



Limestone Coast Local Government Association

"Limestone Coast Better Together"

NOTICE is hereby given that an Ordinary Meeting of the
Limestone Coast Local Government Association Board

is to be held at the

Naracoorte Lucindale Council
DeGaris Place, Naracoorte
on

9 October 2026

commencing at 10:00am

Charlotte Edmunds
Executive Officer
Limestone Coast Local Government Association

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Board Members

City of Mount Gambier	Mayor Lynette Martin OAM - <i>President</i>
Tatiara District Council	Mayor Liz Goossens - <i>Vice President</i>
Southern Limestone Coast Council	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
Southern Limestone Coast Council	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 – Mayor Patrick Ross

2. APOLOGIES

Board Member apologies:

Board Members leave of absence: Nil

CEO's/Staff apologies:

Recommendation

That any apologies be noted.

MOVED

SECONDED

CARRIED/LOST

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3. CONFIRMATION OF MINUTES**RECOMMENDATION**

That the minutes of the LCLGA Board Meeting held 7 August 2026 held at Tatiara District Council 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

RECOMMENDATION Moved: Seconded: 1. 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
7/8/26	11. Motions without notice	That a letter be sent on behalf of the LCLGA Board, to the Minister for Tourism; 1. Advocating for an advertising and marketing campaign to promote Limestone Coast tourism during the Bird Flu disease incursion as they did with algal bloom. 2. Requesting advice on responsibility for dead wildlife disposal and costs.	Letter sent 12/08/26 Reply received and circulated 28/09/26		

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Meeting date	Agenda Item	Resolution	Progress commentary	Due Date	Updated due date
7/8/26	9.3 Landscape Board Nominations	That a letter be sent to the Limestone Coast Landscape Board on behalf of the LCLGA Board, recommending the appointment of Southern Limestone Coast Mayor Kylie Boston and Tatiara District Councillor Richard Halliday to the Limestone Coast Landscape Board.	Letter sent 12/08/26		
10/04/26	8.6 Drought Resilience Plan	The LCLGA write to State and Federal Ministers responsible outlining our concerns with process and outputs of the Drought Resilience Plan	- Letter sent 22 May 2026. - Response received and circulated 31/07/26		
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. - Council feedback and suggestions sent to Norman Waterhouse 29/05/26. - NW advice received 25/06/26.	9/10/26	9/12/26

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Meeting date	Agenda Item	Resolution	Progress commentary	Due Date	Updated due date
			- Workshop with Board held 29/07/26. - Final draft presented to Board		
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.	Outstanding draft policies to be reviewed at A&R in August: - Code of Conduct for Employees - Risk Management A&R Recommendation to Board for Oct meeting.	30/06/26	9/10/26

7. EXTERNAL ORGANISATION PRESENTATION

7.1 David Williamson, Manager, South East Drainage Operations, DEW

7.2 Adam Gray, South Australian Coastal Council Alliance

8. EXTERNAL ORGANISATIONS REPORTS**8.1 DEPARTMENT OF PRIMARY INDUSTRIES AND REGIONAL DEVELOPMENT****Report:** Jennifer Schilling, Principal Regional Advisor - Limestone Coast**Attachments:****RECOMMENDATION**

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

8.2 REGIONAL DEVELOPMENT AUSTRALIA – LIMESTONE COAST**Report:** Interim CEO Sarah Philpott**Attachments:** 8.2 RDALC REPORT JULY-AUGUST**RECOMMENDATION**

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

8.3 CROSS BORDER COMMISSIONER**Report:** Kelly-Anne Saffin, Cross Border Commissioner**Attachments:** 8.3 CBC Update October 2026

8.4 LOCAL GOVERNMENT ASSOCIATION SOUTH AUSTRALIA**Report:** TBA**Attachments:** [Member services updates | LGA South Australia](#)**RECOMMENDATION**

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

8.5 ADELAIDE UNIVERSITY – APOLOGY**Report:** Peta Crewe, Regional Director, Mount Gambier**Attachments:** 8.5 Adelaide University Oct update**RECOMMENDATION**

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

8.6 LIMESTONE COAST LANDSCAPE BOARD**Report:** Steve Bourne, CEO**Attachments:** 8.6 LCLB October 2026 Update**RECOMMENDATION**

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

8.7 CONNECTED AND ACTIVE COMMUNITIES PROGRAM**Report:** Tony Elletson**Attachments:** Verbal Report**9. LCLGA REPORTS****9.1 PRESIDENTS REPORT**

Report Author:	LCLGA President
Consulted:	N/A
Strategic Reference:	Strategic Plan 2026-2031
Budget Implications:	Nil
Risk Assessment:	Low
Attachments:	Nil

RECOMMENDATION

Moved:

Seconded:

1. That the report be received and noted.

CARRIED/LOST

Since the August Board Meeting I have continued to represent the interests of the LCLGA through advocacy, stakeholder engagement and provided general support to Executive Officer with administrative matters and also in preparation of Meeting Agendas, Annual Report etc.

I thank Mayor Goossens for leading the LCLGA Delegation at the submission to the house of Representatives Standing Committee on Regional Development, Infrastructure and Transport Inquiry into local government funding and fiscal sustainability.

Since the August Board Meeting I have attended :-

- Along with Board Members, LGA Special Board Meeting and Workshop.
- Monthly meetings with the Cross Border Commissioner.
- Participated in a Leadership in the Limestone Coast interview with a representative from the RDA Limestone Coast.
- Attended Mayor's catch ups.

- Member for Mount Gambier and I had an interview with The Borderwatch about the need for a contemporary public transport service not only for Mount Gambier but for the Limestone Coast Region.
- LCLGA Special Board Meeting.
- RDA Limestone Coast Tourism Industry catch up.
- The launch of the Limestone Coast Local Health Network Strategic Plan 2026-2030.
- Attended Radiotherapy Working Group Meeting.
- Attended the SAROC Committee Meeting.
- Attended the LGA Board Meeting.

9.2 EXECUTIVE OFFICERS REPORT

Report Author:	Executive Officer
Consulted:	N/A
Strategic Reference:	Strategic Plan 2026-2031
Budget Implications:	Nil
Risk Assessment:	Low

RECOMMENDATION

Moved:
Seconded:

1. That the report be received and noted.

CARRIED/LOST

EXECUTIVE SUMMARY

Update of the activities of the Executive Officer and LCLGA operations.

DISCUSSION

Following two weeks of leave in late August, the finalisation of the Annual Report and Audited Financial Statements took priority. This report has now been circulated and hopefully received well by constituent council elected members.

Two submissions were made to Federal inquiries in September – Housing Regulation (Productivity Commission) and Regional Childcare (Senate Committee). Thank you to Constituent Council CEOs for their input to ensure a strong locally focused submission.

With the Charter Review and Regional Trials Strategy nearing completion, attention will now turn to consulting with members on the 2027 Advocacy Plan.

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Also in planning is the 2027-28 round of SLRP funding with the next meeting of the Roads and Transport Working Committee and HDS to be held in late November.

Regional Capacity Building Grants are expected to be confirmed shortly by LGA SA.

In-person engagement with key stakeholders to advance the priorities and build the profile of the LCLGA as well as ensuring operational compliance has included:

- CEO LGA SA Victoria MacKirdy
- Interim RDALC CEO Sarah Philpott – Tourism Handover
- Attended and presented at Vic/SA LGA CEO forum
- Cross Border Commissioner – general catch up
- RDA LC Drought Project Coordinator, Nic Van Baarle
- Ministry of Sport re Women in Sport Summit ADL
- PIRSA and LC Landscape with Constituent Councils re Pest Birds
- Sustainable Futures Limestone Coast site visit with Barnaby Joyce at Wrattenbully
- Industry Roundtable with Barnaby Joyce at Penola
- Limestone Coast Connective Trails Strategy working group
- CEO RDA LC and Cross Border Commissioner re Cross Border Tourism
- LCLHN Engagement and Strategy Oversight Committee Meeting
- Official Launch LCLHN Strategic Plan
- LCLB Steve Bourne – general catch up
- Regional SA LGAs
- Limestone Coast Zone Emergency Management Committee

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

- LCLGA CEOs catch-up
- Mayor's catch-ups
- Meetings with LCLGA President
- Audit and Risk Committee
- Roads and Transport Committee

9.3 FINANCE REPORT – BUDGET REVIEW 1

Report Author:	Executive Officer
Consulted:	Audit and Risk Committee/ External Finance Consultant
Strategic Reference:	Strategic Plan 2026-2031
Budget Implications:	
Risk Assessment:	Extreme (Financial)
Attachments:	9.3 Budget Review 1 Financial Statements

RECOMMENDATION

Moved:

Seconded:

1. That the report be received and noted.
2. That the LCLGA Board amend the 2026/27 Budget as per updated forecasts as presented.

CARRIED/LOST**Executive Summary**

This finance report provides the first review of the 2026/27 Budget, with a revision recommended by the Audit and Risk Committee at the September meeting.

BACKGROUND

In accordance with the Local Government (Financial Management) Regulations 2026, Regulation 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.

The LCLGA Charter, Clause 5.1.6 prescribes that the Executive Officer must provide quarterly financial and corporate reports to the Board and if requested, the Constituent Councils.

DISCUSSION

The figures have been updated to reflect the audited opening balance figures, noting that the 2026/27 budget was drafted in February 2026 for constituent council review and Board

adoption. Subsequently Budget review 3 and 4 and end of year audit has required adjustment of figures.

Budget Review 1 is projecting an operating surplus of \$23,486.

A closing cash balance of \$285,026 is now predicted.

9.4 SUB-COMMITTEE MINUTES & RECOMMENDATIONS

9.4.1 TOURISM TRANSITION COMMITTEE

Refer to Item 10.6

9.4.2 ROADS AND TRANSPORT WORKING COMMITTEE

SUB-COMMITTEE	ROADS AND TRANSPORT WORKING COMMITTEE
MEETING DATE	30 September 2026
MINUTES	Attachment 9.4.2

9.4.3 AUDIT AND RISK COMMITTEE

SUB-COMMITTEE	LCLGA AUDIT AND RISK COMMITTEE
MEETING DATE/s	20 August 2026, 25 September 2026
MINUTES	Attachment 9.4.3

10. MATTERS FOR DISCUSSION

10.1 LCLGA CHARTER REVIEW

Report Author:	Executive Officer
Consulted:	Constituent Councils
Strategic Reference:	Strategic Plan 2026-2031
Budget Implications:	Nil
Risk Assessment:	High (Statutory and Regulatory)
Attachment:	10.1 Draft Charter – amended

RECOMMENDATION

Moved:
Seconded:

That the Board:

1. Recommend the final draft of the amended Charter as presented in attachment 10.1 to Constituent Councils for endorsement.

CARRIED/LOST

EXECUTIVE SUMMARY

A final draft is now being presented to the Board for recommendation to Constituent Councils for adoption.

BACKGROUND

At the February meeting of the Board it was resolved;

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.

Suggested amendments were received and Norman Waterhouse Lawyers were engaged to draft an amended document.

A workshop was held with the Board in July 2026 to clarify a number of issues suggested during the drafting process.

A number of minor typographical errors have been corrected. It is proposed that the inclusion of 'Affiliate' be removed from the document. Should the Board agree, all mention an affiliate will be removed and Clauses re-numbered accordingly prior to release for final approval by Constituent Councils, as per clause 6.9.2 *This Charter may be amended by unanimous resolution of the Constituent Councils.*

The final draft will be sent to CEOs requesting that it be presented at October or November Council meeting. If all Constituent Councils resolve to adopt the draft charter, a gazettal notice will be prepared and a copy of the Charter will be furnished to the Minister.

10.2 LCLGA POLICY AND PROCEDURES REVIEW

Report Author:	Executive Officer
Consulted:	Audit and Risk Committee
Strategic Reference:	Strategic Plan 2026-2031
Budget Implications:	Nil
Risk Assessment:	High (Statutory and Regulatory)
Attachement:	10.2.1 Draft Risk Register and Assurance Map
	10.2.2 Draft Code of Conduct for Employees

RECOMMENDATION

Moved:
Seconded:

That the Board:

1. Adopt the draft Risk Register and Assurance Map as presented/amended.
2. Adopt the draft Code of Conduct for Employees as presented/amended.

CARRIED/LOST

EXECUTIVE SUMMARY

The Board is being asked to adopt the two outstanding policies/procedures as part of the 2026 review.

BACKGROUND

At the February meeting of the LCLGA Board, the Board resolved 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.*
- *all new or amended policies and procedures be presented to the Board in draft no later than 30 June 2026.*
- *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.*

DISCUSSION

In 2024 an audit of the LCLGAs policies, procedures and codes was undertaken and a register was created. There were a total of 78 listed policies, procedures and codes. The Board resolved in April 2026 to retire most of these outdated policies leaving six as follows:

- Travel
- Risk Management
- Procurement
- Credit Card
- Code of Conduct for Board Members
- Code of Conduct for Employees

The Board adopted the following revised policies in April 2026:

- Code of Conduct for Board Members
- Procurement Policy

The following revised policies were adopted by the Board in June;

- Travel Policy
- Corporate Credit Card Policy

The Audit and Risk Committee deferred the recommendation of the two remaining documents until further consideration at the August Audit and Risk meeting.

These two documents have now been recommended by Audit and Risk and are being presented for adoption.

Notably, the previously adopted Risk Register has been combined with a Risk Assurance Map. The Strategic Plan and Budget 2026-2031 notes a success measure as: risk assurance map reviewed and presented to the Board annually.

Two matters that the Board may wish to consider the following in more detail:

1. The Map includes *Implement a biennial Board evaluation process*.
2. The Code of Conduct for employees includes reference to a *Performance and Discipline Policy* that does not yet exist and will need to be drafted in due course should the policy be adopted as presented.

2.9 Disciplinary Action

An employee who is found to have breached the Policy will be subject to disciplinary action in accordance with LCLGA's Performance and Discipline Policy, having regard to the particular circumstances of any alleged breach.

10.3 Little Corella Management

Report Author:	LCLGA EXECUTIVE OFFICER
Consulted:	
Strategic Reference:	Strategic Plan 2026-2031
Budget Implications:	Nil
Risk Assessment:	
Attachments:	10.3 Correspondence – a Regional Approach to Little Corella Management

RECOMMENDATION

Moved:

Seconded:

That the Board:

1. notes the increasing economic, environmental and community impacts associated with Little Corellas in the Limestone Coast;
2. endorses inclusion of coordinated pest bird management and funding for PIRSA's proposed research and bait trials in the LCLGA 2027 advocacy agenda; and
3. supports LCLGA working with the Limestone Coast Landscape Board, LGA SA, member councils and other regional LGAs to develop a statewide Little Corella count, subject to agreement on data standards, privacy settings, public messaging and delivery arrangements.

CARRIED/LOST

EXECUTIVE SUMMARY

This report briefs the Board on the increasing economic, environmental and community impacts of Little Corellas, following recent correspondence from Tatiara District Council. It summarises relevant report by PIRSA and initial conversations initiated by LCLGA and seeks the Board's endorsement to include coordinated pest bird management in the LCLGA 2027 advocacy agenda and to progress a statewide public data-collection campaign.

BACKGROUND

This issue has been raised by Tatiara District Council and formal correspondence has been received from Mayor Goossens, regarding Little Corella populations causing increasing economic, environmental and community impacts (attached).

Through the LGA SA Local Government Research and Development Scheme, PIRSA co-funded a project to assess the case for developing and registering a new bait for pest birds.

The subsequent report has highlighted the growing impact of pest birds on regional communities and primary industries, outlining a pathway to develop a new bait as part of a coordinated statewide management approach.

LCLGA invited PIRSA to a forum hosted by Naracoorte Lucindale Council on 21 September to discuss the report, its findings and appropriate next steps for LCLGA on behalf of member councils. The Limestone Coast Landscape Board was also represented, supporting a coordinated regional approach to the issue.

DISCUSSION

PIRSA's final report, *A new bait for pest birds of the grains industry*, found that pest bird impacts have increased over the past decade. Surveyed councils reported average annual control costs of about \$22,500 and 18 staff days for native pest birds.

Councils and landholders currently use dispersal, shooting, education and asset-protection measures. However, Little Corellas move across council boundaries, meaning localised responses are fragmented and have limited long-term effect. PIRSA's work indicates that several pest bird species are increasing rapidly and that a coordinated control tool could deliver substantial benefits.

Independent economic modelling estimated that a coordinated South Australian pest bird control program could deliver a net present value of approximately \$604 million, a benefit–cost ratio of 5.3 and an average contribution of approximately \$63 million per year to Gross State Product over 20 years.

PIRSA has outlined a staged research and registration pathway commencing in 2027, **subject to funding**. The pathway proposes aviary trials of candidate toxins, beginning with DRC-1339, followed—if the trials are successful—by analysis and preparation of an application for registration by the Australian Pesticides and Veterinary Medicines Authority. The full research and regulatory approval process is expected to take several years. A statewide Strategic Plan for Pest Birds would guide priorities, suitable control locations, governance, resourcing and implementation.

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While the longer-term pathway is to support further research, staged trials, regulatory approval and the eventual deployment of a humane, target-specific bait using bird-specific feeders, LCLGA's immediate priorities are to strengthen the evidence base, coordinate stakeholders and advocate for the funding required for PIRSA to progress the proposed trials.

Proposed actions for LCLGA

With consultation on the LCLGA 2027 advocacy agenda to begin shortly, the Board may wish to consider the addition of this issue to the agenda, seeking the funding needed for PIRSA to progress trials.

More immediately, LCLGA can initiate a public data-collection campaign with local support from the Limestone Coast Landscape Board and seek coordination through LGA SA to enable statewide participation. Before launch, the partners would need to confirm campaign governance, data ownership and access, species-identification guidance and responsibility for analysing and reporting the results.

The Great South Australian Little Corella Count would invite residents, councils, landholders, schools, community groups and businesses to record Little Corella observations through a simple digital form or app. Using consistent data fields across each count period would help estimate flock sizes, identify roosting and feeding locations, distinguish local movements from broader distribution patterns, document seasonal change and strengthen the evidence available for advocacy, research and management planning.

Proposed count periods, subject to confirmation with participating partners, are listed below. The dates are intended to capture observations across the summer period and support comparison of flock locations and sizes over time.

- 16 December 2026
- 25 January 2027
- 10 February 2027
- 3 March 2027, (aligned with World Wildlife Day)

Participants would be encouraged to observe at dawn (5.30 am–6.30 am) or dusk (7.30 pm–8.30 pm), when flocks commonly gather. Suggested observation sites include ovals, parks, open areas and locations near water. Submissions would record the date, time, location, estimated flock size, activity, photographs where available, observed impacts and observer type.

Participating partners would confirm the final dates, privacy settings, data fields and validation requirements before public launch.

Promotion and Delivery

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- LCLGA and the LC Landscape Board to coordinate campaign branding, key messages, media materials and reporting mechanisms (consult with PIRSA).
- Member councils and the LC Landscape Board to promote through websites, social media, newsletters, libraries, visitor centres and community networks.
- PIRSA to advise on data standards, species identification, research value and suitable messaging.
- Primary industry bodies, schools, Landcare groups and community organisations to extend participation.
- Regular public updates to maintain interest, while avoiding publication of sensitive roost or control-site information.
- Resulting data to be used in advocacy.

Initial discussions between LCLGA, PIRSA and the Limestone Coast Landscape Board indicate that the count campaign could be delivered without additional budget expenditure by LCLGA. Delivery would, however, require staff time for coordination, stakeholder engagement, communications and reporting. The LCLGA Executive Officer would engage regional LGAs, LGA SA and relevant industry groups to support participation and explore whether LGA SA or another appropriate body could lead a statewide campaign.

Constituent councils will be asked to communicate the initiative to the public through regular business-as-usual communication channels. Council staff may also be asked to participate in the count where appropriate.

Sensitivities: In the context of the H5 avian influenza outbreak, campaign messaging would need to be developed carefully with PIRSA and relevant animal-health authorities. Public information should distinguish the projects population-monitoring purpose from disease surveillance, avoid encouraging contact with birds or entry onto private property, and provide clear directions for reporting sick or dead birds through the appropriate channels.

The H5 avian influenza outbreak has increased attention on wild-bird populations and highlighted broader gaps in population data, including for abundant species. A carefully designed count could contribute useful baseline information about Little Corella distribution and abundance, while remaining separate from formal disease surveillance and response activities.

10.4 Tourism Transition Update

Report Author:	LCLGA EXECUTIVE OFFICER
Consulted:	RDA LC
Strategic Reference:	Strategic Plan 2026-2031

Budget Implications:	Nil
Risk Assessment:	
Attachments:	10.4 Correspondence - RDALC

RECOMMENDATION

Moved:

Seconded:

1. That the LCLGA Tourism Transition Committee be dissolved as a result of the RTO transition to RDALC.

CARRIED/LOST

EXECUTIVE SUMMARY

This item seeks to update the Board on the transition of the role of Regional Tourism Organisation from LCLGA to RDA LC as of 1 July 2026. As a result, it is recommended that the LCLGA Tourism Transition Sub-Committee now be dissolved.

DISCUSSION

The Board has previously resolved:

*The LCLGA President and Executive Officer are delegated and authorised to engage and negotiate with RDA LC and SATC on behalf of LCLGA for the transition of all roles and responsibilities of the RTO as outlined (in-principle) in the **presented proposal**.*

This previously endorsed proposal included the transition of this Committee as follows:

The LCLGA's Tourism Transition Committee will continue, with a gradually amended membership to better reflect the transition. This committee will continue under the management of RDALC, with SATC and LCLGA remaining as members.

Consideration could be given to transitioning this Committee to a Tourism Operators Advisory Group - an Industry Reference Group bringing together local tourism operators who meet quarterly with the RDALC and RTM to provide industry insights, feedback on initiatives and valuable on-the-ground perspectives.

As per the attached correspondence received from RDA LC, the RDALC intends to create an Industry Advisory Committee and that this committee will include LCLGA and SATC representatives.

As such it is requested that LCLGA dissolve the current committee in-line with new governance structure and previously agreed upon transition proposal.

10.5 LIMESTONE COAST CONNECTIVE TRAILS STRATEGY

Report Author:	LCLGA EXECUTIVE OFFICER
Consulted:	
Strategic Reference:	Strategic Plan 2026-2031
Budget Implications:	Nil
Risk Assessment:	
Attachments:	10.5 Final Draft Limestone Coast Connective Trails Strategy

RECOMMENDATION

Moved:

Seconded:

1. That the Board recognises and thanks the RDALC for collaborating on the Limestone Coast Connective Trails Strategy as a key initiative of the Regional Growth Strategy
2. That the Board endorses the final draft of the Limestone Coast Connective Trails Strategy
3. That the final document be circulated to all Constituent Councils and published on the LCLGA website

CARRIED/LOST

EXECUTIVE SUMMARY

This report presents the final draft of the Limestone Coast Connective Trails Strategy.

BACKGROUND

In August 2025 a joint workshop was held in Naracoorte with the Board of RDA LC and LCLGA to progress priority initiatives of the Limestone Coast Regional Growth Strategy. From this discussion a working group/Steering Committee was established with five members to deliver a Limestone Coast Trails Strategy.

With the project scope finalised, an invitation to Tender was sent to seven organisations qualified to undertake the work. After a tender evaluation process by the Steering Committee, Treadwell was engaged and the first project start up meeting with Treadwell and the Steering Committee was held in March.

Ordinary Board Meeting Agenda**9 October 2026**

Naracoorte Lucindale Council

Treadwell then held consultation sessions in each Council area with all Constituent Councils and key stakeholders in April.

Further consultation on draft strategies was done with constituent councils on the first draft and again on the final draft, with all feedback incorporated.

While RDALC has not financially contributed to the project, the guidance and advice provided throughout the project has been highly valuable. Particular thanks to RDA LC Deputy Chair Erika Vickery who has attended every meeting of the Steering Committee and whose contribution has been greatly appreciated.

The purpose of this project has been to establish a regional plan for trails that individual constituent councils can build from locally. I hope that this will prove to be a useful document in that pursuit for councils.

11. MOTIONS WITH NOTICE

Nil

12. MOTIONS WITHOUT NOTICE**13. QUESTIONS WITH NOTICE**

Nil

14. QUESTIONS WITHOUT NOTICE**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 Ordinary meeting schedule as follows;

DATE	LOCATION
11 DECEMBER 2026	KINGSTON DISTRICT COUNCIL

MOVED

SECONDED

CARRIED/LOST

16. CONFIDENTIAL ITEMS**16.1 Drought Resilience Plan****CONSIDERATION FOR EXCLUSION OF THE PUBLIC**

Exclusion of the Public – Section 90(3)(b) Order

Pursuant to Section 90(2) and (3)(b) 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, Constituent Council CEOs, LCLGA EO Charlotte Edmunds, PIRSA representatives Melissa Hunter and Brett Bartel, and RDA LC CEO Sarah Philpott be excluded from attendance during Agenda Item **16.1 Drought Resilience Plan** the Board is satisfied that, pursuant to section 90(3)(b) of the Act, the associated documents to be received, discussed and considered in relation to this Agenda Item contain indicative costings for the provision of services, 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;

The Board is satisfied that the principle of the meeting be conducted in a place open to the public has been outweighed in the circumstances.

Moved:

Seconded:

CARRIED/LOST

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. Having considered Agenda Item **16.1 Drought Resilience Plan** in confidence under section 90(2) and (3)(b) 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 report and minutes relevant to Agenda Item **16.1 Drought Resilience Plan** be retained in confidence for a period of two years.
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.

Moved:

Seconded:

CARRIED/LOST

17. MEETING CLOSE*Time noted*

ATTACHMENTS

Att. No.		Pg.
8.2	RDALC REPORT JULY-AUGUST	1
8.3	CBC Update October 2026	10
8.5	Adelaide University Oct update	12
8.6	LCLB October 2026 Update	14
9.3	Budget Review 1 Financial Statements	18
9.4.2	ROADS AND TRANSPORT WORKING COMMITTEE minutes	22
9.4.3	LCLGA AUDIT AND RISK COMMITTEE minutes	25
10.1	Draft Charter – amended	32
10.2.1	Draft Risk Register and Assurance Map	55
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10.3	Correspondence – a Regional Approach to Little Corella Management	73
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10.5	Final Draft Limestone Coast Connective Trails Strategy	77

RDALC REPORT TO LCLGA

Attachment 8.2

JUL- AUG 2026

MESSAGE FROM THE CEO

I commenced as Interim CEO on 22 July. It has been an exciting, diverse and rewarding two plus months, as the work of RDALC progresses under the strategic direction of our Board, influenced by engagement with our key partners and community, and delivered through the efforts of a dedicated team.

You will find highlights of the program work in this report. We are currently reflecting on the extensive data we capture and the many reports that are required as part of our funding and partnership agreements. I aim to work with you further on the best way to do that for the future.

Much of my time has been spent on the transition to the Regional Tourism Organisation. The team at LCLGA have (with my thanks) provided us with the resources and background to enable us to step into the role. This is happening as the Destination Management Plan approaches launch, and as we work with tourism operators across the region to hear their views about industry capacity, marketing and regional presence. Industry newsletters have flowed, socials are running again and we have brought the tourism leads from your councils together.

We are also working with SATC and other potential partners to contemplate a sustainable model for tourism. Cross border opportunities are there to be seized, and your Executive Officer, the Cross Border Commissioner and I will work together on this as well as other opportunities.

I have caught up with all local government CEOs from across the region. We have worked with each of you somewhat differently, from progressing the basis of an investment prospectus, to writing letters of support, wrapping around business associations, linking with developers to progress childcare options or providing feedback on policies. The work we do with you is both direct, and indirect, where we support issues of importance to your communities, whether that be air transport, water, childcare, business support, tourism, economic data and analysis or advocacy.

Finally, we have refreshed our Strategic Plan. A draft was provided for informal comment to all of the CEOs and LCLGAs Executive Officer and thoughts received to date have informed and improved the draft, which is intended for final consideration by the RDALC Board at the October meeting.

It has been a pleasure to be connected back to the work of strengthening our economic and community wellbeing of our shared communities, albeit wearing a different hat. Thank you all for your welcome, and your partnership, as we work together to grow our region.

Sarah Philpott - Interim CEO

SMALL BUSINESS FUNDAMENTALS - DROUGHT

During July and August, RDALC delivered 23 individual business support sessions across the Limestone Coast, comprising 12 mentoring sessions and 11 advisory sessions.

Support focused on strengthening business capability and day-to-day operations, while helping businesses prepare for future opportunities. Assistance included tailored mentoring, tourism collaboration and seasonal marketing preparation, creative-enterprise development, and referrals to specialist virtual mentoring services. RDALC supported South Australian Small Business Week 2026 by coordinating and promoting regional activities in partnership with local business organisations. This included a small-business breakfast in Keith focused on practical digital and operational support, along with promotion of events delivered by the Mount Gambier Chamber of Commerce and Millicent Business Association.

Engagement included supporting renewed business association activity in Naracoorte, promoting awareness of disaster-related referral pathways through the Legal Services Commission, participating in the launch of the Women in Business Foundations Program, and progressing partnerships for the Limestone Coast AI Capability Program.

LEADERSHIP

Engagement and consultation for the Leadership Program has progressed strongly, with 101 survey responses and 32 stakeholder interviews completed to identify leadership needs, gaps and opportunities across the Limestone Coast.

An 11-member Steering Committee, comprising a diverse mix of alumni and non-alumni from across the region, has been established and met three times. Further engagement with community leaders has provided greater depth and context to the findings emerging from the consultation.

Targeted discussions have also been held with organisations representing cohorts identified as underrepresented through the research, including Purple Orange, the Australian Migrant Resource Centre and Burrandies, to better understand barriers, needs and the support required to participate in leadership development.

This work is continuing to inform a tailored program approach. Engagement has also commenced with potential facilitators and other regional leadership initiatives, while discussions with a local committee have explored sponsorship opportunities to support the growth of youth leadership. The Gap Analysis report is currently underway, bringing together these findings to inform the next stage of program development.

DROUGHT PROGRAM

The Drought program has been successful in gaining approval from PIRSA for the 'Limestone Coast Regional Drought Resilience Plan – Implementation Plan', which outlines and prioritises the future works focussed on drought resilience across the region.

We have also been engaging with a range of stakeholders, as we work towards building the Phase 1 delivery under the 'Project Plan – Collaboration and Connection to Build Resilience'.

