	-	-	-	-	-
(239,640)	Net Cash provided by (or used in) Operating Activities	15,599	20,958	(43,834)	45,401	14,175
CASH FLOWS FROM INVESTING ACTIVITIES						
-	Net Cash provided by (or used in) Investing Activities	-	-	-	-	-
CASH FLOWS FROM FINANCING ACTIVITIES						
-	NET CASH USED IN FINANCING ACTIVITIES	-	-	-	-	-
(239,640)	NET INCREASE (DECREASE) IN CASH HELD	15,599	20,958	(43,834)	45,401	14,175
594,504	CASH AT BEGINNING OF YEAR	354,864	370,463	391,421	347,587	392,987
354,864	CASH AT END OF YEAR	370,463	391,421	347,587	392,987	407,163

Budget

Balance Sheet

Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 Budget	2027/2028 Draft Budget	2028/2029 Draft Budget	2029/2030 Draft Budget	2030/2031 Draft Budget
ASSETS						
\$	CURRENT ASSETS	\$	\$	\$	\$	\$
354,864	Cash and cash equivalents	370,463	391,421	347,587	392,987	407,163
-	Trade & other receivables	-	-	-	-	-
354,864		370,463	391,421	347,587	392,987	407,163
354,864	TOTAL ASSETS	370,463	391,421	347,587	392,987	407,163
LIABILITIES						
CURRENT LIABILITIES						
-	Trade & Other Payables	-	-	-	-	-
-	Other Liabilities	-	-	-	-	-
-	Short-term Provisions	-	-	-	-	-
-	TOTAL CURRENT LIABILITIES	-	-	-	-	-
NON-CURRENT LIABILITIES						
-	Long-term Provisions	-	-	-	-	-
-	TOTAL NON-CURRENT LIABILITIES	-	-	-	-	-
-	TOTAL LIABILITIES	-	-	-	-	-
354,864	NET ASSETS	370,463	391,421	347,587	392,987	407,163
EQUITY						
354,864	Accumulated Surplus	370,463	391,421	347,587	392,987	407,163
-	Asset Revaluation	-	-	-	-	-
-	Other Reserves	-	-	-	-	-
354,864	TOTAL EQUITY	370,463	391,421	347,587	392,987	407,163

Budget

Statement of Changes in Equity Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 <i>Budget</i>	2027/2028 <i>Draft Budget</i>	2028/2029 <i>Draft Budget</i>	2029/2030 <i>Draft Budget</i>	2030/2031 <i>Draft Budget</i>
ACCUMULATED SURPLUS						
354,864	Balance at end of previous reporting period	354,864	370,463	391,421	347,587	392,987
0	Net Result for Year	15,599	20,958	-43,834	45,401	14,175
0	Transfer From Reserves	0	0	0	0	0
0	Transfer To Reserves	0	0	0	0	0
354,864	TOTAL EQUITY AT END OF REPORTING PERIOD	370,463	391,421	347,587	392,987	407,163



South Australian Tourism Commission

Budget

Uniform Presentation of Finances Consolidated 5 Year Budget Forecast

2025/26 ADOPTED BUDGET		2026/2027 <i>Budget</i>	2027/2028 <i>Draft Budget</i>	2028/2029 <i>Draft Budget</i>	2029/2030 <i>Draft Budget</i>	2030/2031 <i>Draft Budget</i>
453,197	Operating Revenues	356,382	379,188	403,673	429,962	418,188
(453,197)	less Operating Expenses	(340,783)	(358,230)	(447,507)	(384,561)	(404,012)
-	Operating Surplus / (Deficit) before Capital Amounts	15,599	20,958	(43,834)	45,401	14,175
Less Net Outlays in Existing Assets						
-	Capital Expenditure on renewal and replacement of Existing Assets	-	-	-	-	-
-	less Depreciation, Amortisation and Impairment	-	-	-	-	-
-	less Proceeds from Sale of Replaced Assets	-	-	-	-	-
Less Net Outlays on New and Upgraded Assets						
-	Capital Expenditure on New and Upgraded Assets	-	-	-	-	-
-	less Amounts received specifically for New and Upgraded Assets	-	-	-	-	-
-	less Proceeds from Sale of Surplus Assets	-	-	-	-	-
-	Net Lending / (Borrowing) for Financial Year	15,599	20,958	(43,834)	45,401	14,175



LCLGA

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Local Government
Association

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