



Limestone Coast  
Local Government  
Association

**GENERAL MEETING AGENDA**  
Friday 13<sup>th</sup> December 2019  
**Host – Tatiara District Council**  
Tatiara District Council Chamber,  
43 Woolshed Street, Bordertown SA 5268

**Program**

- 9.30am Registration and Morning Tea
- 10.00am Open of the LC LGA General Meeting  
and President's Welcome
- 10.05am Welcome  
Mayor Graham Excell, Tatiara District Council
- 10.10am Guest Speakers
- Mr Ian McKay  
Regional Manager, UniSA Mount Gambier
- Mr Jim O'Hehir  
General Manager - Forest Research, UniSA
- Mr Tony Elletson  
LC Regional Sporting Academy Manager
- 11.15am LC LGA General Meeting continues
- 1.00pm Close of the LC LGA General Meeting
- 1.10pm Christmas Lunch

**AGENDA FOR THE GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION TO BE HELD ON FRIDAY 13<sup>TH</sup> DECEMBER 2019 FROM 10.00AM, TATIARA DISTRICT COUNCIL, 43 WOOLSHED STREET BORDERTOWN SA 5268**

**1.0 MEMBERS/DEPUTY MEMBERS**

**1.1 Present**

Naracoorte Lucindale Council	Mayor Erika Vickery (President)
City of Mount Gambier	Mayor Lynnette Martin
Wattle Range Council	Mayor Des Noll Cr. Moira Neagle (Deputy Mayor)
District Council of Grant	Mayor Richard Sage (Vice President) Cr Kylie Boston
Kingston District Council	Mayor Kay Rasheed Cr. Chris England
District Council of Robe	Mayor Alison Nunan
Tatiara District Council	Mayor Graham Excell

**1.2 In Attendance**

City of Mount Gambier	Mr Andrew Meddle (CEO)
District Council of Grant	Mr Darryl Whicker (CEO)
Wattle Range Council	Mr Ben Gower (CEO)
Naracoorte Lucindale Council	Mr Trevor Smart (CEO)
District Council of Robe	Mr James Holyman (CEO)
Kingston District Council	Ms Nat Traeger (CEO)
Tatiara District Council	Ms Anne Champness (CEO)
LCLGA	Mr Tony Wright (EO) Mr Tony Elletson (Star Club Field Officer /LCRSA Manager) Ms Mae Steele (Executive Support Officer)

**1.3 Guests and Observers**

Federal Member for Barker	Mr Tony Pasin MP
LGA SA	Mr Stephen Smith
UniSA	Mr Ian McKay (Regional Manager) Mr Jim O’Hehir (General Manager-Forest Research)
RDA Limestone Coast	Mr David Wheaton (CEO)

**1.4 Apologies**

Member for Mount Gambier	Mr Troy Bell MP Mr Travis Fatchen (Office Manager)
Member for MacKillop	Mr Nick McBride MP
PIRSA	Ms Peta Crewe (Regional Manager – Limestone Coast)
AusIndustry	Miss Elise Gordon (Regional Manager Southern SA)
District Council of Grant	Cr Gill Clayfield
City of Mount Gambier	Cr. Sonya Mezinec

**“That the apologies be accepted.”**

**Moved,**

**Seconded,**

## **2.0 DISCLOSURE OF INTERESTS**

Any delegate or staff member with a potential conflict of interest is asked to declare the interest on the supplied **Conflict of Interests Declaration Form** detailing what the conflict is and why they will not be participating in any item relating to that issue.

## **3.0 MINUTES OF MEETINGS**

3.1 Confirmation of the Minutes of the June LC LGA General Meeting held in the District Council of Robe on 11<sup>th</sup> October 2019 – *Refer to pages 8-17*

**“That the Minutes of the LC LGA General Meeting held on 11<sup>th</sup> October 2019 be taken as read and confirmed as a true and correct record of the proceedings at that meeting.”**

**Moved,**

**Seconded,**

## **4.0 MATTERS ARISING FROM THE MINUTES**

Business arising from the Minutes of the October 2019 General Meeting.

## **5.0 ACTION SHEET**

*Refer pages 18-19*

## **6.0 CORRESPONDENCE**

*Refer pages 20-21*

### **6.1 Inwards and Outwards**

Key Correspondence to 5<sup>th</sup> December 2019.