As we work towards on ground delivery of this project plan we have engaged in outreach and useful discussions with potential delivery partners in regionally important agricultural support organisations, mental health support organisations, the LCLGA, Limestone Coast Landscape Board (LCLB) and Burrandies Aboriginal Corporation through the LCLB.

PROJECTS, PARTNERSHIPS AND INVESTMENTS

RDALC continues to drive regional priorities through investment attraction, advocacy, and strategic partnerships. Recent activity includes engagement with renewable energy investors exploring pellet production for Asian export markets, connections with key forestry and industry stakeholders, and support for a Keith business pursuing grant funding.

Advocacy has focused strongly on housing, childcare, and workforce challenges. RDALC contributed to the Limestone Coast Community Services Roundtable and collaborated with the Limestone Coast Local Government Association on a federal housing submission. The Limestone Coast Childcare Report continues to gain traction, generating media coverage, investor interest and further advocacy for regional childcare investment, supported by a federal submission on childcare in regional areas.

Partnerships are also progressing across workforce, leadership, and tourism. RDALC hosted the Limestone Coast HR Network Breakfast, met with Purple Orange to explore greater disability inclusion within leadership development, and continued stakeholder engagement supporting the Tourism and Leadership projects.

Across these activities, RDALC is connecting investment with regional opportunities, strengthening the Limestone Coast's voice and building partnerships that support long-term regional growth.



TOURISM

Since commencing the RTO role on 1 July 2026, work has focused on building industry engagement and regional tourism connections across the Limestone Coast. Five Industry Meet and Connect sessions were held in Mount Gambier, Keith, Penola, Robe and Beachport, alongside one-on-one operator engagement, key industry events and early engagement with all seven councils through Council Tourism Committee meetings. We responded to bird flu including the development of a tourism operator tool kit.

SATC connections have been strengthened through conferences, Adelaide meetings, online briefings and webinars. Industry communication has resumed through five Tourism Industry eNewsletters to around 450 contacts and reactivated Visit Limestone Coast social media. This work has focused on the RTO's regional presence, improved industry communication and clarified priorities for ongoing delivery.

Planning is underway for the launch of the Destination Management Plan (DMP), on 21 October, as well as regional marketing.

We thank the LCLGA team for their handover during transition and their work on the DMP, which will inform the future of tourism regionally.



COUNCIL HIGHLIGHTS

Please note: the figures below capture every interaction recorded for each council area.

A single business may account for more than one interaction within this total.

This approach has been taken to demonstrate both the quantity and quality of work being delivered.

NARACORTE LUCINDALE COUNCIL

A total of 215 interactions were recorded, including bulk emails, business support, leadership-program engagement, early childhood education and care activity, and stakeholder meetings.

- The leadership survey email was sent to 127 contacts.
- The Take Charge of Your Finances Workshop expression-of-interest email was sent to 39 contacts.
- The RDA Survey was sent to 2 stakeholders.
- RDALC provided advisory and mentoring support to 3 local small businesses
- Engagement continued to support renewed business association activity in Naracoorte through consultation with a local business owner and knowledge sharing with the Loxton Chamber of Commerce. Further work will explore options to strengthen administrative capacity and support a sustainable association model.
- Engagement also included early childhood education and care report-launch activity, local media liaison, leadership steering committee engagement, and meetings with Naracoorte Lucindale Council and local organisations.
- Interim CEO met with the CEO and progressed work on an investment prospectus tailored to NLC.

Through RDALC's newsletters - information shared for the Naracoorte Lucindale area included:

- Cross-border collaboration activity involving Naracoorte Caves and Coonawarra, highlighting regional priorities such as infrastructure, water security, housing, primary industries, tourism, biosecurity and reducing regulatory barriers.
- The connection between Naracoorte Caves, Budj Bim and surrounding visitor experiences was highlighted as a potential opportunity for stronger cross-border tourism development.
- Employment and industry opportunities, including the MacKillop Farm Management Group Project Officer – Agricultural Research and Extension position.
- Regional leadership and business-development opportunities, including the Future Leadership Survey and the Take Charge of Your Finances workshop expression of interest.

KINGSTON DISTRICT COUNCIL

A total of 61 interactions were recorded, primarily through targeted bulk-email engagement

- The leadership survey email was sent to 44 contacts.
- The Take Charge of Your Finances Workshop expression-of-interest email was sent to 16 contacts.
- RDALC additionally engaged with a small business, providing introductory business-support information and discussing the business's progress and achievements to date.
- Meeting between interim CEO and councils CEO about available grants and tourism opportunities.

Through RDALC's newsletters, information shared for the Kingston district included:

- Kingston District Council's Draft Community Engagement Policy consultation, encouraging residents, businesses, landholders and visitors to provide feedback.
- A soil-carbon workshop for farming businesses, delivered by the Limestone Coast Landscape Board and LawrieCo, covering eligibility, testing, carbon potential and practical participation considerations.

DISTRICT COUNCIL OF ROBE

A total of 94 interactions were recorded, including bulk emails, early childhood education and care engagement, leadership-program activity and stakeholder meetings.

- The leadership survey email was sent to 44 contacts.
- The Take Charge of Your Finances Workshop expression-of-interest email was sent to 35 contacts.
- One contact received the Small Business Week Breakfast post-event thank-you email.
- RDALC worked with the District Council of Robe and Child Care on Wheels on the Early Childhood Education and Care Report and Toolkit launch, including launch coordination and dignitary correspondence.
- RDALC also held an Interim CEO and District Council of Robe CEO catch-up, alongside ongoing engagement with Child Care on Wheels regarding the Leadership Program steering committee.
- Discussion with SATC regarding tourism promotion for coastal regions in the face of potential bird flu impacts.

Through RDALC's newsletters, information shared for the Robe community included:

- The District Council of Robe 2026/27 Community Grants Program, promoting funding for community projects, events and initiatives that strengthen participation, wellbeing and local economic benefit.
- Regional small-business and community funding opportunities, including drought-resilience, infrastructure and community-development grants relevant to local organisations and groups.

A total of 433 interactions were recorded, including extensive Small Business Week promotion, bulk emails, local business support and leadership-program engagement.

- The Small Business Week Breakfast invitation for Keith was sent to 191 contacts.
- 22 attendees from across the region attended the Small Business Week Breakfast held at Regional Collective.
- The leadership survey email was sent to 145 contacts.
- The Take Charge of Your Finances Workshop expression-of-interest email was sent to 49 contacts.
- The Small Business Week Breakfast post-event thank-you email was sent to 22 contacts.
- The RDA Survey was sent to 8 stakeholders.
- RDALC provided support information to a small business and referred them to the Small Business Commissioner regarding lease-related queries
- Stakeholder engagement included discussion with Tatiara District Council regarding support for mobile food vendor businesses, local business planning matters, leadership steering committee activity, and promotion of upcoming business events.
- Interim CEO meetings with Tatiara acting CEO and CEO.
- Childcare conversations with a local community leader and Tatiara District Council.

Through RDALC's newsletters, information shared for the Tatiara area included:

- The opening of Regional Collective in Keith, promoting new local co-working, meeting, office and flexible-work facilities for businesses, entrepreneurs and remote workers.
- The Tatiara Employment Expo, providing local employers and employment organisations with an opportunity to connect with jobseekers and showcase local career pathways.
- Small Business Week activity in Keith, including the Business Basics for an Online Presence breakfast and free one-on-one mentoring availability.
- Tatiara District Councils Draft Community Engagement Policy consultation, encouraging community feedback an open and responsive local decision-making.

A total of 715 interactions were recorded, including bulk emails, surveys, individual emails, and meetings.

- A leadership survey email, “Help shape the future of leadership in the Limestone Coast,” was sent to 478 contacts.
- An expression-of-interest email for the Take Charge of Your Finances Workshop was sent to 147 contacts.
- The RDA Survey was sent to 11 stakeholders to collect feedback on RDALC's work
- RDALC Business Support Coordinator attended the Legal Services Commission stakeholder education session, How to Spot a Legal Issue in a Disaster, to strengthen organisational knowledge and referral pathways following disaster events.
- Stakeholder engagement included leadership-program development, early childhood education and care report-launch coordination, media engagement, grant opportunity referrals, and liaison with the City of Mount Gambier, business associations and regional organisations.
- RDALC provided advisory and mentoring support to 3 local businesses.
- Liaison with business leaders via Mount Gambier and Districts Chamber of Commerce and accommodation providers regarding tourism.

Through RDALC's newsletters, local opportunities and initiatives promoted to the City of Mount Gambier audience included:

- Mount Gambier and Districts Business Awards nominations and an application workshop to support local businesses preparing award submissions.
- Small Business Week activity, including the Mount Gambier Chamber's Collaborative Get IT Done business session.
- Local employment opportunities, including roles with Village Medical Centre and Dough Bros Pizza.
- The City of Mount Gambier Community Celebration Fund and consultation on the future direction of the Riddoch Arts and Cultural Centre.
- The Mount Gambier Technology Expo, Talent Without Limits inclusive-workplace workshop, Boandik's 70th Anniversary Gala and public health education opportunities.
- Social media promotion of Mount Gambier of Chambers of Commerce business awards and their new Board appointments.

SOUTHERN LIMESTONE COAST COUNCIL

A total of 164 interactions were recorded, including bulk emails, individual business support, grant-related correspondence and stakeholder engagement.

- The leadership survey email was sent to 108 contacts.
- The Take Charge of Your Finances Workshop expression-of-interest email was sent to 36 contacts.
- The RDA Survey was sent to 3 stakeholders.
- RDALC provided mentoring and follow-up support to 2 small businesses.
- Stakeholder engagement included further support relating to the Mount Gambier Aviation Museum's DGR registration, Rural Health Grant information and Regional Airport Round 5 funding, support for a music student seeking a grant.

Through RDALC's newsletters, information shared for the Southern Limestone Coast area included:

- Burrandies Cultural Day at Compton during NAIDOC Week, supporting cultural connection, learning and community participation.
- Yarns over the Yards at the Mount Gambier and District Saleyards, providing rural producers, landholders and agricultural workers with information on carbon-smart farming, succession planning and mental health.
- The Bird Flu Community Forum at Port MacDonnell, sharing preparedness, health and biosecurity information with the local community.



Government of South Australia
Cross Border Commissioner

Limestone Coast Local Government Association Update- October 2026

This update covers activities undertaken in Q3 2026. The fiscal year 2026-27 focused on community connection with over 460 formal engagements and 277 registered cross border activities or matters identified in the 2025-26 financial year. As many you know there is a statutory requirement that the Cross Border Commissioner Act 2022 undertakes a three-year legislative review, there is an independent review underway with the reviewer being in Mount Gambier on 16/17 November 2026 and keen to meet one on one with interested community. If you have not been contacted please let me know and I will connect you.

2026- 27 Key Activities- Productivity Analysis

A key project in 2026 for the Cross Border Commissioner (CBC) is commencing specific industry reviews of cross border opportunities and challenges. We are commencing with Forestry in October 2026 and hope to undertake a similar review of the horticultural industry in early 2027.

Any feedback, and an opportunity to formally provide information is available, please reach out if you would like to be involved.

Local Government Victorian and South Australian CEO Forum

In August 2026 the CBC hosted Vic and SA Local Government CEO's Forum in Naracoorte. A range of practical issues directly affecting regional communities were discussed the biosecurity, trade certification and licensing, access to education, grant opportunities, water security, social licence considerations, and the harmonisation of emergency management arrangements. Examples of specific follow up actions already undertaken by the Office of Cross Border Commissioner (OCBC) include:

- A letter from the CBC was sent to the Hon Michaela Settle MP, Victorian Minister for Agriculture further seeking consideration of greater Wild Dog controls in Western Victoria and particularly around the Ngarkat Conservation Park.
- Referrals to South Australian local government for input into Phase One of consultation on the Victorian Western Region Sustainable Water Strategy which is underpinned by the Border Groundwaters Agreement 1985 between Vic and SA and the subject of the Groundwater (Border Agreement) Act 1985 (SA).
- Exchanges on propositions to strengthen the Adelaide to Melbourne touring route between Great Ocean Road Tourism and Regional Development Australia Limestone Coast (who act as the Limestone Coast Regional Tourism Organisation for the South Australian Tourism Commission).



Government of South Australia
Cross Border Commissioner

Key Engagements

The Office of Cross Border Commissioner continues to represent cross border communities, and work with groups to triage and work on their specific cross border opportunities, a sample of Q3 2026 key engagements are below.

- Speaker at SheFarmer Year of Australian Farmer Events
- Speaker Coonawarra Vignerons Cross Border Tourism update
- Participant at Adelaide University Equity Strategy roundtable
- Presentation to Cross Border Industry Taskforce
- Participant at SAFECOME SA Disaster Resilience Strategy Refresh Roundtable
- Attendee at Forestry Centre for Excellence Showcase
- Attendee Regional Australia Institute Regional Dialogue Day
- Presenter Grant High School Careers Day
- Presenter Rotary Cross Border Gathering
- Facilitated Regional Development Australia Limestone Coast Strategic Planning Day.

I look forward to continuing working with you in 2026-27 financial year and would be pleased to answer any questions in relation to this information, and/or any cross border matters.

Document Information

Date	Topic	Author
02/10/2026	Cross Border Commissioner Update- Limestone Coast Local Government Association	Kelly-Anne Saffin- Cross Border Commissioner (South Australia)

Mount Gambier Campus Update

October 2026

The Mount Gambier Campus Open Day was held in early August welcoming over 100 visitors who got to hear firsthand from our academic staff about local programs, build their understanding of the broader offerings across Adelaide University, and get a sneak peek into the activities underway at the Forestry Centre of Excellence.

We have several new staff at the campus, including our own Children's University Regional Engagement Officer, student counsellor, and regional student support officer. At the Forestry Centre of Excellence, additional forestry and wood science researchers have come on board, and we welcomed LCLGA members, Member for Barker, RDA Limestone Coast and other key stakeholders for a visit to the new building.

Children's University, a program designed to ignite curiosity and a love of learning through fun, hands-on experiences outside the classroom for 5-14 year olds, is growing in popularity with 12 member schools across the Limestone Coast and 225 student members in 2026. Graduation Ceremonies will be held in region on the 24 & 25 November.

We have recently had a visit from Adelaide University's First Nations Portfolio, including interim Deputy Vice Chancellor, Prof Tina Brodie, and Dean Indigenous Research & Innovation, Prof James Charles. This was a great chance for community engagement including afternoon tea with local Elders, a visit to Pangula Mannamurna health services, and a chance to join participants from the Burrandies Aboriginal Rangers Program (Maruwinya Merit-Bi – Caring for Limestone Country) at Mount Burr Swamp.

Out in the community I have enjoyed conversations with students and their families at 'jobs and skills' events at Mount Gambier High School, Naracoorte High School, Kingston Community School, and TAFE Campus Alive. This has provided a great insight to the programs students are interested in studying, and their preference for studying locally, accessing programs online, or relocating to Adelaide.

The Mount Gambier Campus was pleased to welcome back the Limestone Coast Community Services Roundtable for their August meeting, including attendance from the Member for Mount Gambier, Travis Fatchen MP and Member for MacKillop, Jason Virgo MP. Adelaide University will continue to support this forum through making meeting space available for the remainder of 2026.

We are in the process of updating our externally supported scholarships and grants with new Adelaide University agreements and extend a big thank you to our local government partners

who want to recognise our student's academic achievements and support their learning journey with generous commitments.

More recently we have commenced engaging locally to inform Adelaide University's Equity Plan as we strive to achieve our ambitions of equity and excellence being at the heart of what we do, fostering inclusion, belonging, and community with students as partners, and building capacity for success across the student journey. Further contact will be made with LCLGA as consultation progresses.

Finally, I hope to see many of you at the upcoming Alumni and Friends Networking Event on 2nd November where will be joined by Adelaide University's Vice Chancellor and President, Prof Nicola Phillips.

Peta Crewe

Regional Director Mount Gambier

25/09/2026

peta.crewe@adelaide.edu.au

0466 197 146

Limestone Coast Landscape Board Update

Limestone Coast Local Government Association Update October 2026

Pest Plant and Animal Strategy

The Limestone Coast Landscape Board Pest Plant and Animal Strategy has been reviewed with a draft presented to the Governing Body. This version of the plan is from 2026 to 2030 and is more practical focussed on key roles, functions and services that the LC Landscape Board offers through five areas of work (compliance, pest control services (i.e. bait sales and weed spraying), priority pests on roadsides, how and when we provide landholder assistance (i.e. feral deer eradication program), asset based protection and threat prioritisation). The key part of the strategy relevant to LGA's is that the LC Landscape Board will be developing Action Plans for priority declared pests in each of the eight Local Government Areas. These plans will take an asset-based approach to ensure protection of adjoining agriculture, roadside native vegetation or nearby high priority conservation areas from priority pests. The intention is for local Landscape Officers to share these plans with each LGA and develop local pest priorities for council to implement on their estate.

Grant opportunities

Limestone Coast Grassroots Grants

Annually over \$300,000 is provided to support the Limestone Coast community to undertake natural resource management activities that help to achieve landscape benefits.

Since 2020-21 Grassroots Grants has been successfully used to kick-start new projects and build upon existing ones. They have been used to seed activities such as plantings, nature education, citizen science, weed and pest control, erosion management and community engagement.

The 2026 - 27 grant round was awarded in June 2026 and successful projects announced in July. The 2027 - 28 grant round will open in March 2027.

Habitat Conservation Grants

Increase productivity, increase biodiversity.

The Limestone Coast Landscape Board is offering up to \$100,000 in funding to support landholders in the 2026-27 Habitat Conservation Grant round.



Grants of up to \$10,000 per project are available to help landholders deliver on-ground works that improve biodiversity and provide co-benefits for primary production.

- **Applications open for 2026–27 Habitat Conservation Grants**

1 October 2026

- **Applications for 2026-27 round close**

16 November 2026

Since 2021–22, the Conservation Grants have provided more than \$200,000 to support landholders across the Limestone Coast. Funded activities include:

- planting shelterbelts
- fencing remnant vegetation
- protecting wetlands.

Climate-smart Landscapes Grants

Across the Limestone Coast, land managers are working together to improve land health and build resilience in a changing climate.

The Climate Smart Landscapes program supports practical, on-ground projects that improve water use, strengthen soils, support biodiversity and build carbon in landscapes. By strengthening partnerships and bringing people together, the program supports knowledge sharing and helps practices take hold.

The Climate Smart Landscapes program is supported by the Australian Government through funding from the Natural Heritage Trust under the Climate-Smart Agriculture Program

Round 2 grant recipients were announced in July 2026. **Round 3 grants will open in late 2026 and be awarded in early 2027.**

Over two rounds nine projects have been awarded funding of up to \$50,000. Examples projects include:

- PC & JL Giles Trading as Mulbarton
Soil Enhancement for Grazing.
- University of Adelaide

'WaterSmart': an advanced crop water sensing and management toolkit for the Limestone Coast.

Threatened species projects

LC Landscape Board undertakes several projects focused on threatened species. Our larger projects are funded by the Australian Government's Natural Heritage Trust and delivered by our organisation as a Commonwealth Regional Delivery Partner.

Southern Bent-wing Bat

Limestone Coast Landscape Board is working with the National southern bent-wing bat recovery team, First Nations people and landholders in the region to increase education and awareness of this precious threatened species.

To help prevent the extinction of this species the project will focus on:

- Increasing the potential use of roosting caves in the area with the removal of weeds and rubbish
- Restoring foraging habitat
- Installing artificial watering systems to be used in drought conditions
- Increasing landholder knowledge

The Naracoorte Caves are a critical habitat for the species and the range of the species covers much of the Limestone Coast and South-west Victoria.

South-eastern Red-tailed Black Cockatoo

The South-eastern Red-tailed Black Cockatoo is only found in south-east South Australia and South-west Victoria. With an estimated population of about 1500 birds, the South-eastern Red-tailed Black-Cockatoo is in danger of extinction.

To help prevent the extinction of this species the project will focus on:

- Annual bird counts and monitoring
- Increasing availability of suitable nesting sites
- Restoring habitat through revegetation
- Increasing landholder and community knowledge

Water allocation planning

Amendment of the Tatiara Water Allocation Plan

The amendment process for the Tatiara Water Allocation Plan is progressing well since recommencing in 2025.

Since re-engaging with the process the Stakeholder Advisory Group (the Group) has agreed to some changes to classes of water access entitlement and spent considerable time revising the proposed adaptive management frameworks. This work has included:

- revising the resource condition limit for the unconfined Coastal Plains management areas

- restructuring resource condition triggers to allow for staged responses to resource condition
- discussing the monitoring network required for the adaptive management framework
- revising management responses to triggers to improve effectiveness
- confirming the adaptive management schedule from the time of monitoring to the implementation of management responses.

The Group is also reconsidering the proposed approach to the management of the Poocher Swamp freshwater lens which supplies Bordertown's public water supply.

The Department for Environment and Water have updated and recalibrated the Tatiara groundwater model to include data to 2025. The model will be used to test the adaptive management framework, running recovery scenarios to understand the outcome of restrictions to allocations.

Amendment of the Lower Limestone Coast Water Allocation Plan

Since the last update provided on the amendment process for the Lower Limestone Coast Water Allocation Plan the Stakeholder Advisory Group (the Group) has met once. This meeting focused on considering feedback from July consultations and formal feedback received on key concepts. It was an opportunity for the Group to consider the breadth of views from across stakeholders and community. It was also an opportunity to consider how the key concepts could be further developed. This feedback was taken to the LC Landscape Board Governing Body and development of key concepts will now move into drafting the structure and the principles for these concepts in the revised Plan.

Work is continuing towards setting resource condition limits. This will be a focus for the next stakeholder advisory group meeting in November.

Corella Management

PIRSA and LGA co-funded a report into the costs of impact causing native bird species and the possible use of a toxin for control. Brad Page PIRSA provided a briefing to LCLGA representatives in Naracoorte 21 September. There is a requirement for significant funding to undertake testing and the approval process to register a toxin for use. There is strong interest from councils outside of the LCLGA that are also very interested in progressing this project. I look forward to discussing how the Limestone Coast Landscape Board can support LCLGA.

LIMESTONE COAST LOCAL GOVERNMENT ASSOC

Level 1
Old Town Hall
Mount Gambier SA 5290

Profit & Loss Consolidated

July 2026 To 30 June 2027

ADOPTED BUDGET 26/27		ACTUAL YTD	BUDGET REVIEW 1	\$ DIFFERENCE	NOTES
	INCOME				
\$102,060.43	City of Mount Gambier	\$102,060.43	\$102,060.43	\$0.00	
\$52,565.00	Southern Limestone Coast Council	\$52,565.00	\$52,565.00	\$0.00	
\$56,034.29	Naracoorte Lucindale Council	\$56,034.29	\$56,034.29	\$0.00	
\$24,675.57	District Council of Robe	\$24,675.57	\$24,675.57	\$0.00	
\$48,356.67	District Council of Tatiara	\$48,356.67	\$48,356.67	\$0.00	
\$27,689.88	District Council of Kingston	\$27,689.88	\$27,689.88	\$0.00	
\$40,000.00	LGA SA	\$8,945.00	\$40,000.00	\$0.00	
\$5,000.00	Interest	\$3,131.69	\$12,000.00	(\$7,000.00)	
\$356,381.83	Total INCOME	\$323,458.53	\$363,381.83	(\$7,000.00)	
	EXPENSES				
\$16,000.00	Audit & Accountants Fees	\$2,401.93	\$16,000.00	\$0.00	
\$250.00	Bank Fees	\$58.70	\$250.00	\$0.00	
\$11,000.00	Computing & IT	\$1,110.67	\$11,000.00	\$0.00	
\$50,000.00	Consultancy	\$8,131.00	\$50,000.00	\$0.00	
\$3,840.00	Occupancy	\$891.22	\$3,840.00	\$0.00	
\$12,500.00	Governance	\$2,700.00	\$12,500.00	\$0.00	
\$17,800.00	Insurances	\$11,978.94	\$23,957.88	(\$6,157.88)	Increase of \$2,500 due to income protection for EO per agreement
\$1,500.00	Meeting Expenses	\$546.25	\$1,500.00	\$0.00	
\$50.00	Miscellaneous Expenses	\$0.00	\$50.00	\$0.00	
\$150.00	Postage	\$0.00	\$150.00	\$0.00	
\$750.00	Printing/Stationery	\$96.11	\$750.00	\$0.00	
\$2,350.00	Subscriptions	\$303.27	\$2,350.00	\$0.00	
\$1,650.00	Telephones	\$232.16	\$1,650.00	\$0.00	
\$1,000.00	Training	\$0.00	\$1,000.00	\$0.00	
\$1,000.00	Travel/Accommodation/Meals	\$779.58	\$1,000.00	\$0.00	
\$4,800.00	Vehicles - Fuel	\$771.01	\$4,800.00	\$0.00	
\$20,884.68	Vehicles - Leasing	\$5,221.17	\$0.00	\$20,884.68	Transfer to Right of Use Calculation
\$2,000.00	Vehicles - Repairs/Maintenance	\$0.00	\$2,000.00	\$0.00	
\$159,900.00	Wages	\$35,480.82	\$153,750.00	\$6,150.00	Budgeted wages savings
\$19,500.00	Wages - Superannuation	\$4,257.72	\$18,450.00	\$1,050.00	Budgeted wages savings
\$745.88	Wages - Workcover	\$925.49	\$1,850.98	(\$1,105.10)	
\$5,000.00	Wages - FBT	\$2,139.00	\$5,000.00	\$0.00	
\$8,112.00	SACCA	\$8,100.00	\$8,100.00	\$12.00	
\$0.00	Lease Interest expense	\$0.00	\$676.37	(\$676.37)	Transfer from Lease Payment
\$0.00	Depreciation Expense	\$0.00	\$19,270.40	(\$19,270.40)	Transfer from Lease Payment
\$340,782.56	Total EXPENSES	\$86,125.04	\$339,895.63	\$886.93	
\$15,599.27	Operating Profit	\$237,333.49	\$23,486.20	(\$7,886.93)	

**LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2026/2027**
STATEMENT OF COMPREHENSIVE INCOME

2026/2027 ADOPTED BUDGET		2026/2027 ACTUAL 4/9/2026	2026/2027 BUDGET REVIEW 1
\$	INCOME	\$	\$
311,382	Local Government Council Contributions	311,382	311,382
40,000	Other Contributions	8,945	40,000
-	Other Income	-	-
-	Project Income	-	-
-	Interest	3,132	12,000
356,382	TOTAL REVENUES	323,459	363,382
	EXPENSES		
180,146	Wages and Salaries	40,664	174,051
110,637	Operating Expenses	37,330	135,845
50,000	Project Expenditure	8,131	30,000
340,783	Total Expenses	86,125	339,896
15,599	OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	237,333	23,486
-	Net gain (loss) on disposal or revaluation of assets	-	-
-	Amounts specifically for new or upgraded assets	-	-
-	Physical resources received free of charge	-	-
15,599	TOTAL COMPREHENSIVE INCOME	237,333	23,486

**LIMESTONE COAST LGA
CONSOLIDATED BUDGET 2026/2027**
CASH FLOW STATEMENT

2026/2027 ADOPTED BUDGET		2026/2027 ACTUAL 4/9/2026	2026/2027 BUDGET REVIEW 1
\$		\$	\$
Inflows		Inflows	Inflows
(Outflows)		(Outflows)	(Outflows)
	CASHFLOWS FROM OPERATING ACTIVITIES		
	RECEIPTS		
351,382	Operating Receipts	314,498	357,518
5,000	Investment Receipts	3,132	12,000
	PAYMENTS		
(340,783)	Operating payments to suppliers & employees	(85,078)	(375,246)
-	Finance Payments	-	-
15,599	Net Cash provided by (or used in) Operating Activities	232,552	(5,728)
	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	-	-

15,599	NET INCREASE (DECREASE) IN CASH HELD	232,552	(5,728)
354,864	CASH AT BEGINNING OF YEAR	290,754	290,754
370,463	CASH AT END OF YEAR	523,306	285,026

LIMESTONE COAST LGA CONSOLIDATED BUDGET 2026/2027

BALANCE SHEET

2026/2027 ADOPTED BUDGET		2026/2027 ACTUAL 4/9/2026	2026/2027 BUDGET REVIEW 1
	ASSETS		
	CURRENT ASSETS		
\$		\$	\$
370,463	Cash and cash equivalents	523,306	285,026
-	Trade & other receivables	5,002	-
370,463		528,308	285,026
281,466	TOTAL CURRENT ASSETS	528,308	285,026
	NON-CURRENT ASSETS		
-	Right of Use Assets	109,485	109,485
-	Right of Use Accumulated Depreciation	(87,174)	(106,445)
-	TOTAL NON-CURRENT ASSETS	22,312	3,040
370,463	TOTAL ASSETS	550,619	288,066
	LIABILITIES		
	CURRENT LIABILITIES		
-	Trade & Other Payables	25,897	-
-	Current Lease Liabilities	21,760	1,733
-	Short-term Provisions	9,773	8,725
-	TOTAL CURRENT LIABILITIES	57,431	10,458
	NON-CURRENT LIABILITIES		
-	Non Current Lease Liabilities	1,733	-
-	Long-term Provisions	-	1,048
-	TOTAL NON-CURRENT LIABILITIES	1,733	1,048
-	TOTAL LIABILITIES	59,164	11,506
370,463	NET ASSETS	491,456	276,560
	EQUITY		
370,763	Accumulated Surplus	490,407	276,560
-	Asset Revaluation	-	-
-	Other Reserves	-	-
370,463	TOTAL EQUITY	490,407	276,560

LIMESTONE COAST LGA CONSOLIDATED BUDGET 2026/2027

STATEMENT OF CHANGES IN EQUITY

2026/2027 ADOPTED BUDGET		2026/2027 ACTUAL 9/5/2026	2026/2027 BUDGET REVIEW 1
\$		\$	\$
	ACCUMULATED SURPLUS		
354,864	Balance at end of previous reporting period	253,074	253,074
15,599	Net Result for Year	237,333	23,486
0	Transfer From Reserves	0	0
0	Transfer To Reserves	0	0
370,463	TOTAL EQUITY AT END OF REPORTING PERIOD	490,407	276,560

LIMESTONE COAST LGA CONSOLIDATED BUDGET 2026/2027

UNIFORM PRESENTATION OF FINANCES

2026/2027 ADOPTED	2025/2026 ACTUAL	2025/2026 BUDGET REVIEW
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BUDGET

9/5/2025 Attachment 9.3 1

\$		\$	\$
356,382	Operating Revenues	323,459	363,382
(340,783)	less Operating Expenses	(86,125)	(339,896)
<u>15,599</u>	Operating Surplus / (Deficit) before Capital Amounts	<u>237,333</u>	<u>23,486</u>
	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	-	-
<u>-</u>		<u>-</u>	<u>-</u>
	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	-	-
<u>-</u>		<u>-</u>	<u>-</u>
15,599	Net Lending / (Borrowing) for Financial Year	237,333	23,486

Limestone Coast Roads and Transport Management committee

MINUTES

10am Wednesday 30 September 2026

Naracoorte

1. Open/ Welcome

10:06am

2. Attendance

Aaron Hillier	Tatiara District Council
Robert Stead	Naracoorte Lucindale Council
Charlotte Edmunds	LCLGA
Daryl Sexton	Southern Limestone Coast Council
Dave Worthley	District Council of Robe

Guests:

- Ben Chappell, Senior Project Officer, Strategic Local Government Asset Assessment Project NHVR
- David Williamson, Manager, South East Drainage Operations, Department Environment and Water

3. Apologies

Resolution:

That the Committee notes any apologies received from Kingston District Council CEO Ian Hart.

MOVED: District Council Robe

SECONDED: Naracoorte Lucindale Council

CARRIED

4. Conflicts of Interest

Nil

5. Minutes from the previous meeting



Agenda 30 September 2026

Resolution

That the minutes from meeting held 10 June, 2026 on Teams are true and correct.

MOVED: District Council of Robe

SECONDED: Tatiara District Council

CARRIED

6. Action items from the previous meeting

Resolution:

Update on action items received and noted by the Committee.

MOVED: Naracoorte Lucindale Council

SECONDED: District Council of Robe

CARRIED

7. Governance

Nil

8. Ben Chappell, NHVR re: Strategic Local Government Asset Assessment Project

- *Ben Chappell gave a presentation regarding the SLGAAP, Phase 3 extension.*
- *The meeting was also joined by David Williamson from the SE Water, Conservation and Drainage Board.*
- *Discussion was had about the need for third party assets such as those of the Drainage Board to be included in the NHVR Asset Assessment.*
- *Councils wishing to gain more detail on the program for their assets to arrange a individual briefing with Ben.*

Ben Chappell and David Williamson left the meeting at 10:30am

9. 2030 Regional Transport Plan – Intermediate Review and Update



Agenda 30 September 2026

Resolution:

LCLGA EO to request HDS re-scope the proposal to two separate projects:

1. To finalise the intermediate update
2. The annual assessment work required for SRLP 2027-28

MOVED: Tatiara District Council

SECONDED: Robe District Council

CARRIED

10. SA Grants Commission review of Identified Local Road Grants

Committee members will review the LCLGA submission and provide feedback to
LCLGA EO no later than 19 October 2026.

11. Other Business

Nil

12. Next Meeting

Late November / Early December with HDS

13. Close Meeting

11:15am

Task	Responsible	due date
LC Regional Transport Plan - HDS to re-issue proposal / s	EO relay to HDS	
Joint AI Condition Assessment Trial	All	Awaiting confirmation of LGA SA grant funding
AI for maintenance trial	City of Mount Gambier	Report back to Committee after 6-9 months of trial
In-depth strategic review and discussion regarding Regional Transport Plan	All	Prior to 2028/29
Committee members will review the LCLGA submission and provide feedback	All	19 October 2026
NHVR – SLGAAP follow-up. EO to circulate presentation and contact details for individual Council action. LCLGA Advocacy for Drainage Board inclusion.	EO /ALL	



Limestone Coast Local Government Association Audit and Risk Committee MINUTES

10:00am, Friday, 25 September 2026

Microsoft Teams

For the purposes of accurate minute taking, attendees are advised that the meeting will be transcribed in 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	Southern Limestone Coast Council
Kingsley Green	Tatiara District Council

1.0 Meeting Open

10:00

2.0 Present

Phil Southam	Independent Chair
Mayor Jeff Pope	Kingston District Council
Mayor Lisa Ruffell	District Council of Robe
Gary Button	Southern Limestone Coast Council
Kingsley Green	Tatiara District Council
OBSERVERS / Guests	
Charlotte Edmunds	LCLGA Executive Officer
Vanessa McDonald	LCLGA Finance Consultant



MINUTES 25 September 2026

3.0 Apologies

Resolution:

That the Committee notes the apology received from Mayor Martin.

MOVED: Kingsley Green

SECONDED Mayor Pope

CARRIED

4.0 Conflicts of Interest

The Committee notes that:

- *LCLGA External Finance Consultant is directly employed by Southern Limestone Coast Council*
- *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

Attachment 1. DRAFT MINUTES LCLGA Audit and Risk Committee – 20 August 2026

Resolution

The minutes of the Audit and Risk Committee Meeting held 20 August 2026 are a true and correct record.

MOVED: Gary Button

SECONDED: Mayor Pope

CARRIED



MINUTES 25 September 2026

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: Phil Southam	SECONDED: Mayor Ruffell
CARRIED	

7.0 2026-27 Budget Review 1

Related documents: Budget Review 1 Financial Statements

Resolution:	
That the LCLGA Audit and Risk Committee recommend to the Board amending the 2026/27 Budget as per updated forecasts as presented.	
MOVED: Kingsley Green	SECONDED: Mayor Ruffell
CARRIED	

8.0 Other Business

Nil

9.0 Meeting schedule

The Audit and Risk Committee will next meet 30 November 2026 via Teams unless notified otherwise.

MEETING /EVENT	DATE
Audit and Risk BR1	25 September 2026
LCLGA Board Meeting Budget review 1	9 October 2026
Audit and Risk – TBC Budget Review 2	30 November 2026
LCLGA Board Meeting – Budget Review 2	11 December 2026
PROPOSED Audit and Risk – BR3 + 2027-28 Draft Budget	Late February 2027

10.0 Close Meeting

10:11am



Limestone Coast Local Government Association Audit and Risk Committee MINUTES

10:30am, Thursday, 20 August 2026

Microsoft Teams

For the purposes of accurate minute taking, attendees are advised that the meeting will be transcribed in 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	Southern Limestone Coast Council
Kingsley Green	Tatiara District Council
OBSERVERS / Guests	
Charlotte Edmunds	LCLGA Executive Officer
Vanessa McDonald	LCLGA Finance Consultant
David Francis	Partner, Audit & Assurance - Bentleys
Binoj Liyanage	Manager, Audit & Assurance - Bentleys

1.0 Meeting Open

10:30am

2.0 Present

At the commencement of a telecommunications meeting, each Member must announce his/her presence to all other Board Members taking part in the meeting. A Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has notified the Chair of the meeting.

3.0 Apologies



MINUTES 20 August 2026

Resolution :

That the Committee notes the apology received from Kingsley Green.

MOVED: Gary Button

SECONDED Mayor Pope

CARRIED

4.0 **Conflicts of Interest**

The Committee notes that:

- *LCLGA External Finance Consultant is directly employed by Southern Limestone Coast Council*
- *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**

Attachment 1. DRAFT MINUTES LCLGA Audit and Risk Committee - 22 MAY 2026

Resolution:

The minutes of the Audit and Risk Committee Meeting held 22 May 2026 are a true and correct record.

MOVED: Gary Button

SECONDED: Mayor Martin

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: Mayor Ruffell

SECONDED: Gary Button

CARRIED



MINUTES 20 August 2026

7.0 2025/26 Audit - Bentleys

Related documents:

- *Attachment 2 – Draft Management Letter*
- *Attachment 4 - LCLGA Budget Comparison report 2025-26*
- *Attachment 3 – Draft Financial Statements*

Resolution:

That the LCLGA Audit and Risk Committee;

1. RECEIVE and NOTE the Draft Management Letter received by External Auditor Bentleys.
2. NOTE the External Auditor's intention to issue an unmodified (clean) audit opinion on the LCLGAs Annual Financial Statements, subject to the final execution of the Management Representation Letter.
3. RECOMMEND to the LCLGA Board that the President and Executive Officer be authorised to sign the 2025/26 Management Representation Letter.
4. RECEIVE and NOTE the 2025/26 Budget to Actual Financial Statements.
5. RECOMMEND to the LCLGA Board that the Executive Officer, the Presiding Member of the Audit Committee, the President of the LCLGA and all Chief Executive Officers of the Constituent Councils to sign the Audit Independence Statement.
6. RECOMMEND to the LCLGA Board that the Executive Officer and the President of the LCLGA be authorised to sign the Certification of Financial Statements certificate associated with the Financial Statements pertaining to the operations of the Limestone Coast Local Government Association for the financial year ending 30 June 2026, pursuant to Section 14 of the Local Government (Financial Management) Regulations 2026.
7. RECOMMEND to the LCLGA Board that they adopt the audited Annual Financial Statements for the year ending 30 June 2026 and publishes them in the Annual Report accordingly.
8. RECOMMEND that the change of name from District Council of Grant to the Southern Limestone Coast Council effective from the 1 July 2026 be reflected in the Annual Financial Statements.

MOVED: Mayor Ruffell

SECONDED: Mayor Pope

CARRIED

8.0 LCLGA Policy review

Please refer to Attachment 5 – Policy Review August 2026



MINUTES 20 August 2026

Resolution:

1. That the LCLGA Audit and Risk Committee recommends the following draft policy documents to the LCLGA Board for adoption;
 - DRAFT Risk Assurance Map
 - DRAFT Code of Conduct for Employees

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

CARRIED

9.0 Other Business

Nil

10.0 Meeting schedule

The Audit and Risk Committee will next meet 25 September 2026 via Teams unless notified otherwise.

MEETING /EVENT	DATE
Audit & Risk Committee – BR2	30 January 2026
LCLGA AGM	13 February 2026
Budget Review 2	
Roads and Transport	
Tourism Management Committee	24 February
Audit & Risk Committee – BR3 + 2026/27 Draft Budget	27 March 2026
State Election	21 March 2026
Easter	3-6 April
LCLGA Board Meeting	10 April 2026
Budget Review 3	
Roads and Transport	
Audit & Risk Committee – BR4	22 May 2026
LCLGA Board Meeting	26 June 2026
2026/27 Draft Strategic Plan & Budget	
External Audit 2025/26	
LCLGA Board meeting	7 August 2026
Audit and Risk Committee meeting	20 August 2026
Special Board Meeting – Annual Report with Audited Financial Statements	24 September 2026
Audit and Risk BR1	25 September 2026
LCLGA Board Meeting	9 October 2026
Budget review 1	
Audit and Risk – TBC Budget Review 2	30 November 2026
LCLGA Board Meeting – Budget Review 2	11 December 2026

11.0 Close Meeting

Meeting closed 11:00am.





Limestone Coast Local Government Association
CHARTER



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1. INTRODUCTION

1.1 Name

The name of the subsidiary is the Limestone Coast Local Government Association (referred to as "LCLGA" in this Charter).

1.2 Definitions

1.2.1 "Absolute majority" of the Constituent Councils means a majority of the whole number of the Constituent Councils;

1.2.2 "Act" means the Local Government Act 1999 and all relevant regulations and statutory instruments made there under, as amended from time to time;

~~1.2.3 "Affiliate" means a council constituted under the Act and any other authority of a local government nature constituted or established under South Australian or Commonwealth legislation which is not a Constituent Council but which is affiliated to the South East Zone Regional Association under the Local Government Association's Constitution;~~

1.2.4 "Board" means the Board of Management of LCLGA;

1.2.5 "Board Member" means at any time a member of the Board, and where the context so admits, includes a Deputy Board Member;

1.2.6 "Budget" means a budget that conforms to Clause 25 of Schedule 2 to the Act and last adopted by the LCLGA;

1.2.7 "Business Plan" means a business plan that conforms to Clause 24 of Schedule 2 to the Act and last adopted by the LCLGA;

1.2.8 "Constituent Council" means those councils named in Clause 1.4;

1.2.9 "Council" means a council as constituted under the Act;

1.2.10 "Deputy Board Member" means at any time a person appointed and holding office as a Deputy to a Board Member;

1.2.11 "Elected Member" means a Mayor, Chairman or Member of a Council who has been elected or appointed pursuant to the Local Government (Elections) Act 1999 and the Act;

1.2.12 "Financial year" means a year beginning on 1 July in each year and ending on 30 June of the following year;

1.2.13 "LGA" means the Local Government Association of South Australia;

1.2.14 "Meeting" includes an ordinary and a special meeting of the Board;

1.2.15 "Minister" means the Minister for the time being responsible for the administration of the Act;

- 1.2.16 “President” means the Board Member elected by the Board at the Annual General Meeting to be the President;
- 1.2.17 “Project fee” means a charge imposed by LCLGA on the Constituent Councils in accordance with Clause 5.2;
- 1.2.18 “Subscription” means those monies the Constituent Councils are liable to contribute to LCLGA in accordance with Clause 6.2;
- 1.2.19 “Vice-President” means the Board Member elected by the Board at the Annual General Meeting to be the Vice-President.

1.3 Interpretation

In this charter unless the context otherwise requires:

- 1.3.1 headings do not affect interpretation;
- 1.3.2 singular includes plural and plural includes singular;
- 1.3.3 words of one gender include any gender;
- 1.3.4 a reference to a person includes a partnership, corporation, association, government body and any other entity;
- 1.3.5 a reference to legislation includes any amendment to it, any legislation substituted for it, and any subordinate legislation made under it;
- 1.3.6 an unenforceable provision or part of a provision of this Charter may be severed, and the remainder of this Charter continues in force, unless this would materially change the intended effect of this Charter;
- 1.3.7 the meaning of general words is not limited by specific examples introduced by ‘including’, ‘for example’ or similar expressions;
- 1.3.8 any reference to a section(s) is a reference to a section of the Act and includes any section that substantially replaces that section and deals with the same subject matter.
- 1.3.9 a reference to a ‘Clause’ means a clause of this Charter.

1.4 Establishment

LCLGA is a regional subsidiary established pursuant to Section 43 of the Act by the:

- 1.4.1 City of Mount Gambier;
- 1.4.2 Southern Limestone Coast Council;
- 1.4.3 Kingston District Council;
- 1.4.4 Naracoorte Lucindale Council;
- 1.4.5 District Council of Robe;
- 1.4.6 Tatiara District Council.

1.5 **Local Government Act 1999**

This Charter must be read in conjunction with the Act. LCLGA shall conduct its affairs in accordance with the Act except as modified by this Charter as permitted by the Act.

1.6 **Objects and Purpose of LCLGA**

LCLGA is established to:

- 1.6.1 work in association with both the LGA and the Australian Local Government Association;
- 1.6.2 undertake co-ordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level;
- 1.6.3 develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
- 1.6.4 develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
- 1.6.5 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;
- 1.6.6 associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
- 1.6.7 implement programs that seek to deliver local government services on a regional basis; and
- 1.6.8 to effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

2. **POWERS AND FUNCTIONS OF LCLGA**

The powers, functions and duties of LCLGA are to be exercised in the performance and furtherance of LCLGA's objects and purposes.

2.1 **Powers and Functions**

In addition to those specified in the Act, the powers and functions of LCLGA are:

- 2.1.1 subject to clause 2.5, subscribing to, becoming a member of or co-operating or contracting with any other association or organisation whether within or outside the area of the Constituent Councils whose purposes are wholly or in part similar or complementary to the objects and purposes to LCLGA, and on such terms as LCLGA deems appropriate;

- 2.1.2 subject to clause 2.5, entering into contracts or arrangements with any Government agency or authority which are incidental or conducive to the attainment of the objects and exercise of the powers of LCLGA;
- 2.1.3 subject to clause 2.5, appointing, employing, remunerating, removing or suspending officers, managers, employees and agents of LCLGA;
- 2.1.4 raising revenue through Subscriptions, Project Fees and any other means not inconsistent with the objects and purposes of LCLGA from Constituent Councils ~~(and Affiliates)~~, by arrangements with sponsor organisations and by arrangement or contract with any other organisation or person;
- 2.1.5 printing and publishing any newspapers, periodicals, books, leaflets, electronic communications and other like writing;
- 2.1.6 establishing committees for such purposes as it considers appropriate which may include to steer projects or to pursue geographic or functional interests of LCLGA, the Constituent Councils or specific groups of the Constituent Councils, determining the terms of reference for a committee and appointing any member, officer or employee of a Constituent Council to be a member of a committee; ;
- 2.1.7 subject to clause 2.7, acquiring, holding, dealing with and disposing of any real or personal property;
- 2.1.8 opening and operating bank accounts;
- 2.1.9 accumulating surplus funds for investment purposes;
- 2.1.10 investing any of the funds of LCLGA, provided that:
 - (a) in exercising this power of investment LCLGA must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
 - (b) LCLGA must avoid investments that are speculative or hazardous in nature
- 2.1.11 subject to clause 2.5, borrowing money;
- 2.1.12 giving security for the discharge of the liabilities of LCLGA; and
- 2.1.13 doing all other things that are necessary or incidental or conducive to the attainment of the objects and purposes, the furtherance of the interests and the exercise, performance or discharge of the powers, functions or duties of LCLGA.

2.2 Duties and Acting Outside Areas of Constituent Councils

- 2.2.1 LCLGA has the following duties:
 - (a) to exercise the functions and powers of LCLGA only in the performance and furtherance of LCLGA's objects and purposes;
 - (b) to comply with this Charter, the Act, all other applicable laws and any lawful direction of the Constituent Councils.

- 2.2.2 LCLGA may undertake its activities outside the areas of the Constituent Councils in accordance with the Act but only where such activities have been approved by the Constituent Councils as being necessary or expedient to the performance by LCLGA of its functions.

2.3 Other Powers, Functions and Duties

LCLGA may exercise such other functions and powers as may be delegated to the LCLGA or authorised by the Constituent Councils from time to time.

2.4 Property

- 2.4.1 All property held by LCLGA is held by it on behalf of the Constituent Councils;
- 2.4.2 No person may sell, encumber or otherwise deal with any property of LCLGA without the approval of the Board by way of resolution at a Board meeting.

2.5 Borrowings and Expenditure

- 2.5.1 LCLGA has the power to incur expenditure as follows:
- (a) as set out in a budget adopted by LCLGA in accordance with the Act; or
 - (b) in respect of expenditure not contained in a budget adopted by LCLGA for a purpose of genuine emergency or hardship.
- 2.5.2 LCLGA has the power to borrow money subject to the following:
- (a) LCLGA must prior to taking out any borrowings submit a proposal in writing to the Constituent Councils outlining the amount of money proposed to be borrowed, the terms and conditions of the borrowings and the purpose to which the money will be put;
 - (b) LCLGA may only borrow money if an absolute majority of the Constituent Councils grant approval to the borrowing which approval may be granted on such terms and conditions as determined by the absolute majority of the Constituent Councils granting the approval.

2.6 Delegation by LCLGA

LCLGA may subject to this Charter and in accordance with the Act by resolution delegate any of its power or, functions under the Act or this Charter but may not delegate:

- 2.6.1 the power to impose charges including the power to impose a Project Fee or Subscriptions;
- 2.6.2 the power to borrow money or obtain any other form of financial accommodation;
- 2.6.3 the power to approve expenditure of money on the works, services or operations of LCLGA not set out or included in a budget approved by

LCLGA or where required by this Charter approved by the Constituent Councils;

2.6.4 the power to approve the reimbursement of expenses or payment of allowances to members of the Board;

2.6.5 the power to adopt financial estimates and reports.

A delegation is revocable at will and does not prevent LCLGA from acting in a matter.

2.7 National Competition Policy

LCLGA must undertake any commercial activities, which constitute a significant business activity of LCLGA, in accordance with the principles of competitive neutrality.

3. BOARD OF MANAGEMENT

3.1 Structure

3.1.1 LCLGA is a body corporate and is governed by the Act and this Charter.

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

3.1.3 All meetings of the Board shall be meetings of LCLGA.

3.2 Membership of the Board

3.2.1 The Board shall consist of Board Members appointed pursuant to this Charter.

3.2.2 Each Constituent Council will appoint its principal member to be a Board Member unless its principal member declines or is unable to be a Board Member in which case the relevant Constituent Council will appoint another one of its other Elected Members to be a Board Member. Where a Constituent Council has appointed an Elected Member, not being the principal member of the Constituent Council to be a Board Member, the Constituent Council may at any time revoke the appointment and appoint another one of its Elected Members to be a Board Member.

3.2.3 Subject to this Charter and except in the case of a Board Member who is not a principal member of a Constituent Council, a Board Member will hold office as a Board Member for so long as they are the principal member of the Constituent Council that appointed them, or they are removed from office as a Board Member in accordance with the Act and this Charter. In the case of a Board Member who is not a principal member of a Constituent Council, that Board Member shall be appointed for a term specified in their instrument of appointment or until the conclusion of the next periodic Local Government Election following their appointment.

3.2.4 Each Constituent Council may appoint two Elected Members of the Constituent Council to be Deputy Board Members for such terms as

determined by the Constituent Council, either of whom may act in place of that Constituent Council's Board Member at the request of the Board Member or the Board if the Board Member will be unable to be present at a meeting of the Board. The Constituent Council may revoke its appointment of a Deputy Board Member and appoint another Elected Member as a Deputy Board Member at any time.

- 3.2.5 In the absence of a Board Member, the Deputy Board Member acting for the absent Board Member has all of the rights and responsibilities of the Board Member.
- 3.2.6 Each Constituent Council must give notice in writing to LCLGA of the Elected Members it has appointed as a Board Member and Deputy Board Members and of any revocation of any of those appointments.
- 3.2.7 In the event that a Board Member and both Deputy Board Members are unable to attend a meeting of the Board, any other Elected Member of the Constituent Council present at the meeting may, upon application, be accepted by the Board as the proxy for the absent Board Member and Deputy Board Members for the period of the absence of the Board Member and Deputy Board Members.
- 3.2.8 A Constituent Council may invite any of its Elected Members or employees to attend meetings of the Board but only a Board Member may exercise a vote at a Board Meeting. Elected Members or employees invited to attend a meeting of the Board may only speak at the Board meeting in relation to points of clarification or otherwise at the invitation of the President.
- 3.2.9 The provisions regarding terminating the appointment of a Board Member as prescribed in the Act apply to all Board Members. In addition to those provisions, the appointment of a Board Member shall terminate:
 - (a) upon the Council who appointed him/her ceasing to be a Constituent Council; or
 - (b) if the Board Member ceases to be an Elected Member of the Constituent Council which appointed him/her;
 - (c) upon the happening of any other event through which the Board Member would become ineligible to remain as a Board Member.

(See Clause 20, Part 2, Schedule 2 of the Act for the grounds that give rise to a vacancy)

- 3.2.10 The Board may by a two thirds majority vote of the Board Members present (excluding the Board Member subject to this Clause 3.2.10) make a recommendation to the relevant Constituent Council requesting that the Constituent Council terminate the appointment of a Board Member in the event of:
 - (a) any behaviour of the Board Member which in the opinion of the Board amounts to impropriety;
 - (b) serious neglect of duty in attending to the responsibilities of a Board Member;

- (c) breach of fiduciary duty to LCLGA or the Constituent Council(s);
- (d) breach of the duty of confidentiality to LCLGA or the Constituent Council(s);
- (e) breach of the conflict of interest provisions of the Act; or
- (f) any other behaviour that may, in the opinion of the Board, discredit LCLGA or the Constituent Councils.

3.2.11 If any vacancy occurs in the membership of the Board, the Constituent Council which appointed the Board Member to which the vacancy relates, must appoint, in accordance with this Charter, one of its Elected Members to fill the vacancy. The Elected Member appointed to fill the vacancy will be appointed for such term as the Constituent Council appointing the Elected Member may determine and at the expiry of that term shall be eligible for re-appointment.

3.3 Functions of the Board

In addition to the functions of the Board set out in the Act, the Board has the following functions:

- 3.3.1 ensuring that LCLGA achieves the objectives the purposes set out in this Charter;
- 3.3.2 formulating strategic plans aimed at improving the activities of LCLGA;
- 3.3.3 providing input and policy direction to LCLGA;
- 3.3.4 monitoring, overseeing and evaluating the performance of the Executive Officer of LCLGA;
- 3.3.5 ensuring that ethical behaviour and integrity is maintained by LCLGA and its Board Members in all activities undertaken by LCLGA;
- 3.3.6 ensuring that the activities of LCLGA are undertaken in an open and transparent manner, save as otherwise permitted by this;
- 3.3.7 assisting in the development of Annual Business Plans;
- 3.3.8 exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.

3.4 Propriety of Members of the Board

- 3.4.1 The provisions regarding conflict of interest prescribed in the Act apply to all Board Members in the same manner as if they were Elected Members of a council.
- 3.4.2 Board Members are not required to comply with Chapter 5, Part 4, Division 2 (Register of Interests) of the Act.
- 3.4.3 Board Members will at all times act in accordance with their duties of confidence and confidentiality and individual fiduciary duties including honesty and the exercise of reasonable care and diligence with respect to the performance and discharge of official functions and

duties as required by Part 4, Division 1, Chapter 5 of the Act and Clause 23 of Part 2 of Schedule 2 to the Act.

- 3.4.4 All Board Members must keep confidential all documents and any information provided to them for their consideration prior to a meeting of the Board that is subject to the operation of Clause 3.7.16 or that relates to a matter dealt with by the Board on a confidential basis in accordance with Clause 3.7.17 and Chapter 6 Part 3 of the Act.

3.5 President and Vice President of the Board

- 3.5.1 The Board will elect from the Board Members a President and Vice President at the Annual General Meeting of the Board.
- 3.5.2 Where there is more than one nomination for the position of President or Vice President, the election shall be decided by ballot.
- 3.5.3 The President and Vice President shall hold office from the Annual General Meeting and for such term as determined by the Board except that the President and Vice President shall immediately cease to hold office as President or Vice President if he or she:
- (a) resigns from the office of President or Vice President;
 - (b) is removed from office as President or Vice President by the Board; or
 - (c) is no longer a Board Member.
- 3.5.4 The President is entitled to the payment of an honorarium as determined by the Board.
- 3.5.5 In the event that:
- (a) the President ceases to hold office as the President for any reason whatsoever, the Vice-President will be appointed to the role of President and the Board Members may elect from the other Board Members a Board Member to hold the office of Vice-President until the next Annual General Meeting;
 - (b) the Vice-President ceases to hold office as the Vice President for any reason whatsoever, the Board Members may elect from the other Board Members a Board Member to hold the office of Vice- President until the next Annual General Meeting;
 - (c) both the President and Vice-President cease to hold office as President and Vice President at the same time for any reason whatsoever, the Board Members may elect from the other Board Members, two Board Members to hold the offices of President and Vice President until the next Annual General Meeting.

3.6 Powers of the President and Vice President

- 3.6.1 The President shall preside at all meetings of the Board.
- 3.6.2 In the event of the President being absent from a meeting of the Board, the Vice President will preside during the President's absence.

- 3.6.3 In the event of the President and Vice President being absent from a meeting, the Board shall appoint a Board Member from those present, who shall preside for the duration of the absence of the President or Vice President.
- 3.6.4 The President and the Vice President individually or collectively shall have such other powers as may be decided by the Board.

3.7 Meetings of the Board

- 3.7.1 The Board may determine procedures, in addition to but not inconsistent with those specified in this Charter, to apply at or in relation to its meetings.
- 3.7.2 Ordinary meetings of the Board must take place at such times and places as may be fixed by the Board or the Executive Officer of LCLGA from time to time, and in any event not less than two (2) times per financial year. Notice of any change to the time and or place of an ordinary meeting of the Board must be provided by the Executive Officer to each Board Member and Chief Executive Officer of the Constituent Councils at least four (4) weeks prior to the holding of the ordinary meeting as far as reasonably practicable.
- 3.7.3 An ordinary meeting of the Board will constitute an ordinary meeting of LCLGA. The Board shall administer the business of the ordinary meeting.
- 3.7.4 For the purposes of this sub-clause, the contemporary linking together by telephone, audio-visual or other instantaneous means ("telecommunications meeting") of the Board Members, provided that at least a quorum is present, is deemed to constitute a meeting of the Board.
- 3.7.5 Each of the Board Members taking part in the telecommunications meeting, must at all times during the telecommunications meeting be able to be seen, hear and be heard by each of the other Board Members present.
- 3.7.6 At the commencement of a telecommunications meeting, each Board Member must announce his/her presence to all other Board Members taking part in the meeting. A Board Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has previously notified the President of the meeting.
- 3.7.7 The time and place of ordinary meetings of the Board (and 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.
- 3.7.8 Notice of a meeting of the Board for the purpose of making a recommendation to the Constituent Councils to wind up LCLGA will be sent to Board Members and the Chief Executive Officers of the Constituent Councils at least eight (8) weeks before the date of the meeting.
- 3.7.9 Any three (3) Constituent Councils may by delivering a written request to the Executive Officer of LCLGA require a special meeting of the Board to be held. On receipt of the request, the Executive Officer shall

send a notice of the special meeting to all Board Members and Chief Executive Officers of the Constituent Councils at least three (3) days prior to the date of the special meeting in the manner provided for in this Charter. Such notice shall specify the date, time and place of the special meeting and be signed by the Executive Officer, and contain, or be accompanied by, the agenda for the meeting.

- 3.7.10 The request by any Constituent Council to the Executive Officer of LCLGA requiring a special meeting to be held must be accompanied by the proposed agenda for the meeting and any written reports intended to be considered at the meeting (and if the proposed agenda is not provided the request is of no effect).
- 3.7.11 The President may convene a special meeting of the Board at the President's discretion without complying with the notice requirements prescribed in this Charter provided always that there is a minimum one (1) hour notice given to Board Members.
- 3.7.12 The President shall convene other meetings of the Board as the Board may direct.

3.7.13 **Quorum**

- (a) The prescribed number of Board Members will constitute a quorum at a meeting and no business will be transacted at a meeting unless a quorum is present.
- (b) The prescribed number of Board Members means a number ascertained by dividing the total number of Board Members for the time being in office, by two (2) ignoring any fraction resulting from the division and adding one (1).