Many of these correspondence items will have been received directly by member councils. Should any delegate wish to access any correspondence items listed, but not included with this agenda, they can be made available by contacting the LC LGA Executive Officer.

**“That correspondence be received and noted by LC LGA delegates.”**

**Moved,**

**Seconded,**

## **7.0 FINANCIAL**

### **7.1 Financial Reports**

Executive Officer

*Refer to pages 22-25*

It is recommended that LC LGA:

1. Receive and note the finance reports:
  - a. Report from the Executive Officer.
  - b. The Balance Sheet for the period ending 31<sup>st</sup> October 2019.
  - c. The Consolidated Profit and Loss Budget Analysis for the period 1<sup>st</sup> July 2019 to 31<sup>st</sup> October 2019.

**Moved,**

**Seconded,**



**8.5 Executive Officer Performance Review (Probationary Period) &  
8.6 Destination Tourism Plan Tender Evaluation**

To be circulated under a separate cover

1. Pursuant to Section 3.6.18 of the LCLGA Charter, and Section 90 of the Local Government Act 1999, the Association orders that the public with the exception of:

Ms Nat Traeger (CEO) Kingston District Council  
Ms Anne Champness (CEO) Tatiara District Council  
Mr Andrew Meddle (CEO) City of Mount Gambier  
Mr Darryl Whicker (CEO) District Council of Grant  
Mr Ben Gower (CEO) Wattle Range Council  
Mr Trevor Smart (CEO) Naracoorte Lucindale Council  
Mr James Holyman (CEO) District Council of Robe  
Mr Tony Wright (EO) LCLGA

be excluded from attendance at the meeting in order to consider and discuss Confidential Items 8.5 Executive Officer Performance Review (Probationary Period) and 8.6 Destination Tourism Plan Tender Evaluation.

2. Is satisfied that the principle that meetings of LCLGA should be conducted in a place open to the public has been outweighed in relation to this matter because it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

## **9.0 INFORMATION REPORTS**

### **9.1 LC LGA President's Report**

*To be tabled*

#### 9.1.1 LGA Board

- (i) Draft Minutes of the LGA Board of Directors Meeting held on Thursday 17<sup>th</sup> October and Thursday 21<sup>st</sup> November. *Refer to pages 57-74*

#### 9.1.2 SAROC

- (ii) Draft Minutes and Key Outcomes of the SAROC Meeting held on Wednesday 20<sup>th</sup> November 2019. *Refer to pages 75-80*

### **9.2 Local Government Association of SA**

Stephen Smith

### **9.3 Executive Officer**

Tony Wright

*Refer to pages 81-83*

### **9.4 Climate Adaptation Project Officer**

Prae Wongthong

*Refer to page 84*

### **9.5 Starclub Field Officer**

Tony Elletson

*Refer to page 85*

- 9.6 **Tourism Industry Development Manager**  
Biddie Shearing  
*Refer to pages 86-104*
- 9.7 **Regional Community Road Safety Officer**  
Ali Auld  
*Refer to pages 105-107*
- 9.8 **SEGRA Conference**  
Ali Auld  
*Refer to pages 108-109*
- 9.9 **Limestone Coast Leadership Program**  
Ali Auld  
*Refer to page 110*
- 9.10 **LC Substance Misuse Project Officer**  
Sophie Bourchier  
*Refer to pages 111-112*
- 9.11 **Project Manager**  
Michaela Bell  
*Refer to pages 113-114*

It is recommended that LC LGA:

“the reports for LC LGA President, Local Government Association SA, Executive Officer, Climate Adaptation Project Officer, Starclub Field Officer, Tourism Industry Development Manager, Regional Community Road Safety Officer, SEGRA, Limestone Coast Leadership Program, Substance Misuse Project Officer and Project Manager be received and noted.”

**Moved,**

**Seconded,**

#### **10.0 REPORTS FOR NOTING** (Documentation available on request)

- 10.1 Submission Joint Standing Committee on Migration
- 10.2 Submission to the Inquiry into Local Government Costs and Efficiency Draft Report

#### **11.0 LCLGA SUB-COMMITTEE MINUTES**

- 11.1 **LCLGA Economic Development Reference Group 26<sup>th</sup> Nov 2019**  
*Refer pages 115-119*
- 11.2 **LCLGA Tourism Management Group 21<sup>st</sup> October 2019**  
*Refer pages 120-123*

It is recommended that LC LGA:

“The Minutes and reports from the LCLGA Economic Development Reference Group and LCLGA Tourism Management Group having first been circulated amongst members, be adopted.”