3.7.14 **Voting**

- (a) Each Board Member present at the meeting including the President, shall hold a voting card and be entitled to make a deliberative vote on behalf of that Constituent Council.
- (b) In the event of an equality of votes, the President does not have a second or casting vote.
- (c) Questions arising for decision at ordinary meetings of the Board will be decided by an absolute majority of votes on the basis of one (1) vote per Board Member present at the meeting, providing the number of "for" votes is not less than the absolute majority of Constituent Councils.
- (d) A recommendation to Constituent Council's to wind up LCLGA requires the votes of the Board Members of an absolute majority of the Constituent Councils.
- (e) Subject to the Act, each Board Member validly present at a meeting and entitled to vote in accordance with this Charter must vote on a question arising for decision at the meeting. Failure by any Board Member to vote other than where permitted or required by the Act not to vote will be deemed to be a negative vote in relation to the question for decision.

- 3.7.15 A majority of the Board Members present at a meeting of the Board may adjourn the meeting from time to time and from place to place.
- 3.7.16 Subject to the provisions of this Charter, meetings of the Board must be conducted in a place open to the public and Chapter 6 Part 3 of the Act extends to LCLGA as if LCLGA were a council and the Board Members were members of the Council.
- 3.7.17 The Executive Officer may indicate on a document or report provided to Board Members any information or matter contained in or arising from a document or report that may, if the Board determines, be considered in confidence provided that the Executive Officer at the same time specifies the basis on which an order could be made pursuant to the provisions of Chapter 6 Part 3 of the Act.
- 3.7.18 The Executive Officer must cause minutes to be kept of the proceedings at every meeting of the Board and present the minutes at the next meeting of the Board for confirmation and adoption.
- 3.7.19 Where the Executive Officer is excluded from attendance at a meeting of the Board pursuant to this Charter, the person presiding at the meeting shall cause the minutes to be kept.
- 3.7.20 Subject to this Charter a person is entitled to inspect, without payment of a fee:
- (a) minutes of a Board Meeting;
 - (b) reports to the Board received at a meeting of the Board;
 - (c) recommendations presented to the Board in writing and adopted by resolution of the Board,
- except that this clause 3.7.20 does not apply to any document that the Board has ordered be kept confidential on the basis the document relates to a matter considered by the Board in confidence.
- 3.7.21 Subject to the Act and this Charter and to any direction of the Constituent Councils the Board may determine its own procedures for meetings which must be fair and contribute to free and open decision making.

3.8 Annual General Meeting

The Annual General Meeting will:

- 3.8.1 be held every year on a day determined by the Board save that an AGM must be held within 8 weeks following a local government periodic election unless extraordinary administrative difficulty;
- 3.8.2 receive LCLGA's Annual Report which may incorporate reports from committees and any representatives reports from other organisations;
- 3.8.3 receive the audited financial statement for the preceding financial year;
- 3.8.4 acknowledge the appointment of Board Members;

- 3.8.5 elect the:
 - (a) President; and
 - (b) Vice President;
- 3.8.6 determine the amount of the honorarium to be paid to the President; and
- 3.8.7 consider any other business requiring consideration by the Board Members in general meeting.

4. **EXECUTIVE OFFICER**

- 4.1 The Board shall appoint an Executive Officer of LCLGA to manage the business of LCLGA on terms agreed between the Executive Officer and the Board.
- 4.2 The Executive Officer is responsible to LCLGA for the implementation of decisions made by LCLGA and for the efficient and effective management of the affairs of LCLGA.
- 4.3 The Executive Officer shall cause records to be kept of all activities and financial affairs of LCLGA in accordance with this Charter, in addition to other duties provided for by this Charter and those specified in the terms and conditions of appointment.
- 4.4 The Board shall delegate responsibility for the day-to-day management of LCLGA to the Executive Officer, who will ensure that sound business and human resource management practices are applied in the efficient and effective management of the operations of LCLGA.
- 4.5 The functions of the Executive Officer shall be specified in the terms and conditions of appointment and shall include but are not limited to:
 - 4.5.1 attending at all meetings of the Board unless excluded by resolution of the Board;
 - 4.5.2 ensuring that the decisions of the Board are implemented in a timely and efficient manner;
 - 4.5.3 providing information to assist the Board to assess LCLGA's performance against its Strategic Management and Business Plans;
 - 4.5.4 appointing, managing, suspending and dismissing employees of LCLGA;
 - 4.5.5 determining the conditions of employment of employees of LCLGA, within budgetary constraints set by the Board;
 - 4.5.6 providing advice and reports to the Board on the exercise and performance of its powers and functions under this Charter or any Act;
 - 4.5.7 ensuring that LCLGA is at all times complying with the relevant legislation;

- 4.5.8 co-ordinating and initiating proposals for consideration of the Board including but not limited to continuing improvement of the operations of LCLGA;
 - 4.5.9 ensuring that the assets and resources of LCLGA are properly managed and maintained;
 - 4.5.10 ensuring that records required under the Act or any other legislation are properly kept and maintained;
 - 4.5.11 ensuring that LCLGA's Annual Report is distributed to the Constituent Councils in time to be incorporated in their Annual Reports;
 - 4.5.12 exercising, performing or discharging other powers, functions, delegations or duties conferred on the Executive Officer by or under the Act or any other Act, and performing other functions lawfully directed by the Board; and
 - 4.5.13 achieving financial outcomes in accordance with adopted plans and budgets of LCLGA.
- 4.6 The Executive Officer may delegate or sub-delegate any power or function vested in the Executive Officer to:
- 4.6.1 a committee;
 - 4.6.2 an employee of LCLGA;
 - 4.6.3 an employee of a Constituent Council; or
 - 4.6.4 a person for the time being occupying a particular office or position.
- 4.7 A delegation or sub-delegation by the Executive Officer may be subject to any conditions or limitations as determined by the Executive Officer.
- 4.8 Where a power or function is delegated to an employee, or a person occupying a particular office or position, that employee or person is responsible to the Executive Officer for the efficient and effective exercise or performance of that power or function.
- 4.9 A written record of all delegations and sub-delegations must be kept by the Executive Officer at all times.

5. **MANAGEMENT**

5.1 **Financial Management**

- 5.1.1 LCLGA shall keep proper books of accounts, and reconsider its budget in accordance with the requirements of the Local Government (Financial Management) Regulations 2011 and all applicable Australian accounting standards.
- 5.1.2 LCLGA's books of account must be available for inspection by any Board Member or authorised representative of any Constituent Council at any reasonable time on request.
- 5.1.3 LCLGA must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.

- 5.1.4 LCLGA shall appoint no less than two Board members, the Executive Officer, the President and the Vice President as authorised operators of the bank accounts. A minimum of two authorised operators must be required to deal with the bank account at any one time.
- 5.1.5 Any payments made by Electronic Funds Transfer must be made in accordance with procedures approved by the external Auditor.
- 5.1.6 The Executive Officer must act prudently in the handling of all financial transactions for LCLGA and must provide quarterly financial and corporate reports to the Board and if requested, the Constituent Councils.

5.2 **Project Fees**

- 5.2.1 LCLGA may charge Constituent Councils or any of them for a specified activity or activities in the form of Project Fees.
- 5.2.2 A Project Fee must be imposed by the Board at an ordinary meeting or an Annual General Meeting.
- 5.2.3 The Executive Officer must give notice to Constituent Councils of the purposes of a Project Fee at least four (4) weeks prior to an ordinary meeting of the Board.
- 5.2.4 In the event that a Constituent Council does not wish to participate in an activity or activities, that Council may elect to be excluded from that activity or activities.
- 5.2.5 The Executive Officer must give notice of the Project Fees to all affected Constituent Councils.
- 5.2.6 A Project Fee will not be binding on Constituent Councils until the expiration of one calendar month from the date of the notice specified in clause 5.2.5.
- 5.2.7 A Constituent Council that objects in writing to the imposition of the Project Fee within one month of the date of the notice shall be exempt from payment of the Project Fee until its objection is considered at a meeting of the Board.
- 5.2.8 A meeting of the Board must, after consideration of the objection of a Constituent Council to a Project Fee, confirm or vary the Project Fee on that Council or exempt that Constituent Council from payment of the Project Fee.
- 5.2.9 The President may convene a special meeting of the Board to consider an objection to a Project Fee.

5.3 **Audit**

- 5.3.1 The Board must appoint an external auditor in accordance with the Local Government (Financial Management) Regulations 2011.
- 5.3.2 The external Auditor shall hold office for such term as determined by the Board.
- 5.3.3 The role of external Auditor will be as specified in the Act.

- 5.3.4 The audit of financial statements of LCLGA, together with the accompanying report from the external Auditor, shall be submitted to both the Board and the Chief Executive Officers of the Constituent Councils.

5.4 **Annual Business Plan and Budget**

- 5.4.1 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.
- 5.4.2 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.
- 5.4.3 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.
- 5.4.4 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.
- 5.4.5 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.
- 5.4.6 The Board will reconsider the Annual Business Plan and Budget at least three times during the financial year in line with the Local Government (Financial Management) Regulations 2011.
- 5.4.7 The LCLGA shall consult with the Constituent Councils prior to amending the Annual Business Plan and Budget.

5.5 **Prudential Requirements**

Where consideration is being given to LCLGA undertaking a commercial or large project, the provisions of Chapter 4 Part 3 Sections 48(1)(b), 48(2) and 48(3) of the Act, shall apply.

5.6 **Strategic Plan**

- 5.6.1 LCLGA shall prepare and implement a Strategic Plan covering a period of at least four (4) years.
- 5.6.2 The Strategic Plan will:
- (a) identify LCLGA's objectives over the period;

- (b) identify the principal activities that LCLGA intends to undertake to achieve its objectives;
- (c) state the measures that are to be used to monitor and assess the performance of LCLGA over the period;
- (d) identify the broad means by which its activities are to be carried out;
- (e) address issues associated with arranging its affairs; and
- (f) make provision for the review of LCLGA's charter and activities.

5.6.3 LCLGA may amend its Strategic Plan at any time but must review the Strategic Management Plan at least once every four (4) years.

5.7 Reporting

- 5.7.1 LCLGA must submit to the Constituent Councils, on or before 30 September in each year a report on the work and operations of LCLGA detailing achievement of the aims and objectives of its Annual Business Plan and incorporating the audited Financial Statements of LCLGA and any other information or report as required by the Constituent Councils.
- 5.7.2 The Board shall present a balance sheet and full financial reports to the Constituent Councils at the end of each financial year in accordance with the Local Government (Financial Management) Regulations 2011.

6. MISCELLANEOUS

6.1 New Members

- 6.1.1 Subject to the provisions of the Act, including but not limited to Ministerial approval, this Charter may be amended by the unanimous agreement of the Constituent Councils to provide for the admission of a new Constituent Council or Councils, with or without conditions of membership, such conditions to be determined by the Board.

~~6.1.2 A Council may apply for Affiliate status provided that the Board is satisfied that there is good reason for the Council not to be a full member. Subject to this Charter, an Affiliate shall be entitled to attend at all meetings of the Board and shall have an opportunity to speak to the meeting, however an Affiliate shall not be entitled to vote at meetings of the Board and shall, subject to legislative requirements, have such other rights and obligations as the Board may decide.~~

6.2 Subscription

- 6.2.1 Every Constituent Council shall be liable to contribute monies to LCLGA each financial year.
- 6.2.2 Subscriptions are to be applied equitably to Constituent Councils under such terms and conditions determined by the Board.

- 6.2.3 The amount of each Constituent Council's subscription will be decided at an ordinary meeting and will be due and payable within one month of a written request from the Executive Officer for payment.
- 6.2.4 If a Council becomes a Constituent Council after the first day of July in any year, the subscription payable by that council for that financial year will be calculated on the basis of the number of months remaining in that financial year.

~~6.2.5 The subscription payable by an Affiliate shall be decided at the time Affiliate status is granted and may be determined by the Board at the Annual General Meeting.~~

6.3 Standing Orders

Subject to Clause 21 of Schedule 2 of the Act, LCLGA may by resolution at any meeting of the Board pass, alter or rescind standing orders or rules for the due management and regulation of LCLGA. Standing orders or rules made pursuant to this Clause shall be entered in a book that will be kept for the information of Board Members and may be printed or circulated at the discretion of LCLGA.

6.4 Disqualification

- 6.4.1 Subject to any legislative requirements including but not limited to Ministerial approval, a Council that fails to pay its subscription or any other monies due to LCLGA within six months from the date upon which the subscription or other monies become due and payable shall cease to be a Constituent Council ~~or, as the case may be, an Affiliate.~~
- 6.4.2 The Executive Officer will give notice in writing to the Constituent Council that its status as a Constituent Council ~~or, as the case may be, an Affiliate,~~ has been terminated.

6.5 Withdrawal

- 6.5.1 Subject to any legislative requirements, including but not limited to Ministerial approval, a Constituent Council ~~or an Affiliate~~ may resign from LCLGA at any time by giving three months' notice in writing of such withdrawal to the Executive Officer provided that its subscription of the current year and other monies outstanding prior to the date of its giving notice of withdrawal have been paid to LCLGA.
- 6.5.2 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council to contribute to any loss or liability incurred by LCLGA at any time before or after such withdrawal in respect of any act or omission by LCLGA prior to such withdrawal.

6.6 Insurance and Superannuation Requirements

- 6.6.1 LCLGA shall register with the Local Government Mutual Liability Scheme and comply with the Rules of that Scheme.
- 6.6.2 LCLGA shall advise the Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of LCLGA.

- 6.6.3 If LCLGA employs any person it shall register with the Local Government Superannuation Scheme and the Local Government Workers Compensation Scheme and comply with the Rules of those Schemes.

6.7 Winding Up

- 6.7.1 LCLGA may be wound up by the Minister acting upon a unanimous resolution of the Constituent Councils or by the Minister in accordance with Schedule 2, Part 2, clause 33 (1)(b) of the Act.
- 6.7.2 In the event of a winding up of LCLGA, any surplus assets after payment of all expenses shall be returned to Constituent Councils in proportion to the subscription paid in the financial year prior to the passing of the resolution to wind up.
- 6.7.3 If there are insufficient funds to pay all expenses due by LCLGA on winding up, a levy shall be imposed on all Constituent Councils in proportion to the subscription paid in the financial year prior to the passing of the resolution to wind up.

~~6.7.4 In the event of a winding up of LCLGA, an Affiliate shall not be entitled to participate in a distribution of surplus assets and shall not be liable to pay a levy if there are insufficient funds to pay all expenses.~~

6.8 Direction by Constituent Councils

- 6.8.1 The establishment of LCLGA does not derogate from the power of the Constituent Councils to jointly act in any manner prudent to the sound management and operation of LCLGA, provided that the Constituent Councils have first agreed by resolution of each Constituent Council as to the action to be taken.
- 6.8.2 The establishment of LCLGA does not derogate from the power of any of the Constituent Councils to act independently in relation to a matter for which LCLGA has been established.
- 6.8.3 Provided that the Constituent Councils have all first agreed unanimously as to the action to be taken, the Constituent Councils may direct and control LCLGA.
- 6.8.4 For the purpose of clause 6.8.3, any direction given by the Constituent Councils must be given in writing to the Executive Officer of LCLGA.

6.9 Alteration and Review of Charter

- 6.9.1 This Charter will be reviewed by the Constituent Councils at least once in every four (4) years.
- 6.9.2 This Charter may be amended by unanimous resolution of the Constituent Councils.
- 6.9.3 The Executive Officer must:
- (a) furnish a copy of the charter, as amended, to the Minister; and

- (b) ensure that a copy of the charter, as amended, is published on a website (or websites) determined by the chief executive officers of the Constituent Councils; and
- (c) ensure that a notice of the fact of the amendment and a website address at which the charter is available for inspection is published in the Gazette.

6.10 Disputes Between Constituent Councils

- 6.10.1 The Constituent Councils agree to work together in good faith to resolve any matter requiring their direction or resolution.
- 6.10.2 Where the Constituent Councils are unable to resolve a matter within twenty-one (21) days of the matter being presented to them, the matter will be referred by the Board to the President of the Institute of Arbitrators and Mediators Australia (or his/her nominee) for the appointment of an arbitrator.
- 6.10.3 Notwithstanding clause 6.10.2 the Constituent Councils agree to be bound by the decision of the appointed arbitrator (except in relation to any decision relating to the acquisition or disposal of any real property) and will endeavour to work together in good faith in the implementation of that decision.
- 6.10.4 The costs of arbitration shall be borne equally by the Constituent Councils involved in the arbitration, or as otherwise determined by the arbitrator.

6.11 Committees

- 6.11.1 The Board may establish a committee of Board Members for the purpose of:
 - (a) enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
 - (b) exercising, performing or discharging delegated powers, functions or duties.
- 6.11.2 The Board may establish advisory committees consisting of or including persons who are not Board Members or Elected Members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference.
- 6.11.3 Subject to clause 6.11.4 the Board may appoint a member of a committee or advisory committee for such term as determined by the Board save that a term of office of a member of a committee or advisory committee will conclude at the conclusion of the next local government election following their appointment.
- 6.11.4 A member of a committee or advisory committee established under this Clause holds office at the pleasure of the Board.
- 6.11.5 The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

- 6.11.6 The Chief Executive Officers of the Constituent Councils will establish an advisory committee and meet at least quarterly to discuss areas of collaboration. The Executive Officer of LCLGA shall be responsible for the Agenda and Minutes of the meeting and provide relevant feedback to the Board.

6.12 Common Seal

- 6.12.1 LCLGA shall have a common seal upon which its corporate name shall appear in legible characters.
- 6.12.2 The common seal shall not be used without the express authorisation of a resolution of LCLGA and every use of the common seal shall be recorded in the minute book of LCLGA.
- 6.12.3 The affixing of the common seal shall be witnessed by the President or Vice President and the Executive Officer or such other person as LCLGA may appoint for the purpose.
- 6.12.4 The common seal shall be kept in the custody of the Executive Officer or such other person as LCLGA may from time to time decide.

6.13 Circumstances Not Provided For

- 6.13.1 If any circumstance arises about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions, the President may decide the action to be taken to ensure achievement of the objects of LCLGA and its effective administration.
- 6.13.2 The President shall report any such decision at the next general meeting.



LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION RISK REGISTER & RISK ASSURANCE MAP

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1.1 Executive Summary

The Limestone Coast Local Government Association (LCLGA) is committed to providing assurance across the organisation, leading to the creation of the following:

- Risk Register ([Appendix A](#)); and
- Assurance Map ([Appendix B](#)).

1.2 Scope

The scope of the Risk Register & Assurance Map includes:

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

1.3 Approach

The approach for this Risk Register & Assurance Mapping includes:

- Identifying risks for the Risk Register to inform the development of the Assurance Map.
- Aggregating a number of selected risks from the Risk Register to identify a list of Strategic Risks for the LCLGA, which forms the basis of the assurance mapping process. These are reviewed and validated by the Board, Executive Officer and Audit and Risk Committee.
- Discussing 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.
 - [Line 3](#) - Independent sources of assurance (e.g., internal & external audit, regulators etc.).
- Considering the impact of controls to manage the 7 “headline” strategic risks:
 1. [Financial Sustainability](#): LCLGAs financial settings are not sustainable in the long term.
 2. [Cyber Security](#): Cyber Security vulnerability exposes the LCLGA to data breaches and system compromises, risking sensitive information and operational disruption.
 3. [Statutory and Regulatory Risk](#): Non-compliance with statutory and regulatory requirements poses legal, financial and reputational risks to the organisation.
 4. [Reputational Risk](#): Negative reputation and public perception of the LCLGA.
 5. [Human Resource Management](#): Ineffective HR and WH&S non- compliance.
 6. [Ineffective Governance](#): Ineffective governance leading to operational inefficiencies, legal liabilities and reputational damage.
 7. [Lack of fit-for-purpose IT systems governance](#).

Appendix A - Limestone Coast Local Government Association - Risk Register 2026

ADOPTED 13 February 2026

Risk Rating Legend

Low	Moderate	High	Extreme
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Risk #	Risk Area	Risk Details	Subordinate Risks	Inherent Risk Rating	Key Controls	Responsibility	Residual Risk Rating
1	Statutory and Regulatory	Non-compliance with statutory and regulatory requirements poses legal, financial, and reputational risks to the organisation	- Requirements of the Charter / Local Government Act are not met - Lack of effective systems and processes to monitor and respond to regulatory changes. - Insufficient operational oversight - Ineffective internal controls environment, including lack of monitoring, evaluation and continuous improvement of existing corporate governance practices, resulting in fraud, corruption, misconduct or non-compliance.	High	- Maintain and monitor up to date policies, procedures and internal controls - Prepare and maintain an annual compliance checklist for Charter and LG Act. - Maintain annual external audit and promptly attend to all audit findings - Set and monitor operational KPIs for Executive Officer - Maintain networks and subscribe to updates to monitor regulatory changes	- Executive Officer - Executive Officer - Executive Officer - Board - Executive Officer	Low
2	Ineffective Governance	Ineffective governance leading to poor decision making and poor strategic performance	- Inadequate management of conflicts of interest - Absenteeism or presenteeism by Board Members	Moderate	- Implement a robust board member induction process - Implement a biennial Board evaluation process	- Executive Officer / Board Members - President / Executive Officer	Low

Risk #	Risk Area	Risk Details	Subordinate Risks	Inherent Risk Rating	Key Controls	Responsibility	Residual Risk Rating
			Committee structure is ineffective or lacks clarity		Regular review of Committee Terms of Reference with updates as required	Executive Officer	
3	Financial Sustainability	Financial settings are not sustainable in the long term	Inadequate financial resources to delivery on business plan objectives or to meet member expectations.	High	Compliance with all grant funding conditions and requirements	Executive Officer	Low
			Access to non-competitive grants is lost or restricted		Regular budget reports to Board	Executive Officer	
			Withdrawal or non-payment by constituent councils		Alignment of Business Plan and Budget Process	Executive Officer / Board	
					Compliance with financial controls and policies	Executive Officer / Board	
					Consultation with constituent councils during annual business plan and budget process	Executive Officer	
4	Reputational	Negative reputation and public perception of the Association	Constituent Council withdraws or subsidiary is dissolved	Extreme	Implement and monitor Advocacy Plan and Framework	Executive Officer	Moderate
			Advocacy is misaligned to constituent councils and does not deliver meaningful outcomes		Regular reporting against Business Plan	Executive Officer	
			Ineffective engagement with key stakeholder groups and regional partners		Regular reporting on stakeholder engagement aligned to advocacy and business plan	Executive Officer	
					Regular communication to constituent council elected members about LCLGA activities clearly aligned to Strategic Plan	Executive Officer	
					Biannual face-to-face engagement with constituent council elected members	Executive Officer	

Risk #	Risk Area	Risk Details	Subordinate Risks	Inherent Risk Rating	Key Controls	Responsibility	Residual Risk Rating
					and early engagement with new elected members Consultation with constituent councils on business plans		
5	IT Systems and Data Governance	Inadequate IT systems and data governance endanger operational efficiency and increase susceptibility to security breaches and regulatory non-compliance	Business systems are not fit for purpose, to enable delivery of efficient operations and meet organisational needs.	High	Compliance with Records Management Policy Service Agreements require contractors to maintain adequate IT systems	Executive Officer Executive Officer	Moderate
6	Human Resources	Absence of Executive support to the Board.	- Inadequate funding leading to remuneration offering not competitive. - Unsustainable workload/ low morale leads to resignation. - Inability to attract skilled staff. - Direction and priorities of the Board adapt and skills no longer match current staff.	Extreme	Alignment of Business Plan and Budget Process with Strategic Plan. Ensure funding is proportional to workload- project funding is adequate to support core staff. Employment conditions are attractive inc. flexible hours, WFH etc. Ongoing employment contracts with funding certainty Regular performance reviews and clear KPIs Effective communication between Board and Staff Regularly review and update policies and procedures to give clear direction and support Mitigate reputational risk to ensure the Association is attractive to potential employees	Executive Officer / Board	Moderate
7.	Financial	Mismanagement of funds or fraud	Financial controls inadequate	Extreme	Regular review of internal controls, policies and procedures	Executive Officer / Audit	Low

Risk #	Risk Area	Risk Details	Subordinate Risks	Inherent Risk Rating	Key Controls	Responsibility	Residual Risk Rating
			• Ineffective budgeting leads to unplanned deficits and/or insolvency • Inadequate insurance to cover unexpected losses • Inadequate cyber security		Annual Audit conducted by External Auditor Board approved financial delegations Regular meetings of Audit and Risk Committee to review budget Financial reports presented to the Board regularly	and Risk Committee / Board	

Appendix B

1.4 Assurance Mapping

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

1.5 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.

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.

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	Improvement Opportunities
			Policies, Procedures & Frameworks	Management Review	Financial, Corporate & Governance	Internal Committees	Council Review	External Auditors	Internal Auditors		
1.	Statutory & Regulatory Non-compliance with statutory and regulatory requirements poses legal, financial, and reputational risks to the organisation Inherent Risk: <u>High</u>		High	High	High	Medium	Medium	High	High	• Maintain and monitor up to date policies, procedures and internal controls • Prepare and maintain an annual compliance checklist for Charter and LG Act. • Maintain annual external audit and promptly attend to all audit findings • Set and monitor operational KPIs for Executive Officer • Maintain networks and subscribe to updates to monitor regulatory changes	•
2.	Ineffective Governance Ineffective governance leading to poor decision making and poor strategic performance Inherent Risk: <u>Moderate</u>		Medium	Medium	Medium	Medium	Medium	Medium	Medium	• Implement a robust board member induction process • Implement a biennial Board evaluation process • Regular review of Committee Terms of Reference with updates as required • 5 year strategic plan & budget	•

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.

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	Improvement Opportunities
			Policies, Procedures & Frameworks	Management Review	Financial, Corporate & Governance	Internal Committees	Council Review	External Auditors	Internal Auditors		
3.	Financial Sustainability Financial settings are not sustainable in the long term Inherent Risk: <u>High</u>		High	High	High	High	High	High	Medium	- Compliance with all grant funding conditions and requirements - Regular budget reports to Board - Alignment of Business Plan and Budget Process - Compliance with financial controls and policies - Consultation with constituent councils during annual business plan and budget process	
4.	Reputational Negative reputation and public perception of the association Inherent Risk: <u>Extreme</u>		High	High	High	High	High	High	High	- Implement and monitor Advocacy Plan and Framework - Regular reporting against Business Plan - Regular reporting on stakeholder engagement aligned to advocacy and business plan - Regular communication to constituent council elected members about LCLGA activities clearly aligned to Strategic Plan - Biannual face-to-face engagement with constituent council elected members and early engagement with new elected members - Consultation with constituent councils on business plans	

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Assurance Mapping Methodology

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			Policies, Procedures & Frameworks	Management Review	Financial, Corporate & Governance	Internal Committees	Council Review	External Auditors	Internal Auditors		
5.	IT Systems and Data Governance Inadequate IT systems and data governance endanger operational efficiency and increase susceptibility to security breaches and regulatory non-compliance Inherent Risk: <u>High</u>		Medium	Medium	Medium	Medium	Medium	Medium	Medium	- Compliance with Records Management Policy - Service Agreements require contractors to maintain adequate IT systems	
6.	Human Resources Absence of Executive Support to the Board Inherent Risk: <u>Extreme</u>		Medium	Medium	Medium	Medium	Medium	Medium	Medium	- Alignment of Business Plan and Budget Process with Strategic Plan. Ensure funding is proportional to workload- project funding is adequate to support core staff. - Employment conditions are attractive inc. flexible hours, WFH etc. Ongoing employment contracts with funding certainty - Regular performance reviews and clear KPIs - Effective communication between Board and Staff - Regularly review and update policies and procedures to give clear direction and support - Mitigate reputational risk to ensure the Association is attractive to potential employees	

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.

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	Improvement Opportunities
			Policies, Procedures & Frameworks	Management Review	Financial, Corporate & Governance	Internal Committees	Council Review	External Auditors	Internal Auditors		
7.	Financial Management Risk. Mismanagement of funds or fraud Inherent Risk: Extreme		High	High	High	High	High	High	Medium	- Regular review of internal controls, policies and procedures - Annual Audit conducted by External Auditor - Board approved financial delegations - Regular meetings of Audit and Risk Committee to review budget - Financial reports presented to the Board regularly	



CODE OF CONDUCT FOR EMPLOYEES POLICY

Classification: Governance

DRAFT

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1. PURPOSE

This Code of Conduct outlines the expected behaviour for all employees of the Limestone Coast Local Government Association (LCLGA).

As public officials, LCLGA employees are expected to uphold the highest standards of integrity and professionalism in the performance of their duties.

LCLGA employees are required to adhere to the provisions outlined in this Code while performing their duties. As public officials, each employee of LCLGA is regarded as a public officer under the *Independent Commissioner Against Corruption Act 2012*.

It is the responsibility of LCLGA employees to familiarise themselves with the standards set out in this Code and ensure compliance at all times. LCLGA is committed to providing training and educational opportunities to support employees in meeting their responsibilities under this Code.

Furthermore, this Code does not supersede the *Fair Work Act 1994* or affect the rights of employees and their unions to pursue industrial claims. The jurisdiction of the Industrial Relations Commission remains unaffected.

By following this Code of Conduct, LCLGA employees contribute to the organisation's commitment to the principles of ethical conduct which means making decisions based on fairness, transparency, professionalism, and integrity in all aspects of its operations.

2. CODE

2.1 Gifts and Benefits

Subdivision 2A – Gifts and benefits of the *Local Government Act 1999* (the Act) applies to all employees of LCLGA.

Employees of LCLGA must not seek out or accept a gift or benefit that is, or could reasonably be taken to be, intended or likely to create a sense of obligation to a person on the part of the employee or influence the employee in the performance or discharge of the employee's functions or duties.

If an employee receives a gift or benefit with a value exceeding the amount of \$50, as set, and published in the Government Gazette by the Minister, the employee must, within five (5) days, provide details of the gift or benefit to the Executive Officer (EO).

The EO is responsible for maintaining a register of gifts and benefits received by LCLGA employees and must ensure that details of each gift or benefit provided are included in the register. The register will be published on LCLGA's website.

For the purposes of this clause, a gift or benefit received by a person related to an employee of the LCLGA will be treated as a gift or benefit (as the case requires) received by the employee.

2.2 Complaints

Any person has the right to lodge a complaint regarding the conduct of an LCLGA employee as outlined in this Code;

- Complaints regarding an employee's behaviour that is alleged to be in breach of this Code should be directed to LCLGA's EO.
- Complaints regarding the conduct of the EO of LCLGA that are alleged to be in breach of this Code should be brought to the attention of the President of the LCLGA Board.
- In considering the lodgement of a complaint against an LCLGA employee for a breach of this Code, public officers should be aware of their obligations as outlined in the Independent Commissioner Against Corruption Directions and Guidelines.

2.3 General Behaviour

LCLGA employees are expected to:

- Act honestly in the performance of official duties at all times.
- Act with reasonable care and diligence in the performance of official responsibilities at all times.
- Execute duties in a professional manner.
- Behave in a manner that fosters trust and confidence in LCLGA, its constituent councils and the community.
- Interact with all individuals reasonably, fairly and respectfully, and without discrimination.
- Ensure that personal interests, including financial interests, do not interfere with or influence the performance of their role.

2.4 Responsibility as an Employee of LCLGA

LCLGA employees are expected to:

- Familiarise themselves with, and adhere to, all relevant LCLGA policies, codes, guidelines and applicable resolutions.
- Handle information received in their capacity as an LCLGA employee responsibly.
- Endeavour to provide accurate information to LCLGA, constituent councils and the public at all times.
- Take all reasonable steps to ensure that the information on which employees base their decisions or actions is factually correct, and that all relevant information has been obtained and considered.
- Not disclose confidential information or documents in relation to which there is an order of the Board under section 90 or section 91(7) requiring the information or documents to be treated confidentially.
- Not disclose confidential information or documents that the employee or former employee knows, or ought reasonably to know, is information or a document that is otherwise required to be treated confidentially.
- Avoid inappropriate use of information, including confidential information or data, acquired through their position.
- Maintain relationships with external parties that do not unduly influence judgment, decisions or actions.
- Obey all lawful and reasonable directions issued by authorised persons.
- Refrain from making public statements, including on social media platforms, regarding their duties or other LCLGA matters unless explicitly authorised to do so by the EO. If authorised, restrict such comment to factual information and professional advice within the scope of their duties.

2.5 Relationships within the Authority

LCLGA Employees are expected to:

- Not make any public criticism of a personal nature about fellow LCLGA employees or Board members.
- Take reasonable care to ensure that their acts or omissions do not adversely affect the health and safety of others, as required by the *Work Health and Safety Act 2012*.
- Report any alleged breaches of the Code of Conduct for Board Members to the EO or nominated delegate.

2.6 Use of LCLGA Resources

Employees using LCLGA resources are expected to:

- Do so effectively, prudently and in accordance with relevant LCLGA policies and procedures.
- Refrain from using LCLGA resources, including staff, facilities, assets or equipment, for personal purposes unless authorised to do so by the EO.
- Not use public funds or resources in a manner that is irregular or unauthorised.

2.7 Conflict of Interest

The EO of LCLGA must disclose any personal interest in a matter for which they are required or authorised to act in their official capacity. They must inform the Board and must not, unless the Board otherwise determines during a Board meeting that is open to the public, act in relation to the matter.

Any LCLGA employee, other than the EO, with an interest in a matter they are dealing with must disclose that interest to the EO and must not, unless the EO otherwise determines, act in relation to the matter.

If an employee is required to act in relation to a matter and is providing advice or making recommendations to the Board or an LCLGA committee on a matter in which they have an interest, the employee must disclose the relevant interest to the Board or committee.

Employees, including the EO, are considered to have a personal interest in a matter as outlined for employees in section 120 of the Act.

2.8 Register of Interest

The EO must lodge Register of Interests in accordance with Subdivision 2 – Register of Interests *Local Government Act 1999*.

The EO may determine additional employees within LCLGA may be required to lodge Register of Interests. The EO along with any additional employees determined by the EO must adhere to the statutory requirements to lodge a primary return and submit an ordinary return in accordance with sections 113, 114 and 115 of the *Local Government Act 1999* if they have been declared by the EO to be subject to these provisions.

2.9 Disciplinary Action

An employee who is found to have breached the Policy will be subject to disciplinary action in accordance with LCLGA's Performance and Discipline Policy, having regard to the particular circumstances of any alleged breach.

2.10 Availability and Accessibility

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

3. DEFINITIONS

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 members of the Limestone Coast Local Government Association (LCLGA).

Executive Officer means the Executive Officer 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 Tatiara District Council.

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

RELATED DOCUMENTATION

Related Policies, Procedures or Forms	Risk Management Policy
Applicable Legislation	<i>Local Government Act 1999</i>
	<i>Independent Commissioner Against Corruption Act 2012</i>
	<i>Ombudsman Act 1972</i>
	<i>Criminal Law Consolidation Act 1935</i>

ROLES & RESPONSIBILITIES

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

FILE INFORMATION

File name	Code of Conduct for Employees 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 August 2026	Audit and Risk Committee Review
V2 October 2026 LCLGA Board Meeting	



26 August 2026

Mayor Lynette Martin
Chair
Limestone Coast Local Government Association

Dear Mayor Martin

Re: Regional Approach to Little Corella Management

I am writing on behalf of the Tatiara District Council's Little Corella Working Group to seek the support of the Limestone Coast Local Government Association (LCLGA) in facilitating a coordinated regional response to the growing impacts of Little Corellas across the Limestone Coast.

The Working Group recently met to review current management efforts, available research and the broader challenges associated with Little Corella populations. Discussions highlighted that while individual councils, landholders and community members are undertaking a range of management activities, including dispersal programs, volunteer shooting programs and community education initiatives, the issue extends beyond local government boundaries and requires a coordinated regional and state-wide approach.

The Working Group noted that Little Corella populations are having increasingly significant impacts across local communities, including:

- Damage to public infrastructure, sporting facilities, irrigation systems and other community assets.
- Decline and destruction of mature trees through feeding and roosting behaviour.
- Impacts on primary production and agricultural operations.
- Competition with native hollow-nesting bird species for habitat.
- Excessive noise and nuisance impacts on residents and businesses.
- Reduced community amenity and wellbeing in areas frequently occupied by large flocks.
- Ongoing costs to Councils, landholders and community groups associated with management activities and repairs.

These impacts are not isolated to a single district and are being experienced across numerous communities throughout the Limestone Coast and South Australia, highlighting the need for a coordinated regional and state-wide response.

The Working Group reviewed a range of reports and management strategies from across South Australia, including the Kangaroo Island Little Corella Night-time Roost Site Control Trial and PIRSA's Pest Bird Impacts in South Australia Workshop Report. While several management techniques show promise, it is evident that long-term success will require

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collaboration between councils, Landscape Boards, PIRSA and other relevant agencies.

Recognising that Little Corellas move freely across Council boundaries and that management efforts in one location can influence outcomes elsewhere, the Working Group agreed that regional advocacy through the LCLGA would be an important first step in progressing a more coordinated response.

The Working Group agreed that regional advocacy through the LCLGA would be an important first step in progressing a more coordinated response.

Accordingly, Council seeks the Association's assistance in canvassing member councils to determine the extent of impacts being experienced across the Limestone Coast and the level of support for collective advocacy on this matter.

Subject to support from member councils, we would welcome the LCLGA writing to the Limestone Coast Landscape Board seeking greater regional collaboration and discussion regarding:

- Current and emerging Little Corella impacts across the Limestone Coast;
- Opportunities for coordinated management programs across council areas;
- Improved data collection and monitoring of flock movements and population trends;
- State Government support and resourcing for management initiatives; and
- Development of a broader strategic response to address Little Corella impacts across the region.

Tatiara District Council believes a united regional approach will place Local Government in a stronger position to advocate for effective management solutions, improved coordination and appropriate resourcing to address a challenge that is increasingly affecting communities throughout our region.

Thank you for your consideration of this request. I look forward to working with the LCLGA and member councils on this important matter.

Yours sincerely

Liz Goossens
Mayor

TATIARA DISTRICT COUNCIL
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2 September 2026

Mayor Lynette Martin, OAM
President
Limestone Coast Local Government Association

By email: mayormartin@mountgambier.sa.gov.au

Dear Mayor Martin

Lynette

Re: Tourism – Destination Management Plan, tourism zones, upcoming industry engagement and industry advisory committee

I write with regards to a discussion which occurred at the Regional Development Australia Limestone Coast (RDALC) August Board meeting, regarding the transition of the Regional Tourism Organisation (RTO) from Limestone Coast Local Government Association (LCLGA), and related strategic, operational and governance tourism matters.

Firstly, I wish to express the Board's appreciation for the work of the LCLGA in tourism prior to the transition – we have now received the **Destination Management Plan (DMP)** final draft and can see the work that has been done to get to this point. We are planning to launch the DMP in October, and we will ensure that the LCLGA is invited and that your role in this strategic document is properly acknowledged. Further, both Charlotte Edmunds and Kate Napper have assisted with the transition, providing documentation, background and advice to assist us as we start up at the RTO, and we thank them for their assistance.

I also wish to advise you that we have received a letter from the South Australian Tourism Commission regarding **tourism zones**. While entering a zone is still an option for each region to consider and determine, there is now a timeline for expressions of interest which is the end of September. We are therefore holding a series of **operator catch-up sessions** throughout the region during the middle of this month, to introduce ourselves to operators and to hear about what they see as the critical issues for a tourism body to pay attention to (whether a region or a zone structure). These sessions are as follows:

Monday 14th 6 – 7.30pm Mount Gambier
Tuesday 15th 10.30am – 12.00 noon Keith
Tuesday 15th 2.30 – 4pm Penola
Wednesday 16th 10 – 11.30am Robe
Wednesday 16th 1.30 – 3.00 Beachport

Venues and final details will follow.

Finally, in the Board's discussion about hearing from industry, we noted the current LCLGA **Tourism Transition Sub-committee**, its Terms of Reference and that the LCLGA has held the committee in abeyance for the moment, while the RTO transition occurred. We also noted that you had intended to ultimately widen the membership from an industry perspective.

The RDALC Board resolved that it intends to create an industry advisory committee, with the final shape of the committee and its function to be determined, depending on the outcomes of zone discussions. It may be that the committee's role is still to inform transition to a zone, or if there is no zone, then the group would be intended to ensure that RDALC's tourism operations as RTO are informed by industry voices.

To that end, the Board resolved to write to you, to request the LCLGA wind down your current tourism transition committee, noting that it is RDALC's intention to invite local government representation to the new committee once it is established, along with SATC and industry representatives. We will keep you informed on the final shape of the committee as that develops, and indeed, it will be one of the matters we canvas at the upcoming operator sessions in September.

We look forward to continuing our work together to progress our shared objective around a robust tourism sector for our region, as it is such an important contributor to the Limestone Coast economy and community vibrancy.

If you have any questions, please don't hesitate to contact me on 0408 542 057, or Sarah Philpott as the Chair of the RTO on 0413 189 412.

Yours sincerely



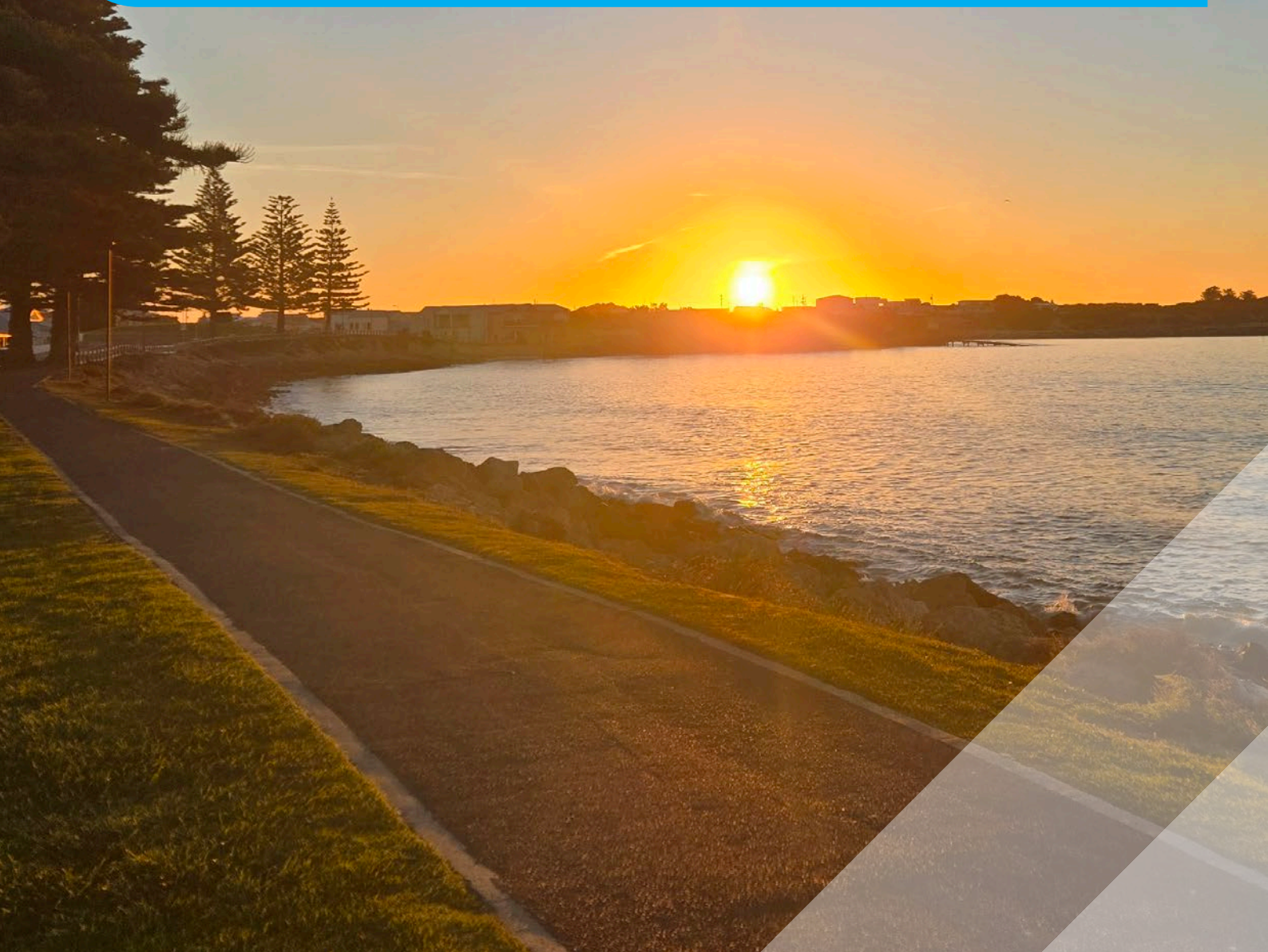
Robyn Verrall
Chair – Regional Development Australia Limestone Coast

Cc: eo@lclga.sa.gov.au

LIMESTONE COAST CONNECTIVE TRAILS STRATEGY

INVESTING IN CONNECTIONS

FINAL DRAFT - SEPTEMBER 2026



Acknowledgement of Country

Limestone Coast - On the lands of the Boandik (Bunganditj), Bindjali, Meintangk, and Ngarrindjeri people.

We acknowledge and respect Aboriginal people as the State's first people and nations, and recognise Aboriginal people as the traditional owners of the land and occupants of South Australian land and waters.



Robe Obelisk

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Acknowledgments

Tredwell would like to thank the following people and/or organisations for their contribution to the development of the Limestone Coast Connective Trails Strategy:

- Project Team:
 - Charlotte Edmunds, Executive Officer, Limestone Coast Local Government Association
 - Erika Vickery, Deputy Chair, Limestone Coast Regional Development Australia
 - Sarah Philpott, Interim Chief Executive Officer, Limestone Coast Regional Development Australia
 - Kingsley Green, Chief Executive Officer, Tatiara District Council
 - Nat Traeger, Chief Executive Officer, District Council of Robe
 - Tony Elletson, Connected and Active Communities Officer, Southern Limestone Coast Council
- Key stakeholders consulted during the strategy development

Cover Photo: Robe Coastal Trail, Tredwell

Revision	Date	Details	Authorised
R0	29/07/2026	Limestone Coast Connective Trails Strategy - Initial Draft July 2026	Neil Tredwell
R1	17/09/2026	Limestone Coast Connective Trails Strategy - Final Draft September 2026	Neil Tredwell
R2	01/10/2026	Limestone Coast Connective Trails Strategy - Final Draft September 2026	Neil Tredwell

Disclaimer

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The Limestone Coast Connective Trails Strategy provides a long-term vision and strategic framework to create a connected regional trail network that links communities, landscapes, visitor attractions and tourism experiences across the Limestone Coast. Developed on behalf of the Limestone Coast Local Government Association in partnership with the Regional Development Australia - Limestone Coast, the region's constituent councils and other key stakeholders, the Strategy seeks to strengthen recreation opportunities, support healthy and active lifestyles, grow the visitor economy and enhance regional liveability through investment in interconnected walking, cycling, driving and multi-day touring experiences.

The Limestone Coast is uniquely positioned to become one of Australia's premier regional trail destinations. The region's internationally recognised natural assets, including volcanic landscapes, sinkholes, caves, wetlands, coastlines, conservation parks and wine regions, provide a foundation for distinctive trail experiences that cannot be replicated elsewhere. Combined with strong cultural heritage, food and wine tourism, and its strategic location between Adelaide and Melbourne, the region has significant potential to attract both recreational users and high-value visitors seeking authentic nature-based experiences.

The Strategy builds on the achievements of the 2015 Limestone Coast Regional Trails Master Plan and responds to emerging recreation and tourism trends, including growing participation in walking, cycling and outdoor recreation, increasing demand for nature-based tourism, the rise of e-bikes, and visitor expectations for high-quality infrastructure, digital information and seamless destination experiences. Stakeholder consultation identified overwhelming support for improved regional connectivity, stronger links between existing attractions, enhanced wayfinding and promotion, and development of regionally significant trails capable of encouraging longer stays and greater visitor dispersal.

Central to the Strategy is the creation of a connected regional spine comprising existing and proposed signature trail experiences including the Naracoorte to Kingston Rail Trail (Caves to Coast), Limestone Wonders Trail, Naracoorte to Penola Rail Trail, Naracoorte to Wolseley Rail Trail, Potential Coastal Trail, Mount Gambier Rail Trail, Aussie Camino Trail, Gold Escort Route and Golden Trail. Together, these projects establish a framework that

connects major visitor destinations including the Naracoorte Caves World Heritage Area, various Wine Regions, Mount Gambier's crater lakes and Southern Limestone Coast's sinkholes, Port MacDonnell, Robe, Kingston SE, Tatiara area and numerous local trails, conservation parks and cultural attractions.

The Strategy recognises that local trails remain the foundation of the broader network. Accordingly, it identifies a range of priority local trail projects across all council areas focused on maintaining existing assets, upgrading visitor experiences and expanding trail connectivity. The proposed actions support a coordinated approach to trail development while allowing individual councils to deliver projects that contribute to a broader regional vision.

Investment in the Limestone Coast Connective Trails Network will deliver substantial economic, social and community benefits. The region currently attracts more than 807,000 overnight visitors and 656,000 day visitors annually, generating approximately \$662 million in visitor expenditure. By creating an integrated network that encourages visitors to travel further, stay longer and engage with multiple destinations, the Strategy has the potential to increase tourism expenditure, stimulate private sector investment, support local businesses, create employment opportunities and strengthen regional identity. At the same time, improved trail infrastructure will enhance community health and wellbeing, support active recreation and strengthen connections between towns and natural environments.

The Strategy is strongly aligned with Commonwealth, State, regional and local policy objectives, including THRIVE 2030, the South Australian Statewide Trails Strategy, the South Australian Tourism Plan, the Limestone Coast Destination Management Plan and the Limestone Coast Regional Growth Strategy. It also recognises the importance of accessibility, environmental stewardship, cultural heritage protection and collaboration with Traditional Owners, government agencies, trail user groups and tourism operators.

Through a coordinated and staged approach to planning, investment and partnership development, the Limestone Coast Connective Trails Strategy establishes a roadmap for delivering a connected, accessible and distinctive trail network that will enhance the region's competitiveness as a visitor destination while creating lasting benefits for communities throughout the Limestone Coast.

1. INTRODUCTION



Project Background and Scope

The Limestone Coast Connective Trails Strategy (LCCTS) will establish a region-wide strategic framework to guide the planning, development and promotion of an integrated network of walking, cycling, driving and multi-day touring routes across the Limestone Coast. The Strategy seeks to strengthen connectivity between townships, natural landscapes, visitor attractions and tourism experiences, supporting both local communities and visitors while contributing to regional economic development.

The Limestone Coast Local Government Association (LCLGA) is leading the development of the LCCTS to provide local governments, stakeholders and the broader community with a long-term framework for the planning, development, management and promotion of trails across the region. The Strategy will establish a coordinated vision for a connected regional trail network that enhances liveability, supports healthy and active lifestyles, strengthens community connections and positions the Limestone Coast as a premier trail based tourism destination.

The Limestone Coast is uniquely positioned to capitalise on trail based tourism, with its diverse landscapes encompassing volcanic craters, sinkholes, caves, wetlands, rugged coastlines, native forests, national parks and internationally recognised wine regions. A connected network of shared use trails has the potential to unlock these significant natural, cultural and heritage assets by linking destinations through an integrated system of walking, cycling, driving and multi-day touring routes. By transforming the visitor experience from a collection of individual attractions into a seamless regional journey, the LCCTS will encourage extended visitor stays, increased expenditure, greater dispersal across the region and stronger economic outcomes for local communities.

Building on the existing 2015 Limestone Coast Trails Master Plan, the project will consolidate previous work into a contemporary, visually accessible regional trail network that reflects current priorities, emerging opportunities and future investment needs. The LCCTS will identify new trail opportunities, recommend upgrades to existing infrastructure, address connectivity gaps and barriers, and establish a prioritised implementation program based on strategic need, community benefit, visitor demand and economic potential.

Project Methodology

The project's six stage methodology, outlined below, was developed to ensure that the project incorporates relevant consultation, research and planning processes whilst meeting the project brief requirements.

The six stages include:

Stage 1: Project Start-up & Background Review

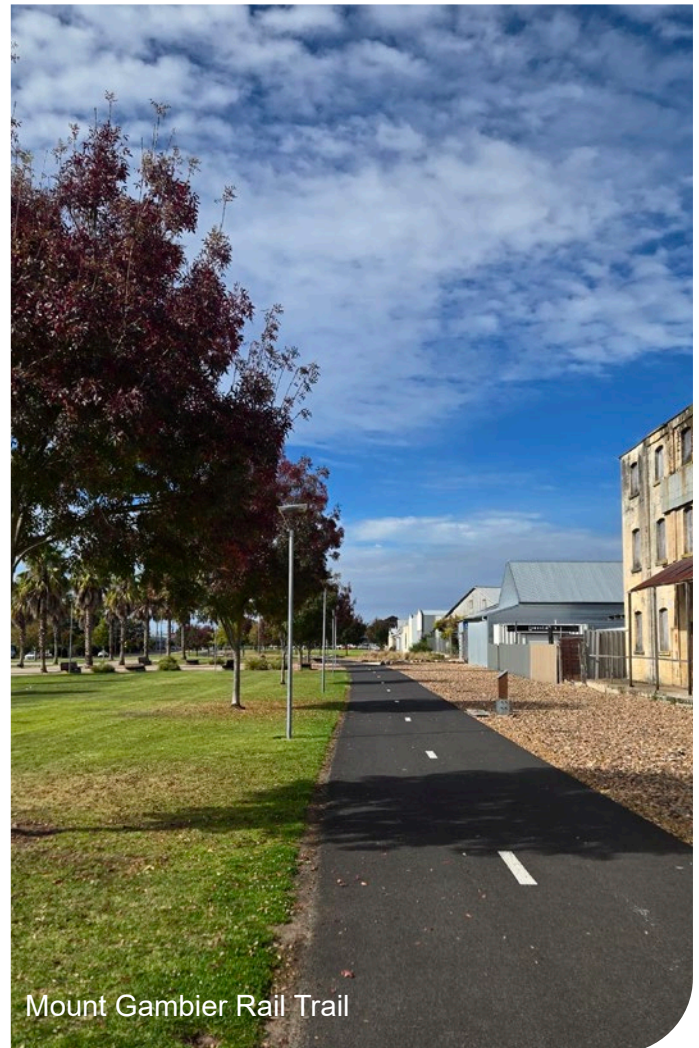
Stage 2: Key Stakeholder Engagement

Stage 3: Issues & Opportunities Analysis (with Site Visits and Mapping)

Stage 4: Economic Profiling & Investment Alignment

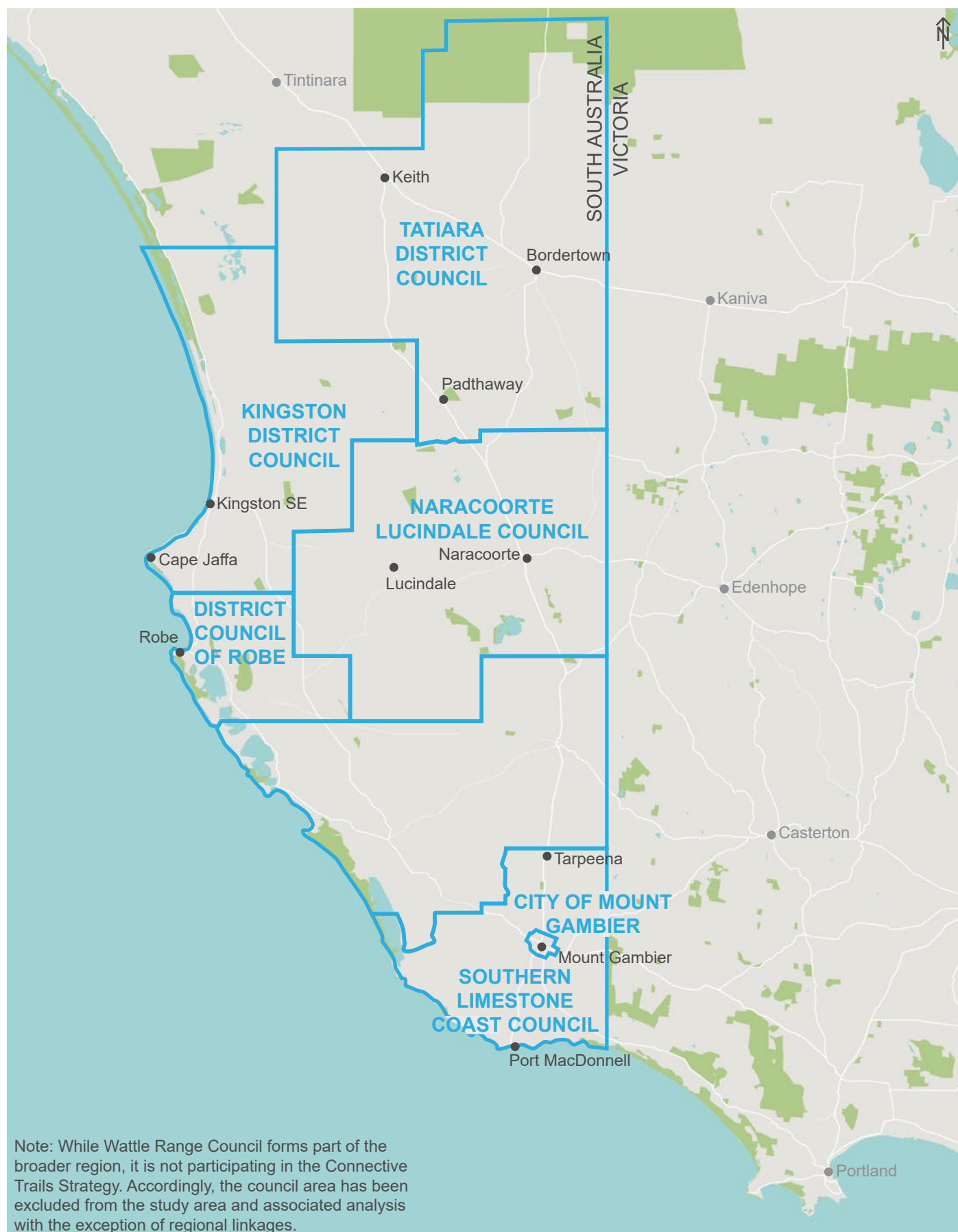
Stage 5: Draft Limestone Coast Connective Trails Strategy

Stage 6: Final Strategy, Funding Pathways & Handover



Mount Gambier Rail Trail

Limestone Coast Region Map



Literature Review Overview

A comprehensive review of relevant background documentation was undertaken to inform the development of the LCCTS and ensure alignment with national, state, regional and local strategic directions. The key documents reviewed are summarised below.

National Level Documents

- The WELCOME Framework - Guidance for accessible and inclusive tourism businesses, (2024)
- National Preventive Health Strategy 2021-2030
- THRIVE 2030 - Australia's Visitor Economy Strategy
- National Road Safety Strategy 2021-30

State Level Documents

- Statewide Trails Strategy 2023 - 2033
- South Australia Tourism Plan (2030)
- South Australia's Road Safety Strategy to 2031

Regional Level Documents

- Limestone Coast Destination Management Plan 2025 - 2030 DRAFT
- Limestone Coast Regional Growth Strategy 2025 - 2030
- Limestone Coast Regional Trails Master Plan (2015)
- Limestone Coast Regional Plan (2026)
- Limestone Coast Regional Public Health and Wellbeing Plan 2021 - 2026

Local Level Documents

Tatiara District Council

- Strategic Plan 2024 - 2034
- Tatiara Local Action Plan Strategic Vision 2025 - 2030
- Disability Access and Inclusion Plan 2026-2030
- Strategic Pathway Plan for the Tatiara

Naracoorte Lucindale Council

- Strategic Plan, Strategic Directions 2023 - 2033 & Priority Actions 2023 - 2028
- Disability Access and Inclusion Plan 2025-2029

City of Mount Gambier

- Mount Gambier 2035 - A community vision for our regional capital
- Strategic Plan 2024 - 2028
- Sport, Recreation and Open Space Strategy (2021)

- Crater Lakes Trails Plan (2023)
- Crater Lakes Trails Quick Reference Guide (2023)
- Craters Lakes Park - Trails Sign Plan (2023)
- Shared Path Masterplan (2024)

Southern Limestone Coast Council

- Disability Access and Inclusion Plan 2025-2029 Southern Limestone Coast Council
- Strategic Plan 2024 - 2034
- Disability Access and Inclusion Plan 2026-2030
- Advocacy Plan 2026
- Growth, Investment and Visitor Economy Framework 2025-2030
- Inner Townships Master Plan
- Sinkholes Master Plan & Little Blue Lake Concept Design Master Plan (in development)

District Council of Robe

- Strategic Plan 2024 - 2028
- Robe Trail Strategy 2026 - 2036
- Robe Mountain Bike Trail Network Analysis and Concept Plan (2015)
- Beacon Hill Mountain Bike Trails General Alignment (2026)
- Disability Access and Inclusion Plan 2026-2030

Kingston District Council

- Strategic Plan 2023 - 2027
- Disability Access and Inclusion Plan

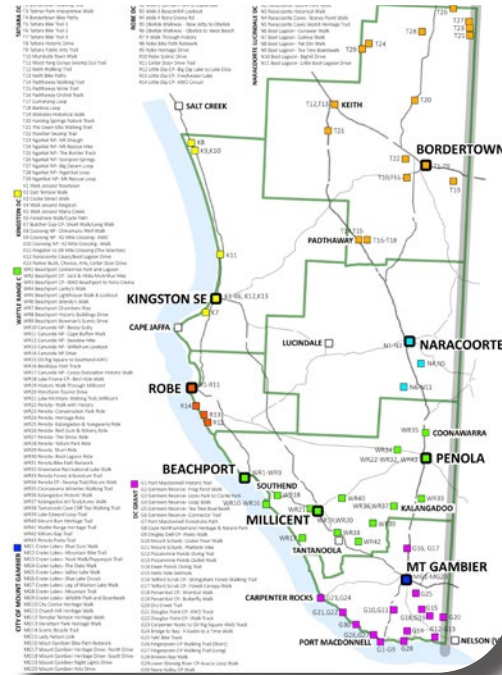
Concepts/proposals/submissions from community members and groups have also been reviewed as part of the community consultation process.

Review - Limestone Coast Regional Trails Master Plan (2015)

The *Limestone Coast Regional Trails Master Plan* (LCRTMP) in 2015 identified a network of 188 trails across the region, comprising cross-regional and interstate trails, walking trails, on-road cycling routes, mountain bike trails, horse riding trails, two-wheel drive (2WD) and four-wheel drive (4WD) touring routes, dive trails, and canoe/kayak trails.

To guide the planning, development and management of this network, the LCRTMP established a comprehensive Strategy and Action Plan. The table below summarises each strategy and action, together with its current implementation status, categorised as:

- Completed
- In Progress,
- Not Commenced
- No Longer Applicable.



#	Activity	Completed	In Progress	Not Commenced	No longer Applicable
1	Focus trail development and enhancement within the Key Trail Activity Areas throughout the Limestone Coast region		●		
2	Develop an integrated trail planning framework for the Limestone Coast region				
	• Establish a Limestone Coast Trails Reference Group		●		
	• Encourage, advocate and seek funding for the SELGA constituent. Councils to have a designated trail planning & development officer			●	
3	Enhance and continually develop existing popular and sustainable trails				
	• City of Mount Gambier – continue to maintain and enhance Crater Lakes trails. Investigate opportunities to extend the mountain bike trail to establish a loop trail		●		
	• Naracoorte Lucindale Council – support DEWNR with upgrade of Tea Tree Boardwalk at Bool Lagoon Reserve				●
	• DC Robe – address issues of informal access points through the coastal dune down to the beach		●		
	• DC Robe – upgrade marketing material/promotion of Robe's Heritage trail (A Walk through History) to incorporate and reinforce Robe's connections with Mary Mackillop, The Golden Trail and Shipwreck Trails	●			
	• Tatiara DC – undertake a review of the local road network around Bordertown to establish safe on road cycle loops around the area and consider required additional infrastructure, such as road widening, surface upgrades and signage		●		

#	Activity	Completed	In Progress	Not Commenced	No longer Applicable
4	Develop trails, linkages and networks to meet current and forecast demand – Cross Regional Trails/Major Trails Projects				
	• Major Project – Undertake a study to establish the feasibility of developing the Coastal Trail – Kingston to Beachport and Nelson to Port MacDonnell (priority sections)			●	
	• Major Project – Environment Trail – Cross-Regional Vehicle Touring Route. Utilising the Environment Trail concept, develop a more concise trail brochure			●	
	• Undertake a study to establish the feasibility of developing a trail based around the concept of the ‘Aussie Camino’ (Mackillop-Woods Way)	●			
5	Develop trails, linkages and networks to meet current and forecast demand – other trails projects				
	• Kingston DC/DC Robe – explore opportunities to develop authorised mountain bike trails in the area	●			
	• DC Grant/Wattle Range Council – councils to collaborate with DEWNR & FSA to address issues including formalisation/promotion of mountain bike & horse riding trails and unauthorised trail bike use			●	
	• Naracoorte Lucindale Council – Continue to progress with Trailhead and Local Heritage Trail project – potential to develop into a Regional trail (in association with other local trail projects)	●			
	• Naracoorte Lucindale Council – Progress plans for shared use path connecting Naracoorte with World Heritage Site – potential to develop into a Regional trail (in association with other local trail projects)	●			
	• DC Robe – develop a Cellar Doors Drive trail				●
	• Wattle Range Council / DC Grant – continue to investigate development of trail infrastructure at Lake Bonney, including canoe trail feasibility, in line with emerging environmental values and enhancement of water quality			●	
6	Ensure the management structures for all current and future regional trails are clearly defined		●		
7	Improved mapping and identification of trails throughout the Limestone Coast region		●		
8	Increased promotion and marketing of trail opportunities within the Limestone Coast region		●		
9	Use trail development and provision as an economic and community development tool		●		

Target Audiences - Statewide

The *South Australian Statewide Trails Strategy* identifies a range of key markets that influence trail planning, development, promotion and activation across the State.



Community - a diverse range of people, from volunteers (such as Friends of Groups) and trail maintenance teams to First Nations groups who have cared for the land for thousands of years, as well as clubs and individuals who use the trails. The community also plays a key role in promoting, maintaining and raising awareness of the environmental, recreational and health benefits.



Recreation and Sport – key markets include local communities, schools, families, recreational users, clubs, and national and international training camps. Investment in high quality trail infrastructure will support health and wellbeing, enhance participation and recreation opportunities, strengthen athlete development pathways, and attract major events and tourism.



Education - nature, sport, engineering, product development, and trail development and maintenance are key focus areas. Partnerships with educational institutions will support the strategic vision by engaging children and young adults with trails, developing skills for the growing trail industry, and increasing knowledge, appreciation and participation in the natural environment.



Tourism - local, intrastate, interstate and international visitors are key markets. The Statewide Trails Strategy aims to position South Australia as a leading trails destination through coordinated marketing that promotes the State's competitive advantages and increases visitor numbers.

Target Audiences - Limestone Coast

The *Limestone Coast Destination Management Plan 2025 -2030* identifies significant opportunities to grow the visitor economy by attracting high contribution visitors who seek authentic, sustainable and immersive experiences. The Plan highlights the importance of developing place based tourism experiences that showcase the region's unique natural, cultural and food and wine assets.



Intrastate - building on the strong Adelaide and regional South Australian market through short breaks, seasonal experiences and events.

Interstate - encouraging longer stays by positioning the Limestone Coast as a multi-night destination within the Melbourne–Adelaide touring route.



International - growing demand through nature-based and premium experiences, supported by internationally ready tourism products.



Special Interest Markets - the Limestone Coast has a diverse and distinctive offering that lends itself to special interest, high-yield markets capable of delivering strong dispersal benefits.



- Adventure and Nature-Based Tourism
- Agritourism and Provenance
- Cultural and Heritage Tourism
- Sport
- Business Events
- Travel



Key Tourism Insights

The *South Australian Tourism Commission Limestone Coast Regional Profile* (year ending Dec 2024) identifies tourism trends that support continued investment in the regional trail network.

- The Limestone Coast welcomed 807,000 overnight visitors and 656,000 day visitors, contributing \$662 million to the regional economy. The region attracts a balanced domestic market, with 49% of overnight visitors from within South Australia and 47% from interstate, demonstrating the importance of both local and drive tourism markets.
- Holiday travel is the primary purpose of visitation, accounting for 54% of overnight visitors, while visiting friends and relatives and business travel provide additional opportunities to encourage participation in trail based experiences.
- The Limestone Coast's strongest domestic source markets are Regional South Australia (28%), Adelaide (23%) and Victoria (35%), reinforcing the importance of accessible, high quality trail experiences for both local residents and interstate visitors.
- Self-drive travel dominates visitation, with 93% of visitors travelling by car, highlighting the need for well connected trailheads, wayfinding, parking and supporting visitor infrastructure.
- The most popular visitor activities closely align with trail based recreation, including going to the beach, sightseeing, visiting national parks, bushwalking, wineries and heritage attractions, demonstrating strong demand for walking, cycling and nature based trail experiences.
- Visitation is seasonal, with peaks during January, April and December, indicating opportunities to develop trail experiences and events that encourage visitation during shoulder and off-peak periods.
- Regional perception research identifies the Limestone Coast's natural landscapes including its caves, beaches, sand dunes and volcanic landscapes as major tourism strengths. It also highlights opportunities to encourage longer stays, develop multi-day itineraries, and promote experiences during the cooler months, all of which can be supported by an expanded regional trail network.



Active Participation

Trails play a vital role in supporting physical activity across the Limestone Coast. As shown in the table below, recreational walking, running/jogging, bushwalking and cycling are four of the six most popular physical activities, all of which rely on access to a well planned and connected trail network.

AusPlay Sport Participation Table, Top 10 Adult Activities, Jan 2025 - Dec 2026

Rank	Activity	SA Adult Participation Rate	Estimate ('000)
1	Walking (Recreational)	51.6%	815,506
2	Fitness/Gym	31%	490,202
3	Running/jogging	15.5%	245,678
4	Bushwalking	15.4%	243,246
5	Swimming	11.8%	187,064
6	Cycling	8.4%	132,256
7	Pilates	6.3%	98,933
8	Football/soccer	5.1%	80,318
9	Tennis	4.6%	73,370
10	Golf	4.1%	64,779

Strava Year In Sport, Dec 2024

Global Trend



Running continues to grow globally, with a 9% increase in marathons, ultra marathons and endurance rides.



People are increasingly exercising for **social connection** rather than competition.



Outdoor recreation remains one of the **fastest growing** recreation sectors.



Community is a major motivator. More than half of users say they are motivated by exercising with friends or family rather than elite performance.



Route discovery is increasingly important. Strava continues to invest heavily in route planning, mapping and trail discovery features because people activity seek new places to explore.

Why it matters for the Limestone Coast

- Supports investment in long distance trails, recreational running routes and event based tourism.

- Highlights the importance of trails that connect towns, cafés, wineries and visitor attractions, rather than simply providing exercise opportunities.

- Reinforces demand for diverse trail experiences across coastal, forest and rural landscapes.

- Supports investment in accessible, family friendly and community oriented trails.

- Highlights the value of well mapped, signed and digitally promoted trails throughout the Limestone Coast.

Trends

Society, and the trails sector, are continually evolving. Trail planning and management needs to consider the changes that are occurring and lie ahead. Understanding trends will help ensure that the regional trail network appeals to future users. Key relevant trends are highlighted below.



Popularity of nature-based tourism

As societies around the globe become increasingly urbanised, people may suffer from a phenomenon known as 'nature deficit'. Research from Tourism Australia into the Australian travel mindset found that getting away from crowds is more important than ever before, as holidays provide the opportunity for people to take the time to reconnect with the natural world.

Nature-based tourism, where people can immerse themselves in the natural environment, is a key tourism draw card. Recreational trails enable people to 'escape crowds' and reconnect with the natural environment.



Increasing participation in individualised activities

Increasingly busy, time fragmented lifestyles mean that people are becoming more involved in individualised recreational activities (such as walking, jogging, cycling, hiking) rather than traditional, structured sports. Trail activities can generally occur at any time of day, individually or in groups. It is important for governments and planning agencies to be aware of this shift to ensure that reserves, trails and associated infrastructure can sustainably cater for projected increases in demand.



Increasingly high standards and expectations

Today's society places high expectations upon community facilities including recreational trails and associated infrastructure and there are increasing standards for public safety, risk mitigation and environmental/cultural management measures.

Trail managers are required to exercise due diligence relating to trail planning, maintenance and management. There is increasing pressure to provide high quality trail experiences which meet expectations and are compliant with Australian Standards, manage risk, protect the natural and cultural values, and respectfully interpret the stories and connections of Traditional Owners.



Ageing population is increasingly active

Populations across Australia, and the world, are increasingly ageing. Australians between 60-64 years are a standout group for their elevated participation rates in trail-based activities, particularly bushwalking. Opportunities for recreation and physical activity will need to be diversified and expanded to meet the needs of the growing cohort of older Australians. For example, trails that clearly identify their level of difficulty so that potential users can assess their suitability.



Technology advancements

Use of trails is continually diversifying in line with technology advancements. Social technologies have created online communities (e.g. Strava, Alltrails, Trailforks) and fitness tracking technologies (e.g. Garmin, Apple Watches, Fitbits), and users are able to share their experiences in various formats (e.g. YouTube, Instagram, Tiktok). Technology is allowing people to 'virtually' walk trails across the world and discover new places.



E-Bikes

Bikes, and the ways people use them, are changing rapidly as technology advances. The latest electric bikes (e-bikes) can generate tremendous power. Sales of e-bikes are increasing every year, and the technology behind them is advancing rapidly.

E-bikes (including e-road, e-mtb and e-gravel) make cycling more accessible to riders who may be less experienced and/or physically fit, and increase ride duration for more experienced riders. This is likely to increase rates of participation and trail usage. It is important that trail planning and management is responsive to this change.

Trends



People seeking experiences over products, and transformational travel

There is a consumer, societal, demographic and cultural megatrend towards the rising demand for experiences over products and the rising importance of social relationships. Experiences rather than things/products are the key to travel. Stories help create the experience and personalise and customise it, to make a place relevant to each individual. Visitors want to connect with locals, know they are welcome and feel their trip was positive for the community. For example, the strong trends toward 'live like a local' and 'fostering connections'.

Visitors are increasingly seeking an experience that encourages personal reflection and change, such as a long-distance hike or long-distance road trip to celebrate a life milestone such as significant birthdays, overcoming illness, or retirement.



Boutique food and wine tourism

Boutique food and wine tourism adds value to the tourism experience and has become a focal element of tourists interests when travelling. Visitors are increasingly searching for boutique food and wine experiences when travelling, which suggests the growing evidence of a tourism market trend.

Due to their contributions to regional and local development, food, wine and other local products are increasingly acknowledged as central to unique and immersive rural tourism experiences. It is today recognised that food and wine tourism in rural areas is more than a niche market phenomenon, adding value to the discovery of rural areas and the uniqueness and identity to visited places, which may be an interesting and appealing factor to many travellers that are generally interested in exploring rural regions, landscapes, hospitality and culture, together with their food and wine. It is becoming common place to link food and wine attractions through trails.



Recognising trails as achieving numerous policy objectives

Governments (federal, state and local level) and companies are increasingly utilising recreational trails to achieve various policy objectives, such as to help address a range of issues from childhood obesity through to social inclusion, as well as economic development, tourism and conservation. Trails can be used as a tool to engage wider sectors of the community. Programs involving trail-based activities can stimulate interest in topics such as active lifestyles, protection of natural areas, cultural heritage values and wider social inclusion.



Big Lobster, Kingston SE

Achieving Policy Objectives

Limestone Coast Destination Management Plan – Draft (2025 – 2030)

Regionally Significant Projects

1.2 Crater Lakes Precinct

- The Crater Lakes are Mount Gambier’s most iconic and enduring natural features.
- The implementation of low-impact trails and a connected track network would allow for immersive visitor experiences that minimise disturbance while deepening appreciation of place.

Project Status:

- Over 2024–28, Council intends to deliver trail networks, ecological management, and explore accommodation/experience opportunities.
- Major works hinge on securing the flagged \$5+ million investment and forming strong public-private partnerships.

1.4 Regional Trails Network

- Build on the connected and distinctive Limestone Coast Regional Trails Network to link towns, landscapes, and attractions, to create world-class walking, cycling, and touring experiences that drive dispersal, yield, and year round visitation.
- The Limestone Coast’s diverse landscapes, volcanic craters, sinkholes, caves, wetlands, coastlines, forests, and wine regions make it uniquely suited to trail-based tourism. A network of connected shared use trails would unlock these natural and cultural assets by connecting them through a coordinated system of walking, cycling, driving, and multi-day touring routes.
- This network has the potential to transform the visitor journey from isolated attractions to a cohesive regional experience, inspiring visitors to travel further, stay longer, and spend more.
- This project also presents a great opportunity for LGAs to collaborate on a unifying project that delivers benefits across the entire region. While each council faces differing budgets, priorities, and community needs, the trail network provides a flexible framework where local projects can contribute to a larger regional story.

Next Steps

- Regional Trails Network partners to review and update the Regional Trails Masterplan, building on existing Limestone Coast Regional Trails Strategy (2015) and rescope the potential for development of a cohesive and connected trails experience across the region.
- Discussion to include potential for infrastructure development, marketing, and for bookable product and experiences that leverage the trail asset once established.

Impacts

Delivery of high-quality recreation infrastructure that boosts local pride and active lifestyles, enables town to town connectivity, and creates platforms for hosting events (marathons, cycling festivals, walking weekends) and drives visitation for immersive, low-impact eco-adventures.

2.1 Coastal Visitor Impact Framework

- Create connected visitor shared-use trails linking coastal towns, nature reserves, and food/wine experiences along the Coast.

2. CONSULTATION



Key Stakeholder Engagement

Stakeholder engagement was a key component of the LCCTS development process. A regional consultation program was undertaken between April and May 2026, enabling the contact with each of the six constituent councils across the Limestone Coast. Recognising that each council has different consultation preferences, engagement was tailored accordingly. Some councils preferred meetings with relevant staff, while others elected to participate in workshop style sessions.

The consultation program also included meetings with a range of key regional stakeholders representing the tourism industry, State Government and wine sector, together with site visits to key trails, trailheads and visitor destinations throughout the region. Additional stakeholders were invited to contribute throughout the project to ensure a broad range of perspectives informed the LCCTS. This section provides a summary of consultation findings.

Key Opportunities

Stakeholders consistently emphasised the region's strong natural assets, tourism potential, and community appetite for improved trail experiences. The project brief notes that a connected network would "transform the visitor journey from a series

of isolated attractions into a cohesive regional experience". Across councils and sectors, there is clear support for regional scale connections, activation of existing trails, and better signage, maintenance and marketing.



Regional Spine and Strategic Connections

- Strong support for Naracoorte–Kingston (Rail Trail), Naracoorte–Penola/Coonawarra, and Mount Gambier–Port MacDonnell–Robe connections.
- Robe stakeholders proposed a full regional loop: "Kingston to Naracoorte to Penola to Mount Gambier" (DC Robe).
- Opportunities to link iconic assets:
 - Naracoorte Caves World Heritage Site ("the most booked tourism experience in the Limestone Coast").
 - Crater Lakes, Little Blue Lake, sinkholes, Bool Lagoon, coastal landscapes, wine regions.



Tourism and Experience Development

- Cruise ship day-trip potential from Robe.
- Lighthouse tourism, heritage/historic homes drive trails, and nature-based experiences.
- Events such as Woof & Wine, Robe Run, and trail runs at Naracoorte Caves provide activation platforms.



Wine and Food Trails

- Coonawarra most suitable for walking/cycling access; wineries see value in trails that increase visitation and overnight stays.
- Potential for family-friendly offerings (Margaret River model).
- Need to manage biosecurity risks (e.g. phylloxera).



Adventure and Niche Markets

- Mountain biking (Robe, Mount Gambier), gravel riding, canoe trails (drain network), and long-distance walking (Aussie Camino).
- Geo-park potential (Kanawinka model).

Key Barriers and Constrains

Stakeholder consultation identified a range of barriers and constraints that will influence the planning, delivery and long-term management of the Limestone Coast regional trail network. While the region has significant opportunities to enhance trail connectivity and grow trail-based recreation and tourism, several challenges must be addressed, including funding limitations, governance and land tenure complexities, infrastructure gaps,

environmental and biosecurity considerations, and market constraints. Stakeholders also identified a number of key enablers that will support successful implementation of the LCCTS, including strong inter-agency collaboration, strategic alignment with State and regional planning, improved data collection to inform investment decisions, and coordinated regional marketing and promotion.



Funding and Resourcing

- All councils have limited financial capacity.
- ORSR funds only “1–2 trails each year across SA” (ORSR meeting).



Biosecurity

- High sensitivity around vineyard access; risk of phylloxera spread “by boots or machinery” (Wine Council).
- All trails in natural areas need to be assessed for biosecurity risks.



Infrastructure Gaps

- Poor signage, limited wayfinding, and maintenance issues (Robe, Aussie Camino).
- Lack of loop trails; many one-way routes.
- Bool Lagoon boardwalk closed.
- Major high speed roads throughout the region with significant heavy vehicle traffic.



Governance & Land Tenure

- DIT control of former rail corridors is a major dependency.
- Need for councils to consider formally adopting (where feasible) and promoting trails (Aussie Camino).



Market Limitations

- Limited tour operators; low winter usage; mobile reception issues in parts of the regions.

Dependencies and Enablers

- Alignment with ORSR Strategic Plan and Limestone Coast Regional Plan.
- Collaboration with DEW/NPWS, DIT, Vine Health, tourism bodies, and local cycling/walking groups.
- Data collection (counters, Strava heat maps) to support funding bids.
- Regional marketing and consistent trail information.

Early 'Quick Wins'

Stakeholder consultation identified a range of practical, short-term initiatives that could be implemented to enhance the regional trail network. These "quick wins" focus on low-cost, high-impact improvements that can deliver immediate benefits for residents and visitors while laying the foundation

for longer-term strategic investment. Key priorities include improving signage and wayfinding, activating and promoting existing trail assets, addressing maintenance issues, strengthening local trail connections and fostering greater collaboration between key stakeholders and land managers.

Signage & Wayfinding Upgrades

- Improve trail markers, distances, time estimates (Robe, Camino, Caves).
- Enhance visibility of existing shared-use paths (e.g., Kingston–Pinks Beach).

Trail Activation & Promotion

- Promote existing rail trails, coastal walks, and Naracoorte Caves trails.
- Develop simple three-day trail itineraries (Robe suggestion).
- Provide wineries with a digital resource showcasing trail-linked experiences.

Low-cost Connectivity

- Use unmade road reserves (Southern Limestone Coast Council) for interim cycling/walking links.
- Strengthen links to, and between, existing attractions (e.g., Mount Schank–Little Blue Lake).

Stakeholder Coordination

- Engage Vine Health early on biosecurity protocols.
- Reconnect with Wattle Range Council for cross-border trail continuity.

Maintenance & Minor Enhancements

- Clear overgrown sections of the Aussie Camino.
- Address small but high-impact maintenance issues (e.g., Robe Coastal Trail sections).

EARLY
'QUICK WINS'

3. OPPORTUNITIES AND CHALLENGES



Opportunities

Growing Demand for Trails Based Recreation

AusPlay identifies recreational walking, running/ jogging, bushwalking and cycling are among Australia's most popular physical activities. Strava also reports continued growth in outdoor recreation, driven by demand for nature based experiences, social activities and exploring new places.

- » Continue investing in a diverse, high quality trail network that caters for walking, running, bushwalking and cycling, while providing experiences that encourage both local participation and trail tourism.

Strong Nature Based Tourism Market

The Limestone Coast attracts more than 807,000 overnight visitors and 656,000 day trips annually, generating more than \$662 million in visitor expenditure. The region's unique landscapes, coastlines and geological attractions provide a strong foundation for trail based tourism.

- » Expand and promote trail experiences that encourage longer visitor stays, increase dispersal across the region and strengthen links between townships, visitor attractions, wineries, accommodation and local businesses.

Supportive Strategic Policy Environment

State and regional strategies consistently identify trails as important infrastructure that contributes to recreation, tourism, community wellbeing, economic development and environmental stewardship.

- » Align future trail investment with State and regional priorities to strengthen funding opportunities and deliver coordinated outcomes across councils and agencies.

Regional Connectivity

The Limestone Coast's dispersed townships and significant natural attractions present opportunities to improve connections between communities and destinations.

- » Develop an integrated regional trail network that links towns, public open spaces, tourism destinations and existing trail assets to create seamless recreation and tourism experiences.

Visitor Expectations

Modern trail users increasingly expect quality infrastructure including clear wayfinding, digital mapping, accessible trailheads, amenities and interpretive experiences.

- » Improve trail infrastructure, signage, digital information and supporting facilities to enhance the overall visitor experience and encourage repeat visitation.

Environmental and Cultural Values

The region contains nationally significant coastal environments, conservation areas, wetlands, unique geological features and Aboriginal cultural heritage that contribute to the region's identity and visitor appeal.

- » Design and manage trails to protect environmental and cultural values while improving access to nature through sustainable and well planned trail infrastructure.

Competitive Tourism Destination

Trail tourism continues to grow across Australia, with many regions investing heavily in destination trails and iconic visitor experiences.

- » Position the Limestone Coast as one of Australia's premier regional trail destinations by developing distinctive signature experiences, strengthening regional branding and investing in high quality trail infrastructure.

Challenges

Regional Scale

The Limestone Coast covers a large geographic area with dispersed communities and visitor destinations.

- » Prioritise trail investment to maximise regional connectivity while recognising that delivering and maintaining an extensive trail network requires significant resources.

Fragmented Trail Network

Many existing trails operate as standalone assets with limited connections between towns, attractions and recreation destinations.

- » Focus investment on improving trail connectivity and closing strategic gaps to create a more integrated regional network.

Environmental and Cultural Values

The region contains nationally significant coastal environments, conservation parks, unique geological features such as craters, caves and sinkholes, wetlands and Aboriginal cultural heritage.

- » Ensure trail planning and development carefully balances improved access with the protection of environmental and cultural values in line with community expectations and legislative responsibilities.

Multiple Land Managers

Trails traverse land managed by councils, State Government agencies, private landholders and Traditional Owners.

- » Continue to strengthen partnerships and coordination to facilitate trail planning, approvals, delivery and long-term management.

Funding and Maintenance

Developing and maintaining a regional trail network requires ongoing investment beyond initial construction.

- » Prioritise projects that demonstrate strong community, tourism and economic benefits while establishing sustainable funding and maintenance arrangements.

Road Safety

Limited road shoulders and high-speed rural roads can create barriers for cyclists and pedestrians.

- » Investigate opportunities to provide off-road trail connections and improve safety where trail users interact with the road network.

Visitor Expectations

Trail users increasingly expect high-quality infrastructure, digital mapping, wayfinding and supporting amenities.

- » Upgrade existing infrastructure to improve the overall trail experience and ensure the network remains competitive as a regional tourism destination.

Climate and Natural Hazards

Coastal erosion, flooding, bushfire and extreme weather can impact trail infrastructure and accessibility.

- » Incorporate resilient design and asset management practices to improve the long-term sustainability of the trail network.

4. CONNECTIVE TRAIL NETWORK

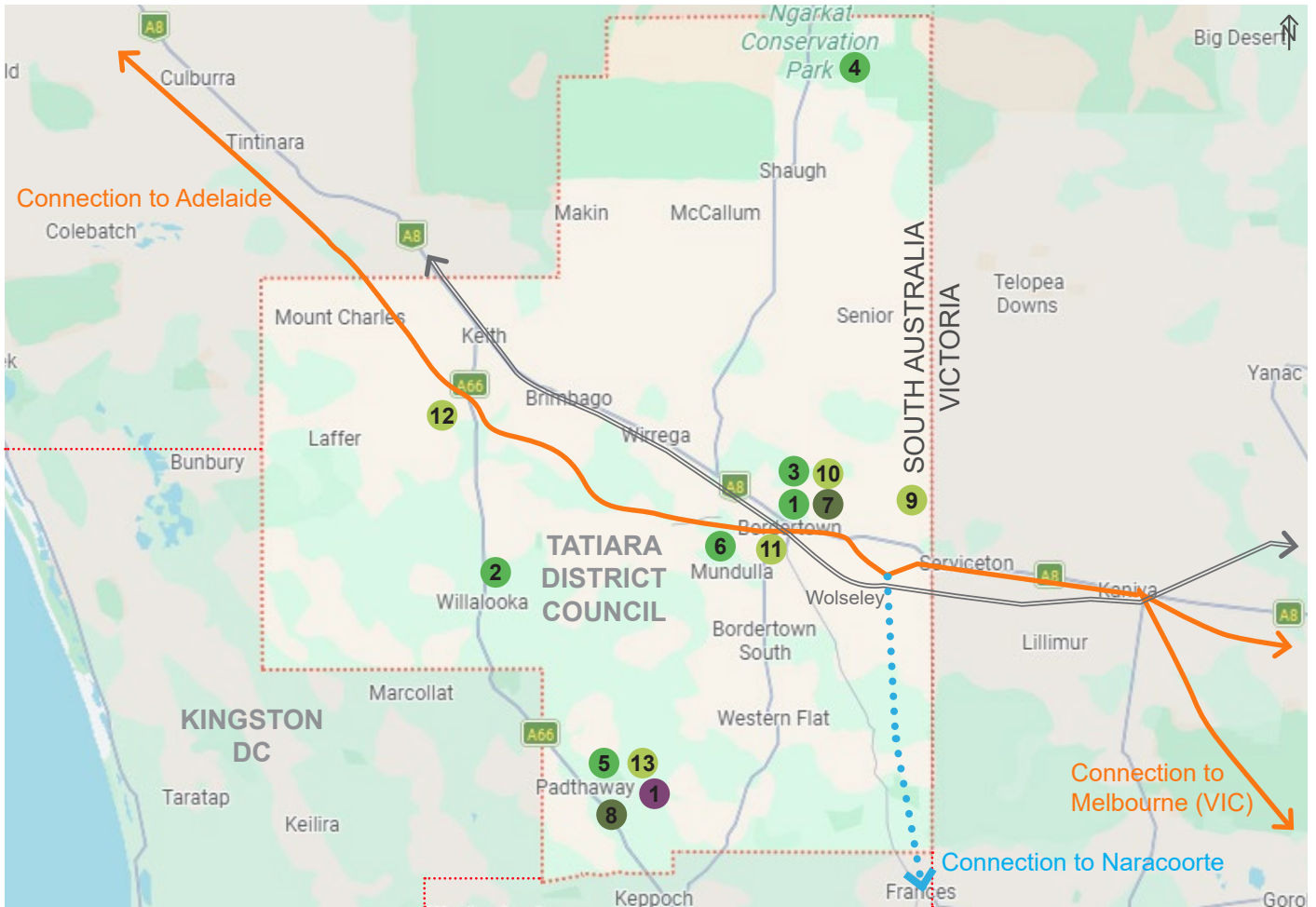


Little Blue Lake

Regional Trails That Connect



Tatiara District Council



LEGEND

- • • Potential Rail Trail (Multi-Use)
- Gold Escort Route (Multi-Use)
- == Live Railway Line
- Council Boundary
- 1 Natural Attraction: Bordertown Wildlife Park
- 2 Natural Attraction: Christmas Rocks Conservation Park
- 3 Natural Attraction: Moot Yang Gunya Swamp and Jimmy's Waterhole
- 4 Natural Attraction: Ngarkat Conservation Park
- 5 Natural Attraction: Padthaway Conservation Park
- 6 Natural Attraction: Poocher Swamp
- 7 Cultural/Heritage Attraction: Bob Hawke Gallery
- 8 Cultural/Heritage Attraction: Padthaway Estate
- 9 Local Trail: Border Track (4WD)
- 10 Local Trail: Bordertown Recreation Lake Walking Trail
- 11 Local Trail: Bordertown to Mundulla Shared Use Path
- 12 Local Trail: Mount Monster Conservation Park Trails
- 13 Local Trail: Padthaway Conservation Park Trails



Natural Attraction: Bordertown Wildlife Park



Natural Attraction: Christmas Rocks Conservation Park



Natural Attraction: Moot Yang Gunya Swamp and Jimmy's Waterhole



Natural Attraction: Ngarkat Conservation Park



Natural Attraction: Padthaway Conservation Park



Natural Attraction: Poocher Swamp



Cultural/Heritage Attraction: Bob Hawke Gallery



Cultural/Heritage Attraction: Padthaway Estate



Local Trail: Border Track (4WD)



Local Trail: Bordertown Recreation Lake Walking Trail



Local Trail: Bordertown to Mundulla Shared Use Path

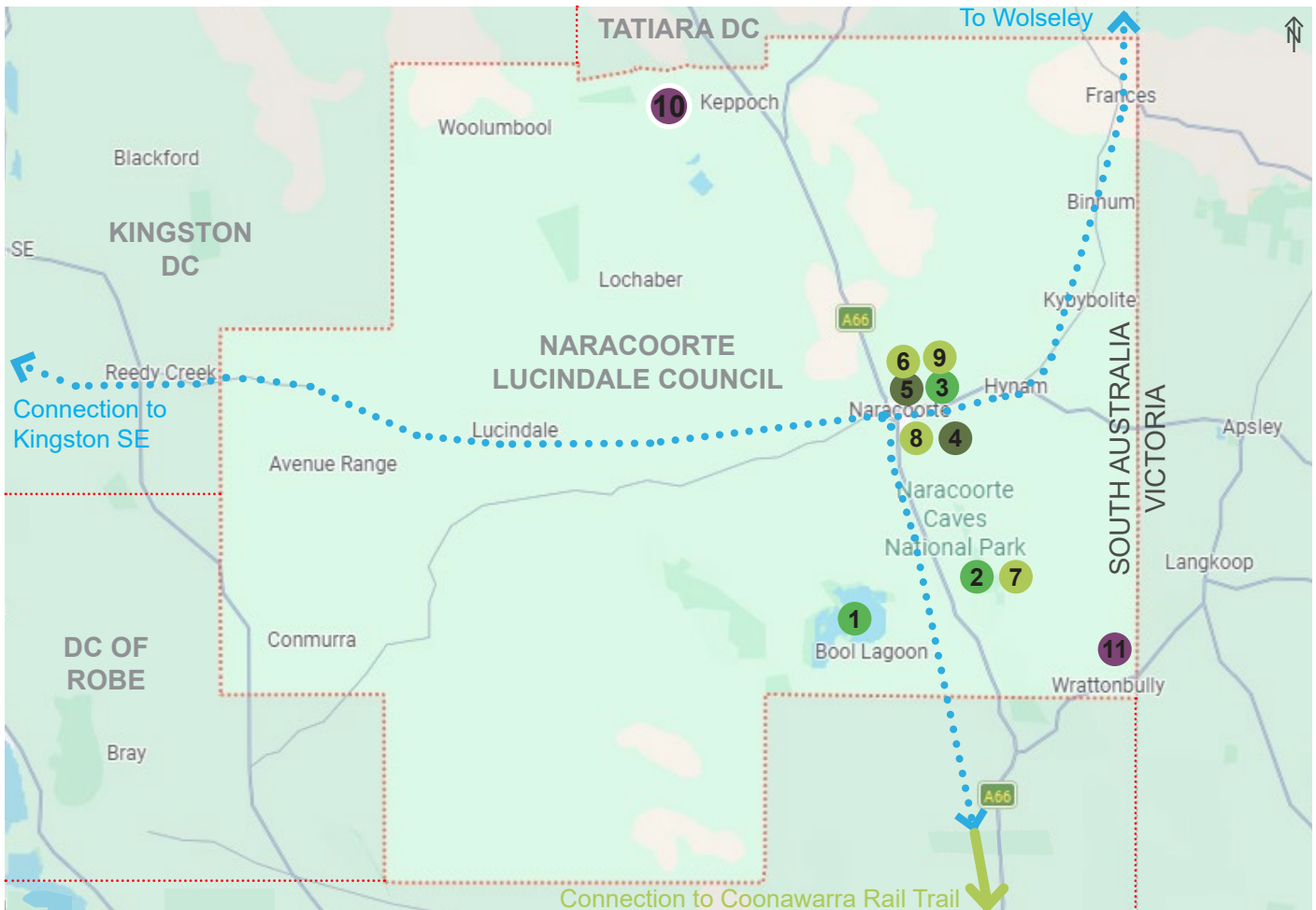


Local Trail: Mount Monster Conservation Park Trails



Local Trail: Padthaway Conservation Park Trails

Naracoorte Lucindale Council



LEGEND

- • • Potential Rail Trail (Multi-Use)
- Coonawarra Rail Trail (Multi-Use)
- Council Boundary
- ① Natural Attraction: Bool Lagoon
- ② Natural Attraction: Naracoorte Caves National Park
- ③ Natural Attraction: Naracoorte Swimming Lake
- ④ Cultural & Heritage: Naracoorte Regional Art Gallery
- ⑤ Cultural & Heritage: Sheep's Back Museum
- ⑥ Local Trail: Naracoorte and Surrounds Art Trail
- ⑦ Local Trail: Naracoorte Caves NP Trails
- ⑧ Local Trail: Naracoorte Caves Trail
- ⑨ Local Trail: Naracoorte Creek Walk
- ⑩ Food and Wine: Padthaway Wine Region
- ⑪ Food and Wine: Wrattenbully Wine Region



Natural Attraction: Bool Lagoon



Natural Attraction: Naracoorte Caves National Park



Natural Attraction: Naracoorte Swimming Lake



Cultural & Heritage: Naracoorte Regional Art Gallery



Cultural & Heritage: Sheep's Back Museum



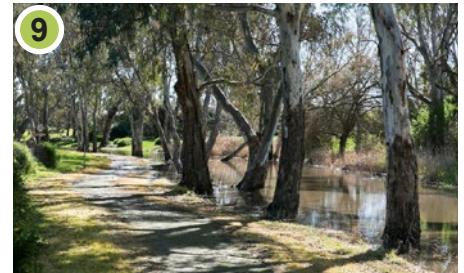
Local Trail: Naracoorte and Surrounds Art Trail



Local Trail: Naracoorte Caves NP Trails



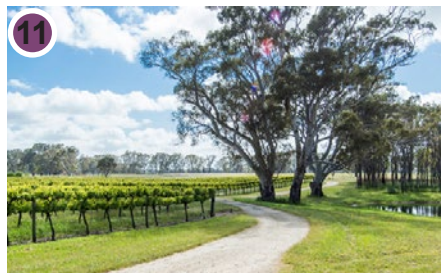
Local Trail: Naracoorte Caves Trail



Local Trail: Naracoorte Creek Walk



Food and Wine: Padthaway Wine Region



Food and Wine: Wrattonbully Wine Region

City of Mount Gambier



LEGEND

- Aussie Camino Trail (Multi-Use)
- Mount Gambier Rail Trail (Multi-Use)
- ... Proposed Mount Gambier Rail Trail (Multi-Use) Extension
- - - - - Potential Limestone Wonders Trail
- Council Boundary

- 1 Natural Attraction: Cave Garden/Thugi
- 2 Natural Attraction: Engelbrecht Cave
- 3 Natural Attraction: The Crater Lakes
- 4 Natural Attraction: Umpherston Sinkhole/Balumbal
- 5 Cultural & Heritage: Riddoch Arts and Cultural Centre
- 6 Local Trail: City Heritage Walk
- 7 Local Trail: Crater Lakes Trails



Natural Attraction: Cave Garden/
Thugi



Natural Attraction: Engelbrecht Cave



Natural Attraction: The Crater Lakes



Natural Attraction: Umpherston
Sinkhole/Balumbal



Cultural & Heritage: Riddoch Arts and
Cultural Centre



Local Trail: City Heritage Walk



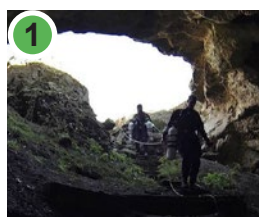
Local Trail: Crater Lakes Trails

Southern Limestone Coast Council



LEGEND

- Potential Coastal Trail (Multi-Use)
- Great South West Walk
- Aussie Camino Trail (Multi-Use)
- Mount Gambier Rail Trail (Multi-Use)
- Potential Limestone Wonders Trail
- Council Boundary
- 1 Natural Attraction: Allendale East Cave
- 2 Natural Attraction: Brown Bay
- 3 Natural Attraction: Canunda National Park
- 4 Natural Attraction: Caroline Sinkhole
- 5 Natural Attraction: Ewens Ponds
- 6 Natural Attraction: Gouldens Sinkhole
- 7 Natural Attraction: Hells Hole
- 8 Natural Attraction: Kilsby Sinkhole
- 9 Natural Attraction: Little Blue Lake
- 10 Natural Attraction: Mount Schank
- 11 Natural Attraction: Piccaninnie Ponds
- 12 Natural Attraction: The Sisters Sinkholes
- 13 Cultural & Heritage Attraction: Bicentennial Turret and Lookout
- 14 Cultural & Heritage Attraction: Cape Banks Lighthouse
- 15 Cultural/Heritage Attraction: Cape Northumberland incl. Lighthouse/Nature Park
- 16 Cultural/Heritage Attraction: Port MacDonnell Maritime Museum
- 17 Local Trail: Carpenter Rocks Walking Trails
- 18 Local Trail: Germain Reserve Trails
- 19 Local Trail: Mount Schank Crater Rim Walk
- 20 Local Trail: Penambol Conservation Park Trails
- 21 Local Trail: Piccaninnie Ponds Walk
- 22 Local Trail: Port MacDonnell Foreshore Shared Use Path
- 23 Local Trail: Telford Scrub Conservation Park Trails
- 24 Food and Wine: Five Star Seafoods
- 25 Food and Wine: Mount Gambier Wine Region



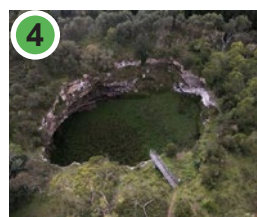
Natural Attraction:
Allendale East Cave



Natural Attraction:
Brown Bay



Natural Attraction:
Canunda National
Park



Natural Attraction:
Caroline Sinkhole



Natural Attraction:
Ewens Ponds



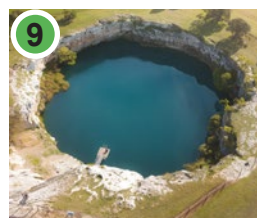
Natural Attraction:
Gouldens Sinkhole



Natural Attraction:
Hells Hole



Natural Attraction:
Kilsby Sinkhole



Natural Attraction:
Little Blue Lake



Natural Attraction:
Mount Schank



Natural Attraction:
Piccaninnie Ponds



Natural Attraction:
The Sisters
Sinkholes



Cultural & Heritage
Attraction:
Bicentennial Turret
and Lookout



Cultural & Heritage
Attraction: Cape
Banks Lighthouse



Cultural/Heritage
Attraction: Cape
Northumberland incl.
Lighthouse/Nature
Park



Cultural/Heritage
Attraction: Port
MacDonnell Maritime
Museum



Local Trail: Carpenter
Rocks Walking Trails



Local Trail: Germain
Reserve Trails



Local Trail: Mount
Schank



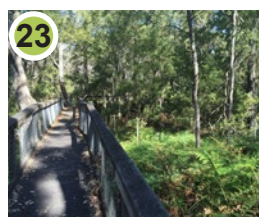
Local Trail:
Penambol
Conservation Park
Trails



Local Trail:
Piccaninnie Ponds
Walk



Local Trail: Port
MacDonnell
Foreshore Shared
Use Path



Local Trail: Telford
Scrub Conservation
Park Trails



Food and Wine: Five
Star Seafoods



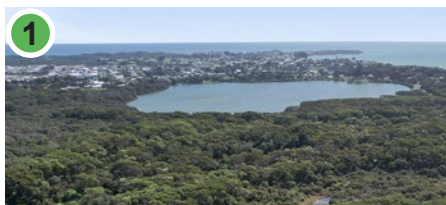
Food and Wine:
Mount Gambier Wine
Region

District Council of Robe



LEGEND

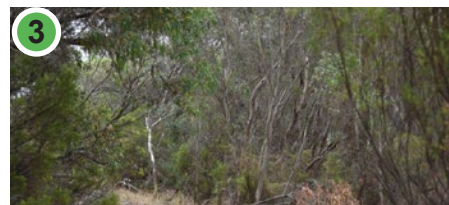
- • • Potential Coastal Trail (Multi-Use)
- The Golden Trail (Multi-Use)
- Council Boundary
- 1 Natural Attraction: Lake Fellmongery
- 2 Natural Attraction: Long Beach
- 3 Natural Attraction: Woakwine Conservation Park
- 4 Cultural & Heritage Attraction: Pai Fang Chinese Monument
- 5 Cultural & Heritage Attraction: Robe Obelisk
- 6 Cultural & Heritage Attraction: Robe Old Gaol Ruins
- 7 Local Trail: Beacon Hill Trails and Lookout
- 8 Local Trail: Little Dip Conservation Park Walks
- 9 Local Trail: Robe Coastal Trail
- 10 Local Trail: Robe's Tasting Trail
- 11 Local Trail: Robe's Town Heritage Trail
- 12 Local Trail: Woakwine Trail (proposed)
- 13 Food and Wine: Loophole Brewery
- 14 Food and Wine: Robe Town Brewery
- 15 Food and Wine: Robe Wine Region
- 16 Food and Wine: Mount Benson Wine Region



Natural Attraction: Lake Fellmongery



Natural Attraction: Long Beach



Natural Attraction: Woakwine Conservation Park



Cultural & Heritage Attraction: Pai Fang Chinese Monument



Cultural & Heritage Attraction: Robe Obelisk



Cultural & Heritage Attraction: Robe Old Gaol Ruins



Local Trail: Beacon Hill Trails and Lookout



Local Trail: Little Dip Conservation Park Walks



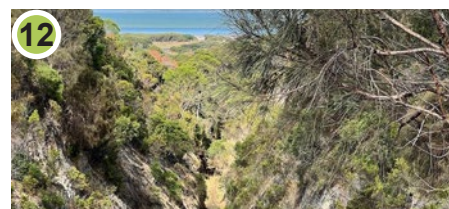
Local Trail: Robe Coastal Trail



Local Trail: Robe's Tasting Trail



Local Trail: Robe's Town Heritage Trail



Local Trail: Woakwine Trail (proposed)



Food and Wine: Loophole Brewery



Food and Wine: Robe Town Brewery



Food and Wine: Robe Wine Region



Food and Wine: Mount Benson Wine Region

Kingston District Council



LEGEND

- Potential Coastal Trail (Multi-Use)
- Potential Rail Trail (Multi-Use)
- Council Boundary
- 1 Natural Attraction: Bernouilli Conservation Park/
Old Lighthouse Cottage Ruins
- 2 Natural Attraction: Jip Jip Conservation Park
- 3 Natural Attraction: Long Beach
- 4 Natural Attraction: Mount Scott Conservation Park
- 5 Natural Attraction: Pinks Beach
- 6 Natural Attraction: The Granites
- 7 Natural Attraction: Wyomi Beach
- 8 Cultural & Heritage Attraction: Cape Jaffa
Lighthouse
- 9 Cultural & Heritage Attraction: The Big Lobster
- 10 Local Trail: Butcher Gap Conservation Park Walks
- 11 Local Trail: Foreshore Shared Use Path to Pinks
Beach
- 12 Food and Wine: Lacepede Seafood
- 13 Food and Wine: Mount Benson Wine Region



Natural Attraction: Bernouilli Conservation Park/Old Lighthouse Cottage Ruins



Natural Attraction: Jip Jip Conservation Park



Natural Attraction: Long Beach



Natural Attraction: Mount Scott Conservation Park



Natural Attraction: Pinks Beach



Natural Attraction: The Granites



Natural Attraction: Wyomi Beach



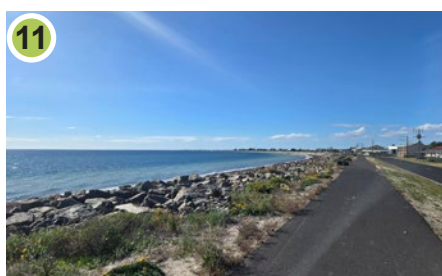
Cultural & Heritage Attraction: Cape Jaffa Lighthouse



Cultural & Heritage Attraction: The Big Lobster



Local Trail: Butcher Gap Conservation Park Walks



Local Trail: Foresore Shared Use Path to Pinks Beach



Food and Wine: Lacepede Seafood



Food and Wine: Mount Benson Wine Region

5. STRATEGIC DIRECTION



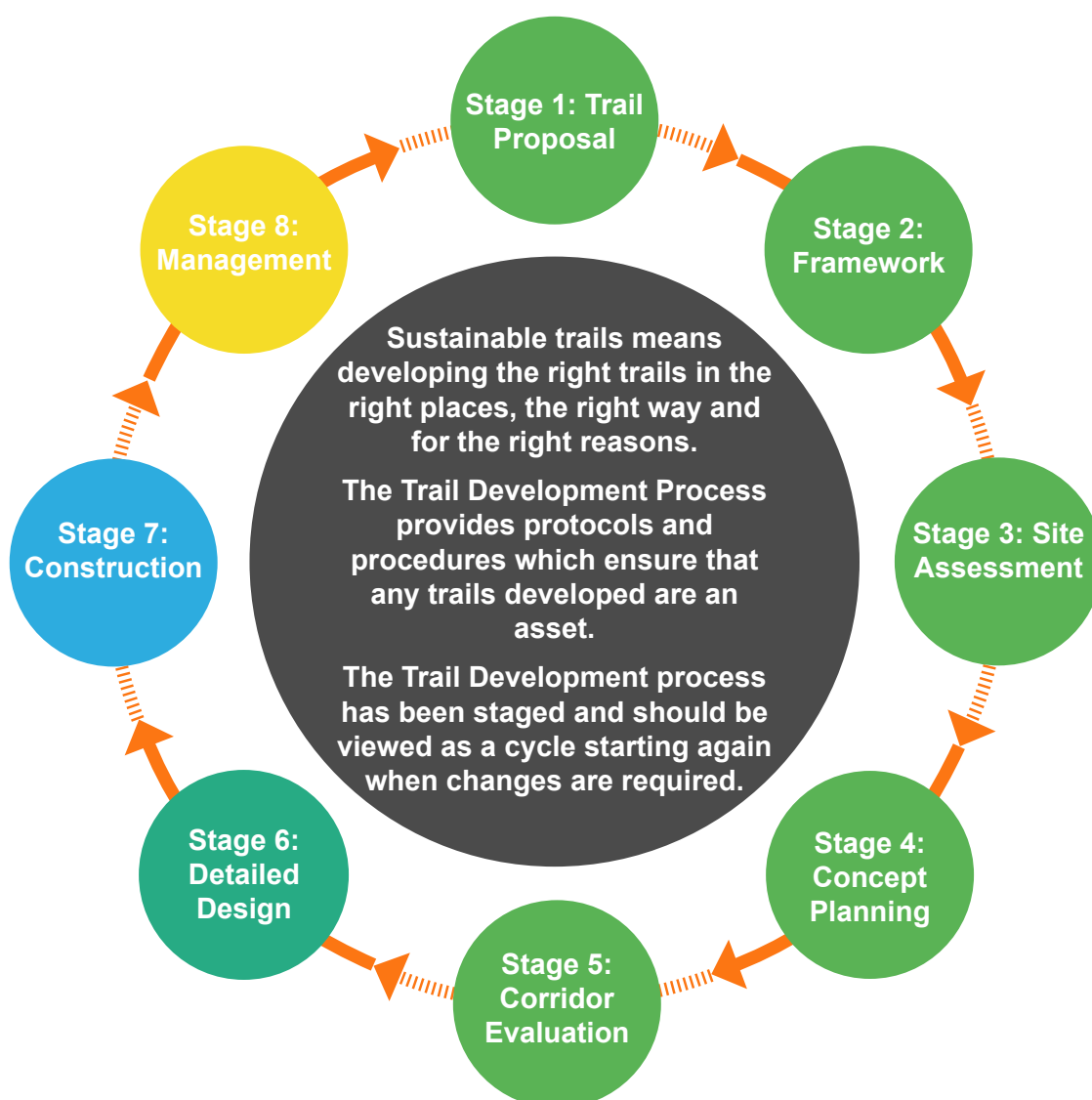
Vision

'The Limestone Coast Connective Trails Strategy represents a long term vision to create a more connected region through an integrated network of trails linking communities, landscapes and visitor destinations. Developed through extensive community engagement, stakeholder consultation, trail audits and strategic analysis, the proposed network responds to identified needs and opportunities while enhancing recreation, tourism, economic development, health and wellbeing throughout the Limestone Coast.'

Eight Stage Trail Development Process

Tracks and trails are like any other asset or facility development and as such, are subject to a formal planning and approval process. A robust trail development process moves trail development away from a purely design and construction approach to a more considered and planned approach. Working within a standardised methodology is especially important for trails with numerous stakeholders and those in high conservation areas. Building rigour into the development process will ensure that project proposals are transformed into professionally built and sustainable assets.

The Trail Development Process encompasses a constant evaluation, review and improvement process as trails are being developed, maintained, extended or renewed.



Source: Trails Development Series (WA Government, 2019)

Strategic Action Plan

The Strategic Action Plan as detailed on the following pages outlines the key strategic initiatives and relevant action statement.

- ① Each action has been allocated a reference to enable identification on the relevant map above.
- ② The trail name identifies the trail, while the location identifies the relevant Limestone Coast council area.
- ③ A brief overview of the trail, including its key characteristics and notable features.
- ④ The key implementation activity identified to improve the trail or network connectivity.
- ⑤ An overall priority rating based on the trails need/demand, feasibility, location and benefit:
 - High = 1-5 years
 - Medium = 6-10 years
 - Lower = 10+ years
- ⑥ Partners:
 - Tatiara District Council (TDC)
 - Naracoorte Lucindale Council (NLC)
 - City of Mount Gambier (CMG)
 - Southern Limestone Coast Council (SLCC)
 - District Council of Robe (DCR)
 - Kingston District Council (KDC)
 - Limestone Coast Local Government Association (LCLGA)
 - Office for Recreation, Sport and Racing (ORSR)
 - SA Department for Environment and Water (DEW)
 - SA Department for Infrastructure and Transport (DIT)
 - Regional Development Australia - Limestone Coast (RDALC)
 - Traditional Owners (TO)
 - Trail Tourism Businesses (TTB)
 - Trail User Groups (TUG)
- ⑦ A cost estimate to support budget development and funding considerations:
 - Lower < \$1 million
 - Medium = \$1-5 million
 - Major Project = \$5+ million

Example Strategy

①	②	③	④	⑤	⑥	⑦
Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
No.	Trail Name Location	Brief overview of the trail	Proposed action or initiative	High	TDC	Major Project

Potential Regional Trail Opportunities

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
Regional Map	Naracoorte to Kingston Rail Trail - Caves to Coast (Shared Use) <i>Naracoorte Lucindale Council Kingston District Council</i>	The first railway in the South East commenced in 1876 and connected the port of Kingston SE inland via Lucindale to Naracoorte agricultural region. It ceased operation in 1990. This alignment presents an opportunity to link key Limestone Coast attractions including the Naracoorte Caves, the township of Lucindale and the coastal town of Kingston SE.	Investigate the feasibility of developing a staged rail trail along the disused railway corridor between Naracoorte and Kingston creating a regionally significant trail that connects key tourism and heritage destinations. Key consideration: 1. Celebrate the corridor's railway heritage through interpretation, restoration of historic rail infrastructure and storytelling at key locations. 2. Connect key visitor attractions including the Naracoorte Caves, Lucindale Township and Kingston Coastline.	High	NLC KDC LCLGA ORSR DEW DIT RDALC TO TTB TUG	Major Project
Regional Map	Limestone Wonders Trail <i>Naracoorte Lucindale Council City of Mount Gambier Southern Limestone Coast Council District Council of Robe</i>	The proposed Limestone Wonders Trail would expand and rebrand the existing Sinkholes Trail into a flagship regional touring experience that showcases the Limestone Coast's globally significant sinkholes, caves, volcanic landscapes, wetlands and freshwater springs. The enhanced trail would connect key destinations across multiple council areas through a coordinated self-drive, walking and recreational tourism network, with consistent branding, signage, interpretation and visitor infrastructure. In addition to the region's iconic sinkholes, the trail would incorporate major cave attractions such as Engelbrecht Cave and potentially the Naracoorte Caves, providing visitors with a richer geological and cultural journey.	Prepare a Trail Development Plan for the enhanced Limestone Wonders Trail which would benefit the region by linking attractions, towns, accommodation, recreation opportunities and cultural experiences into a cohesive destination experience. It would also provide a platform for First Nations storytelling, geological interpretation, accessibility improvements and integration with complementary initiatives such as the Aussie Camino Trail, ultimately positioning the Limestone Coast as a world-class nature-based tourism destination. Note the proposed "Limestone Wonders" trail name needs to be agreed by all key stakeholders and undergo market testing.	High	NLC CMG SLCC LCLGA ORSR DEW DIT RDALC TO TTB TUG	Major Project

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
Regional Map	Naracoorte to Penola Rail Trail (Shared Use) <i>Naracoorte Lucindale Council</i>	This section is part of the former Mount Gambier to Wolseley railway which connected the Limestone Coast region to the broad gauge Melbourne to Adelaide railway, resulting in a break of gauge junction at Wolseley. There is an existing rail trail between Coonawarra and Penola which is around 17km in length. Extending this connection from Coonawarra through to Naracoorte would enable a link through to the Naracoorte attractions including Bool Lagoon and the Naracoorte Caves.	Investigate the feasibility of extending the existing Coonawarra Rail Trail to Naracoorte, creating a continuous regional trail linking Penola and Naracoorte. Key considerations: 1. Position the trail as a gateway to the Coonawarra Wine Region, enhancing access to one of Australia's premier wine regions (approx. 50kms from Naracoorte) 2. Connection to the Naracoorte Caves National Park and Bool Lagoon.	Medium	NLC LCLGA ORSR DEW DIT RDALC TO TTB TUG	Major Project
Regional Map	Naracoorte to Wolseley (Bordertown) Rail Trail - Tatiara - Good Country Rail Trail (Shared Use) <i>Naracoorte Lucindale Council Tatiara District Council</i>	This section is also part of the former Mount Gambier to Wolseley railway which connected the Limestone Coast region to the broad gauge Melbourne to Adelaide railway. Extending this connection north through to the Tatiara DC would link attractions in this area.	Investigate the feasibility of developing a staged rail trail along the disused railway corridor between Naracoorte and Wolseley (Bordertown) creating a regionally significant trail that connects key tourism and cultural heritage destinations. Key considerations: 1. Celebrate the corridor's railway heritage through interpretation, restoration of historic rail infrastructure and storytelling at key locations. 2. Connect key visitor attractions including the Naracoorte Caves, Naracoorte Township and Tatiara region.	Lower	TDC NLC CMG SLCC DCR KDC LCLGA ORSR DEW DIT RDALC TO TTB TUG	Major Project

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
Regional Map	Potential Coastal Trail (Multi-use) <i>Limestone Coast Council</i> <i>District Council of Robe</i> <i>Kingston District Council</i>	The proposed coastal trail would link the major coastal communities of Kingston SE, Cape Jaffa, Robe and Port MacDonnell by connecting existing vehicle accessible coastal tracks, beaches, trails and local path networks into a single, regionally significant corridor. The trail would provide a multi-use recreation and tourism experience, supporting walking, cycling, nature-based tourism and, where appropriate, continued vehicle access on designated sections. The route would showcase the Limestone Coast's nationally significant coastal landscapes, fishing villages, conservation areas, heritage attractions and visitor destinations while improving connectivity between towns and encouraging extended visitor stays. The concept aligns with the broader vision of a regional trail network that strengthens recreation, tourism and community access across the Limestone Coast.	Undertake a staged feasibility, planning and implementation program to establish a fully connected coastal trail between Kingston SE and Port MacDonnell, utilising existing coastal tracks and trail infrastructure wherever possible. The project should identify missing links, assess environmental and land tenure constraints, define appropriate trail uses, secure partnerships and funding, and progressively deliver priority sections to create a continuous iconic coastal trail experience for residents and visitors.	Lower	KDC DCR SLCC LCLGA ORSR DEW DIT RDALC TO TTB TUG	Major Project

Existing Regional Trail Enhancements

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
Regional Map	The Aussie Camino Trail (Hiking) <i>Southern Limestone Coast Council</i> <i>City of Mount Gambier</i>	The Aussie Camino is a 160+ kilometre pilgrimage tracing the historic footsteps of Australia's first Saint Mary MacKillop and Father Julian Tenison Woods. Stretching between Portland in Victoria and Penola in South Australia, the trail offers walkers a quiet, reflective, and scenic journey through the Limestone Coast. While several providers walk the whole trail, there is a commercial operator who conducts walks commencing from Port MacDonnell.	Investigate opportunities to integrate the The Aussie Camino (hiking trail) with the Coonawarra Rail Trail and proposed extension, creating complementary long-distance walking experiences and strengthening regional trail connectivity between Victoria (Portland, Nelson), Port MacDonnell, Mount Gambier, Penola and ultimately Naracoorte and Bordertown.	High	CMG SLCC LCLGA ORSR DEW DIT RDALC TO TTB TUG	Medium
Regional Map	Mount Gambier Rail Trail <i>City of Mount Gambier</i> <i>Southern Limestone Coast Council</i>	The Mount Gambier Rail Trail is a fully sealed, flat shared-use path spanning 12.4 kilometres east-west through the centre of Mount Gambier. There is also a spur line connection that goes out to Compton in the Southern Limestone Coast Council area. Built on a re-purposed historical railway corridor, it provides an accessible, family friendly route for walking, running, cycling, and pram or wheelchair use.	Strengthen the Mount Gambier Rail Trail as a key east-west spine in the regional trail network by enhancing wayfinding, connectivity and promotion of its fully sealed shared-use corridor. Leverage its accessible, family friendly design and historical railway heritage to in-crease local and visitor use, improve links to surrounding paths and destinations, and position it as a flagship urban trail within the Limestone Coast. Rail Trail extensions into the SLCC are proposed to extend the east and west of the existing Mount Gambier Rail Trail; west from Cafpirco Rd to Burnda Rd (to add an additional 3.5km approximately), and east behind the showgrounds to Glenburnie Racecourse.	High	CMG SLCC LCLGA ORSR DIT RDALC TO TTB TUG	Medium

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
Regional Map	Gold Escort Route (4WD) <i>Tatiara District Council</i>	The historical Gold Escort Route stretches between Adelaide and the Mount Alexander goldfields (Castlemaine/Bendigo) in Victoria. Established in 1852 by Police Commissioner Alexander Tolmer to transport miners' gold back to SA, the route covers some of the oldest original interstate tracks still drivable today.	Enhance and activate the historic 1852 Gold Escort Route as a cross border heritage corridor by developing interpretive nodes at verified historic sites, digitising original survey tracings into a public Story Map, and collaborating with regional partners to create a multi-day touring experience that integrates seamlessly with the Limestone Coast trail network.	Medium	TDC LCLGA DEW DIT RDALC TO TTB TUG	Lower
Regional Map	The Golden Trail (cycling) <i>District Council of Robe</i>	A cycling route from Robe to Bendigo that follows the route of the Chinese gold miners that passes through places of cultural and environmental significance as well as avoiding busy roads where possible.	Advance the Golden Trail as a signature cross border cycling route from Robe to Bendigo by completing detailed mapping of the historic Chinese gold mining journey, identifying culturally and environmentally significant sites, and designing a safe, low traffic alignment. Increase awareness through coordinated regional storytelling, digital mapping tools and targeted promotion to position the route as a nationally significant heritage cycling experience.	Lower	DCR LCLGA ORSR DIT RDALC TO TTB TUG	Lower

Existing Local Trail Opportunities

Action Type Explanation

Action Type 1: Maintain and Promote

Objective: Preserve existing trail functionality and user experience through ongoing maintenance, minor improvements and continued promotion.

Example Actions:

- Routine inspection and maintenance of trail surfaces, drainage, vegetation and infrastructure.
- Minor upgrades to improve safety, accessibility and user comfort.
- Replacement or renewal of existing signage where required.
- Ongoing trail marketing through visitor information centres, tourism websites and local promotional materials.
- Monitoring trail use, visitor satisfaction and maintenance requirements.
- Protection of environmental and cultural heritage values along the trail corridor.

Suitable For: Trails that are well established, functioning effectively, and meeting current user needs, where only limited intervention is required to maintain their quality and appeal.

Action Type 2: Upgrade and Enhance

Objective: Improve the visitor experience, visibility and functionality of existing trails through targeted investment in infrastructure, promotion and wayfinding.

Example Actions:

- Development of enhanced trail branding and coordinated marketing campaigns.
- Installation of improved directional signage, interpretive signage and wayfinding systems.
- Upgrades to trailheads, including maps, orientation information, seating, shelters, bike parking and visitor facilities.
- Surface improvements, accessibility enhancements and minor route refinements.
- Expansion of digital information resources including websites, downloadable maps and trail applications.
- Improved links to nearby attractions, town centres and supporting tourism infrastructure.

Suitable For: Trails with strong recreation and tourism potential that would benefit from increased visitation, improved navigation and enhanced visitor facilities.

Action Type 3: Transform and Expand

Objective: Achieve substantial improvements in connectivity, trail quality and visitor experiences through major infrastructure investment and strategic network development.

Example Actions:

- Significant trail realignments to improve safety, accessibility, environmental outcomes or visitor experiences.
- Extension of trail networks to connect destinations, communities, natural attractions and regional trail systems.
- Construction of new trail sections and supporting infrastructure.
- Comprehensive upgrades to signage, interpretation, wayfinding and trailhead facilities.
- Development of destination quality trail experiences and supporting visitor infrastructure.
- Land acquisition, easement negotiations or partnership arrangements to improve trail connectivity.
- Integration with regional tourism initiatives and broader active transport networks.

Suitable For: Priority trails with high strategic, recreational, tourism or economic value where major investment will deliver significant regional benefits and strengthen the Limestone Coast's connective trail network.

Existing Local Trail Opportunities - Tatiara District Council

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
TDC Map (12)	Mount Monster Conservation Park Trails	Mount Monster Conservation Park offers a short but striking trail experience centred on one of the Limestone Coast's most distinctive landforms. The walking track ascends the park's namesake volcanic rise, providing expansive views over surrounding farmland, remnant coastal heath and the broader Tatiara landscape. Key attractions include the exposed limestone cliffs, diverse native vegetation communities, birdlife, and the park's unique geological story as an isolated volcanic feature. Although compact, the trail delivers a strong sense of elevation, landscape contrast and natural character, making it a valuable niche asset within the region's broader connective trail network.	Type 1: Maintain and Promote	High	TDC LCLGA ORSR DEW RDALC TO TTB TUG	Lower
TDC Map (11)	Bordertown to Mundulla Shared Use Path	The Bordertown to Mundulla Shared Use Path provides a safe, accessible connection between the two townships while showcasing the area's rural character and open landscapes. Following the rail corridor and local road reserves, the path offers an easy, family friendly route suitable for walking and cycling, with points of interest including views across productive farmland, remnant native vegetation pockets, and interpretive elements that highlight local history and the region's strong sporting and agricultural identity. As a key local connector, it strengthens active transport links, supports everyday recreation, and forms an important component of a broader regional trail network.	Type 3: Transform and Expand	High	TDC LCLGA ORSR DIT RDALC TO TTB TUG	Medium
TDC Map (13)	Padthaway Conservation Park Trails	Padthaway Conservation Park offers a gentle, nature rich trail experience through one of the Limestone Coast's most intact areas of remnant vegetation. Walking tracks weave through diverse woodland and heath communities featuring blue gums, pink gums and desert stringybark, with seasonal wildflowers adding colour across spring and early summer. Key attractions include opportunities for birdwatching, encounters with kangaroos and other native wildlife, and interpretive insights into the park's ecological significance as part of the broader Naracoorte Coastal Plain. The trails provide a quiet, immersive bushland experience that complements the region's larger landscape based trail destinations.	Type 1: Maintain and Promote	High	TDC LCLGA ORSR DEW RDALC TO TTB TUG	Lower

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
TDC Map (9)	Border Track (4WD)	The Border Track is one of the Limestone Coast's most iconic long-distance four wheel driving trail experiences, running along the SA–Victoria border through the remote expanses of the Ngarkat Conservation Park. The route showcases vast mallee landscapes, sweeping sand dunes, rich biodiversity and significant conservation areas, with opportunities to encounter wildlife such as kangaroos, emus and diverse bird species. Key points of interest include the park's fire recovery zones, heritage sites linked to early settlement and grazing, and panoramic dune-top views that highlight the region's unique ecological character. As a multi-day four wheel driving, rugged adventure trail, the Border Track offers a distinctive wilderness experience within the broader regional network.	Type 2: Upgrade and Enhance	Medium	TDC LCLGA ORSR DEW DIT RDALC TO TTB TUG	Lower
TDC Map (10)	Bordertown Recreation Lake Walking Trail	The Bordertown Recreation Lake Walking Trail is a popular and accessible recreational trail that loops around the scenic Bordertown Recreation Lake, providing opportunities for walking, nature appreciation, birdwatching, fishing and passive recreation. Originally created as part of the redevelopment of a former quarry site, the lake has become a key community and visitor destination featuring walking trails, public art installations, picnic facilities, camping, boating and lakeside recreation.	Type 2: Upgrade and Enhance	Lower	TDC LCLGA ORSR RDALC TO TTB TUG	Lower

Existing Local Trail Opportunities - Naracoorte Lucindale Council

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
NLC Map (8)	Naracoorte Caves Trail	The Naracoorte Caves Trail provides an accessible, landscape rich link between Naracoorte township and the Naracoorte Caves National Park, offering a gradual transition from townscape to the region's internationally significant karst environment. The route highlights key attractions including open farmland vistas, pockets of native vegetation, interpretive elements that introduce the area's geology and megafauna heritage, and arrival at the World Heritage listed cave precinct with its renowned fossil sites and walking experiences. As a safe, family-friendly active transport corridor, the trail strengthens connections to one of the Limestone Coast's premier natural and cultural destinations.	Type 2: Upgrade and Enhance	High	NLC LCLGA ORSR DEW DIT RDALC TO TTB TUG	Lower
NLC Map (9)	Naracoorte Creek Walk	The Naracoorte Creek Walk is a picturesque 5 km shared-use trail that follows Naracoorte Creek through the heart of Naracoorte, connecting key community, recreation and natural assets including the Naracoorte Nature Park. Suitable for walking, cycling and mobility scooters, the trail offers an accessible and low impact recreation experience through shaded creek corridors, open green spaces and areas of native vegetation. The route provides opportunities to experience local biodiversity, heritage features and passive recreation, with picnic facilities and rest areas located along the trail.	Type 1: Maintain and Promote	High	NLC LCLGA ORSR DIT RDALC TO TTB TUG	Lower
NLC Map (6)	Naracoorte and Surrounds Art Trail	The Naracoorte and Surrounds Art Trail links a series of public artworks, murals and cultural landmarks that celebrate the region's creative identity and strong connection to landscape, heritage and community. The trail guides visitors through Naracoorte's town centre and nearby precincts, highlighting key attractions such as large scale murals depicting local stories, sculptures inspired by the area's geology and megafauna, and installations created by regional artists. Together, these sites form an accessible, family friendly cultural experience that complements the region's nature based trails and strengthens Naracoorte's role as a creative hub within the Limestone Coast.	Type 1: Maintain and Promote	Medium	NLC LCLGA DIT RDALC TO TTB TUG	Lower

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
NLC Map (7)	Naracoorte Caves NP Trails	Naracoorte Caves National Park offers a diverse network of short walking trails that immerse visitors in the region's globally significant karst and fossil landscape. Paths connect key attractions including the Wonambi Fossil Centre, cave entrances, limestone outcrops, and interpretive sites that explain the area's megafauna history and geological evolution. Trails traverse open woodland, native grasslands and shaded cave precincts, with regular opportunities for wildlife viewing and learning about the park's conservation values. Together, these trails provide an accessible, family friendly experience that complements the deeper cave tour offerings and strengthens the Limestone Coast's nature based trail network.	Type 1: Maintain and Promote	Medium	NLC LCLGA ORSR DEW RDALC TO TTB TUG	Lower

Existing Local Trail Opportunities - City of Mount Gambier

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
CMG Map (7)	Crater Lakes Trails	The Crater Lakes Trails provide one of the Limestone Coast's most recognisable and accessible walking experiences, circling the vibrant volcanic lake and showcasing Mount Gambier's unique geological story. The sealed trail network offers a mix of short loops and longer circuits with panoramic views across the Blue Lake's/Warwar's crater walls, interpretive signage explaining its colour changes and hydrology, and connections to nearby landmarks such as the Pumping Station, Rotary Lookout and the Leg of Mutton/Yatton Loo and Valley Lake/Ketla Malpi precincts. With high amenity, year round accessibility and strong visual appeal, the Blue Lake Trails form a signature destination within the region's connective trail network.	Type 3: Transform and Expand	High	CMG LCLGA ORSR DEW DIT RDALC TO TTB TUG	Medium
CMG Map (6)	City Heritage Walk	The Mount Gambier City Heritage Walk leads visitors through the city's historic heart, highlighting its rich volcanic origins, early settlement patterns and distinctive built form. The route connects key attractions such as heritage limestone buildings, churches, civic landmarks, and interpretive sites that explain the city's development around its crater lakes and unique topography. With stops including the Old Courthouse, Jens Hotel, the former Town Hall and views toward the Blue Lake precinct, the walk offers an accessible cultural experience that complements Mount Gambier's broader trail network and reinforces its role as a regional heritage hub.	Type 1: Maintain and Promote	Medium	CMG LCLGA ORSR RDALC TO TTB TUG	Lower

Existing Local Trail Opportunities - Southern Limestone Coast Council

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
SLCC Map (19)	Mount Schank Crater Rim Walk	The Mount Schank Crater Rim Walk offers a dramatic volcanic landscape experience, taking visitors up and around one of the region's most striking maar craters. The trail climbs steadily to the rim, revealing expansive views across the surrounding pastoral land, the crater's steep inner walls, and the broader volcanic field that defines the area's geology. Key attractions include the crater's distinctive circular form, exposed basalt features, interpretive insights into its eruption history, and opportunities for birdwatching along the rim. As a short but rewarding summit walk, it provides a signature volcanic viewpoint within the Limestone Coast trail network.	Type 2: Upgrade and Enhance	High	SLCC LCLGA ORSR DEW RDALC TO TTB TUG	Lower
SLCC Map (22)	Port MacDonnell Foreshore Shared Use Path	The Port MacDonnell Foreshore Shared Use Path offers a scenic coastal experience that highlights the township's maritime heritage and rugged Southern Ocean coastline. The path connects key attractions including the town's historic jetty, the maritime museum precinct, sheltered beaches, and lookouts with views toward Cape Northumberland, the southernmost point of South Australia. Interpretive elements share stories of local fishing culture, shipwreck history and coastal ecology, while opportunities to observe birdlife, coastal vegetation and dramatic ocean conditions add to the trail's appeal. As an accessible, family-friendly route, it strengthens Port MacDonnell's role as a coastal gateway within the Limestone Coast trail network.	Type 1: Maintain and Promote	High	SLCC LCLGA ORSR DEW RDALC TO TTB TUG	Lower
SLCC Map (21)	Piccaninnie Ponds Walk	The Piccaninnie Ponds Walk offers a short, tranquil coastal-wetland experience that leads visitors through one of the Limestone Coast's most pristine and internationally recognised freshwater environments. The trail connects key attractions including the crystal clear ponds, coastal springs, wetland boardwalks, and views toward the Southern Ocean, with interpretive signage explaining the site's unique hydrology, conservation significance and globally renowned cave diving features. Surrounded by coastal vegetation and abundant birdlife, the walk provides an accessible, nature rich experience that complements the region's broader coastal and karst landscape trail network. Piccaninnie Ponds is a popular site for snorkelling, cave diving, bird watching and a listed Ramsar site.	Type 1: Maintain and Promote	High	SLCC LCLGA ORSR DEW RDALC TO TTB TUG	Lower

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
SLCC Map (17)	Capenter Rocks Walking Trails	The Carpenter Rocks Walking Trail provides a scenic coastal walking experience that showcases the dramatic landscapes, maritime heritage and natural environments of the Southern Limestone Coast. The trail network links the township of Carpenter Rocks with coastal attractions including Cape Banks Lighthouse, rugged limestone cliffs, sheltered bays, dunes and sections of Canunda National Park, offering opportunities for walking, nature appreciation, birdwatching, photography and heritage interpretation.	Type 1: Maintain and Promote	High	SLCC LCLGA ORSR DEW RDALC TO TTB TUG	Lower
SLCC Map (23)	Telford Scrub Conservation Park Trails	The Telford Scrub Conservation Park Trails provide one of the Limestone Coast's most distinctive forest based walking experiences, offering visitors the opportunity to explore remnant native woodland within a region that has been extensively cleared for agriculture and plantation forestry. The trail network includes the popular Forest Canopy Walk and Stringybark Forest Hike, featuring a 100 metre elevated boardwalk that allows visitors to experience the forest canopy from above while observing native birdlife, koalas, orchids and other biodiversity values. The trails combine recreation, environmental education and nature appreciation through well developed interpretive signage and diverse walking experiences suitable for a broad range of users.	Type 1: Maintain and Promote	High	SLCC LCLGA ORSR DEW RDALC TO TTB TUG	Lower
SLCC Map (18)	Germain Reserve Trails	The Germain Reserve Trails provide one of the Limestone Coast's premier accessible nature-based walking experiences, showcasing a rare remnant wetland and native vegetation ecosystem near Port MacDonnell. The reserve features a network of easy walking trails ranging from approximately 750 metres to 1.25 kilometres, including boardwalk sections and wheelchair accessible paths through wetlands, woodlands and areas of natural regeneration. The trails offer excellent opportunities for birdwatching, wildlife observation, environmental education and nature appreciation, supporting a diverse range of visitors including families, school groups and eco-tourists.	Type 2: Upgrade and Enhance	Medium	SLCC LCLGA ORSR DEW RDALC TO TTB TUG	Lower

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
SLCC Map (20)	Penambol Conservation Park Trails	The Penambol Conservation Park Trails offer a unique nature-based and educational walking experience that combines biodiversity, geology and cultural heritage within one of the Limestone Coast's important conservation areas. The park's walking trail network, including the popular Wombat Walk and Butterfly Walk, provides opportunities for wildlife observation, environmental education and nature appreciation through areas of remnant native vegetation, woodland and habitat supporting wombats, butterflies, birdlife and other native fauna. The park also incorporates significant geological features, including the Caroline Sinkhole, and contains evidence of historical occupation by the Boandik Peoples, providing strong opportunities for geological and cultural interpretation.	Type 2: Upgrade and Enhance	Medium	SLCC LCLGA ORSR DEW RDALC TO TTB TUG	Lower

Existing Local Trail Opportunities - District Council of Robe

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
DCR Map (9)	Robe Coastal Walk	The Robe Coastal Walk offers a highly scenic journey along one of the Limestone Coast's most recognisable shorelines, linking Robe's historic township with its rugged coastal landscapes. The trail features key attractions including the iconic Obelisk, dramatic limestone cliffs, sheltered bays, sweeping ocean views, and interpretive points that highlight Robe's maritime history, shipwreck heritage and coastal ecology. With varied terrain, high visual appeal and strong connections to town amenities, the walk provides an accessible, signature coastal experience within the region's broader trail network.	Type 3: Transform and Expand	High	DCR LCLGA ORSR DEW RDALC TO TTB TUG	Medium
DCR Map (7)	Beacon Hill Trails and Lookout	The Beacon Hill Trails and Lookout in Robe offer a compact coastal-ridge walking and mountain biking experience with elevated views across the township, nearby lakes and the sweeping Southern Ocean coastline. Short loop trails climb through coastal heath and low woodland to the hilltop lookout, where visitors can take in panoramic vistas toward Long Beach, the Robe township, and the surrounding dune systems. Key attractions include interpretive elements on local ecology and history, opportunities for birdwatching, and the site's role as an easily accessible scenic vantage point that complements Robe's broader coastal trail network.	Type 2: Upgrade and Enhance	High	DCR LCLGA ORSR DEW RDALC TO TTB TUG	Medium
DCR Map (10)	Robe's Tasting Trail	The Robe's Tasting Trail is a signature food and beverage tourism experience that showcases the premium wines, craft beer, local produce and artisanal food offerings of the Robe, Mount Benson and Cape Jaffa region. The trail connects cellar doors, breweries, food producers and gourmet experiences, allowing visitors to explore the region's renowned cool climate wine industry while enjoying locally produced food, chocolate, craft beer and specialty products. The trail supports self drive tourism and encourages visitors to spend more time in the region through immersive food, wine and agricultural experiences.	Type 1: Maintain and Promote	High	DCR LCLGA RDALC TO TTB TUG	Lower

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
DCR Map (12)	Woakwine Trail (proposed)	The proposed Woakwine Trail is identified as a priority initiative within the Robe Trails Strategy 2026 and would create a significant nature based recreation corridor connecting the landscapes between Robe, Woakwine Conservation Park and the broader lake, wetland and drainage environments of the region. The trail is envisioned as a shared-use recreational route that showcases the area's unique environmental, engineering and cultural heritage values, including views of the internationally significant wetlands, drainage networks and the iconic Woakwine Cutting, widely regarded as one of Australia's most remarkable rural engineering achievements. The trail would provide opportunities for walking, cycling, nature appreciation and interpretation, while strengthening connections between Robe's coastal attractions and inland conservation areas.	Type 2: Upgrade and Enhance	High	DCR LCLGA ORSR DEW DIT RDALC TO TTB TUG	Medium
DCR Map (11)	Robe's Town Heritage Trail	The Robe Town Heritage Trail is a self-guided walking experience that showcases the rich maritime, cultural and colonial history of the historic township of Robe, one of South Australia's most important nineteenth century ports. The trail connects a collection of significant heritage places including the Customs House, Robe Institute, Old Telegraph Station, churches, cottages, former government buildings and other historic landmarks that interpret the town's role as a major wool exporting port and gateway for Chinese migrants travelling to the Victorian goldfields during the 1850s. The trail provides an accessible and engaging way for visitors to explore Robe's unique history while experiencing the character of its streetscapes and heritage buildings.	Type 2: Upgrade and Enhance	Medium	DCR LCLGA RDALC TO TTB TUG	Lower
DCR Map (8)	Little Dip Conservation Park Walks	Little Dip Conservation Park offers a rugged coastal walking experience that showcases the Limestone Coast's wild shoreline, dune systems and diverse wetland habitats. Trails weave through windswept limestone cliffs, coastal heath, freshwater lakes and secluded beaches, with key attractions including Lake Eliza, the coastal dunes near Long Gully, and panoramic views across the Southern Ocean. The walks provide opportunities to observe birdlife, unique coastal vegetation and the park's striking geological formations, delivering an immersive nature based experience that complements the region's broader coastal and conservation focused trail network.	Type 1: Maintain and Promote	Lower	DCR LCLGA ORSR DEW RDALC TO TTB TUG	Lower

Existing Local Trail Opportunities - Kingston District Council

Ref.	Trail Name and Location	Description	Action	Priority	Partners	Cost Range
KDC Map (11)	Foreshore Shared Use Path to Pinks Beach	The Foreshore Shared Use Path to Pinks Beach in Kingston SE provides a relaxed, family friendly coastal experience linking the town's foreshore with one of its most popular swimming beaches. The path follows the shoreline past key attractions including the jetty, Norfolk pine lined reserves, coastal lookouts and interpretive elements that highlight Kingston's maritime heritage and coastal ecology. With open ocean views, easy access to picnic areas and seamless connection to Pinks Beach's wide sandy shoreline, the route strengthens Kingston SE's role as an accessible coastal gateway within the Limestone Coast trail network.	Type 1: Maintain and Promote	Medium	KDC LCLGA ORSR DEW RDALC TO TTB TUG	Lower
KDC Map (10)	Butcher Gap Conservation Park Walks	Butcher Gap Conservation Park offers a quiet coastal-wetland walking experience that highlights the ecological diversity of the Robe–Kingston coastline. Trails pass through coastal heath, saline wetlands and low dune systems, with key attractions including expansive views across the coastal lakes, opportunities to observe migratory and resident birdlife, and interpretive elements that explain the park's role as an important habitat corridor. The walks provide an easy, family friendly nature experience that complements nearby coastal trails and strengthens the Limestone Coast's broader conservation focused trail network.	Type 1: Maintain and Promote	Lower	KDC LCLGA ORSR DEW RDALC TO TTB TUG	Lower

6. Economic Profiling and Investment Analysis



The Limestone Coast region is strongly positioned to capitalise on the continued growth of trail-based and nature-based tourism through the development of an interconnected regional trail network linking major visitor destinations, townships, natural attractions and cultural experiences. The proposed Limestone Coast Connective Trails Network aligns directly with the strategic objectives of the Limestone Coast Regional Growth Strategy 2025-2030, which identifies the visitor economy as a key driver of regional prosperity and seeks to create “a region people love to visit” through investment in tourism experiences, infrastructure and regional collaboration.

The investment case for regional trail development is supported by national tourism and cycling trends. Tourism Research Australia reports that trips involving cycling activities generated 4.6 million trips, 42 million visitor nights and \$6 billion in visitor expenditure across Australia in 2024, with approximately 70% of those trips occurring in regional Australia. Rail trail tourism alone generated more than \$862 million in visitor expenditure nationally, demonstrating the growing economic value of connected trail destinations. Importantly, cycling visitors typically stay longer, spend more and participate in a broader range of tourism experiences including accommodation, food and beverage, heritage attractions, wineries, shopping and nature-based activities.

The Limestone Coast already possesses many of the attributes associated with successful trail destinations. The region attracts more than 807,000 overnight visitors and 656,000 day visitors annually, generating approximately \$662 million in visitor expenditure. Visitors are primarily attracted by the region’s natural landscapes, wineries, beaches, caves, national parks, heritage attractions and outdoor recreation opportunities, all of which are highly compatible with trail-based tourism experiences. The region’s strong self-drive market, accounting for approximately 93% of visitation, further supports the development of connected walking, cycling and touring routes that encourage exploration beyond traditional visitor hubs.

The proposed regional spine trails, including the Naracoorte to Kingston Rail Trail (Caves to Coast), Naracoorte to Penola Rail Trail, Naracoorte to Wolseley Rail Trail, Mount Gambier Rail Trail, Aussie Camino, Golden Trail, Potential Coastal Trail and Limestone Wonders Trail, provide a unique opportunity to transform the visitor experience from a collection of individual attractions into an integrated regional journey. These connections would link internationally recognised destinations such as the Naracoorte Caves World Heritage Area, Tatiara’s “Good Country” landscapes, the various Wine Regions, Mount Gambier’s and Southern Limestone Coast’s volcanic and sinkhole landscapes, Robe and Kingston’s coastal experiences, and the broader network of local trails, conservation parks, heritage attractions and food and wine experiences throughout the region.

Experience elsewhere demonstrates the potential economic return on such investment. The Brisbane Valley Rail Trail, Australia’s longest rail trail, attracted significant growth in visitation following completion, stimulated major increases in accommodation investment, supported new tourism operators, increased visitor spending, and created employment opportunities across local communities. Visitor research found that scenery, outdoor recreation and adventure experiences were the primary motivations for travel, while local businesses reported substantial increases in trade directly attributable to trail users.

Investment in the Limestone Coast Connective Trails Network is also strongly aligned with Commonwealth and State Government policy directions. At a national level, THRIVE 2030 identifies nature based tourism, regional dispersal, sustainable visitor experiences and increased visitor yield as priority outcomes for Australia’s visitor economy. The National Preventive Health Strategy 2021-2030 supports investment in infrastructure that encourages physical activity and active recreation. At the State level, the South Australian Statewide Trails Strategy 2023-2033 seeks to establish South Australia as a leading trails destination through connected, high quality trail infrastructure, while the South Australian Tourism Plan 2030 prioritises regional tourism development, destination experiences and increased visitor dispersal.

The proposed network also directly supports priorities within the Limestone Coast Destination Management Plan and Regional Growth Strategy, both of which identify trails as important economic, tourism, health and community infrastructure.

Collectively, enhancement, extension and integration of the Limestone Coast's trail assets would create a regionally significant tourism product capable of increasing visitation, extending length of stay, encouraging travel throughout the region, stimulating private sector investment, supporting local businesses and strengthening regional identity. By connecting local attractions, existing trails, town centres, wineries, accommodation providers and nationally significant natural assets through a unified network, the Limestone Coast can position itself as one of Australia's premier regional trail destinations while delivering enduring economic, social and community benefits across all participating Council areas.

7. Accessible and Inclusive Trail Experiences



Accessible and Inclusive Trail Experiences

Providing accessible and inclusive trail experiences is an essential component of the LCCTS and aligns strongly with Commonwealth, State and local government policy directions. Accessible trails ensure that people of all ages, abilities and backgrounds can participate in recreation, tourism and community life, while also expanding the potential visitor market and improving the overall quality of the visitor experience.

The Australian Government's WELCOME Framework – Guidance for Accessible and Inclusive Tourism Businesses promotes accessibility as both a social responsibility and a significant tourism opportunity. The Framework recognises that accessibility extends beyond physical infrastructure and includes welcoming environments, accessible information, clear communication, connected services, inclusive operations and visitor centred experiences. It encourages tourism operators and destination managers to remove barriers to participation and ensure visitors can confidently access and enjoy tourism products and experiences.

For the Limestone Coast, this means that future trail development should consider universal design principles wherever practical, including accessible trailheads, parking, toilets, seating, rest areas, wayfinding, digital mapping, interpretive information and gradient appropriate trail sections. The provision of clear and accurate accessibility information is particularly important, enabling visitors to make informed decisions based on their individual needs and abilities.

Investment in accessible trails directly supports the objectives of THRIVE 2030 – Australia's Visitor Economy Strategy, which identifies accessible tourism as an important opportunity to grow participation and ensure that tourism experiences are available to as many Australians and visitors as possible. The South Australian Tourism Plan 2030 and South Australian Statewide Trails Strategy similarly recognise the importance of increasing participation, improving access to recreation and nature-based tourism, and creating welcoming experiences for diverse user groups.

At the local level, all Limestone Coast councils have adopted Disability Access and Inclusion Plans, demonstrating a commitment to improving accessibility, participation and inclusion within their communities. The LCCTS provides an opportunity to translate these commitments into tangible outcomes through trail infrastructure that enhances access to natural environments, visitor attractions, recreation opportunities and active transport links. Accessible trails are particularly important for older adults, people with disability, families with young children, and visitors with temporary mobility limitations, all of whom represent growing segments of the tourism and recreation market.

Importantly, accessible trail design benefits all users, not only people with disability. Features such as high-quality path surfaces, clear signage, resting points, shade, trail information, digital navigation tools and accessible amenities improve comfort, safety and usability for every visitor. By embedding accessibility and inclusion principles into the planning, enhancement and promotion of regional trails, the Limestone Coast can strengthen its reputation as a welcoming and inclusive destination, increase participation in trail-based recreation and tourism, and align with contemporary best-practice standards for destination development.

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