**Moved,**

**Seconded,**

## **12.0 OUTSIDE ORGANISATIONS AND COMMITTEES**

12.1 **Regional Development Australia Limestone Coast**  
*David Wheaton - Chief Executive Officer*  
*Refer pages 124-127*

12.2 **LC Heritage Advisory Services – October 2019 report**  
Richard Woods  
*Refer pages 128-135*

It is recommended that LC LGA;

“Receives and note the Reports.”

**Moved,**

**Seconded,**

## **13.0 OTHER BUSINESS**

## **14.0 ANTICIPATED MEETING CLOSURE – 1.00pm**

The next LC LGA General Meeting is to be held in the Naracoorte Lucindale Council **Friday 14<sup>th</sup> February 2019**. Acceptances and apologies to Mae Steele, LC LGA Executive Support Officer Phone 8723 7310 or Email [admin@lclga.sa.gov.au](mailto:admin@lclga.sa.gov.au)

### **LC LGA CALENDAR**

<b>Date</b>	<b>Meeting</b>	<b>Location</b>
14 <sup>th</sup> February 2020	LG LGA AGM & GM	Naracoorte Lucindale Council

**MINUTES OF THE GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION HELD ON FRIDAY 11<sup>TH</sup> OCTOBER 2019 PORT MACDONNELL COMMUNITY COMPLEX, 5 CHARLES STREET, PORT MACDONNELL SA 5291**

Meeting opened 10am By LCLGA President – Mayor Erika Vickery

Welcome to District Council of Grant by Mayor Richard Sage

Mayor Sage welcomed Mayors, CEO's, LCLGA Staff and Guests to the District Council of Grant and to Port MacDonnell.

- Council area has significant Forestry, Farming and Fishing industries.
- Southern Rock Lobster season commenced 1<sup>st</sup> October

Guest Speakers

Luke Wilson, Cross Border Commissioner Victoria

There was a presentation from the Cross Border Commissioner Victoria which was established in 2018 to work with communities to resolve issues that impact on businesses, organisations and residents living and working at the New South Wales, South Australia, For further information click [here](#)

Andy Stott and Judy Nagy, Substance Misuse Limestone Coast Project (SMLC)

SMLC was founded in 2015 and is now auspiced as a LCLGA Project to facilitate the establishment of a sustainable community based collaborative model to address issues of drug and alcohol use in the Limestone Coast. Since 2015 the funding has focused on specific programs. New funding has been offered by the Federal Government for the next three years to allow the development of an integrated strategy and program.

**1.0 MEMBERS/DEPUTY MEMBERS**

**1.1 Present**

Naracoorte Lucindale Council	Mayor Erika Vickery (President)
City of Mount Gambier	Mayor Lynnette Martin
Wattle Range Council	Mayor Des Noll
District Council of Grant	Mayor Richard Sage (Vice President) Cr Gill Clayfield
Kingston District Council	Mayor Kay Rasheed
District Council of Robe	Mayor Alison Nunan

**1.2 In Attendance**

City of Mount Gambier	Dr Judy Nagy (General Manager City Growth)
District Council of Grant	Mrs Jane Fetherstonhough (Acting CEO)
Naracoorte Lucindale Council	Mr Trevor Smart (CEO)
District Council of Robe	Mr James Holyman (CEO)
Kingston District Council	Ms Nat Traeger (CEO)
LCLGA	Mr Tony Wright (EO) Ms Sophie Bouchier (Project Officer (Substance Misuse Limestone Coast)) Ms Mae Steele (Executive Support Officer)

### 1.3 Guests and Observers

LGA SA	Mr Matt Pinnegar (CEO)
Cross Border Commissioner (VIC)	Mr Luke Wilson
Member for Light	Mr Tony Piccolo (MP) Dr Tom Counce (Policy Advisor)
Substance Misuse LC	Mr Andy Stott (SAPOL) Mrs Sue Mutton
Member for Mount Gambier	Mr Travis Fatchen (Office Manager)
City of Mount Gambier	Cr Paul Jenner
UniSA	Mr Ian McKay (Regional Manager)
PIRSA	Ms Peta Crewe (Regional Manager – Limestone Coast)
Limestone Coast Protection Alliance	Mr John Brooks Ms Merylyn Paxton

### 1.4 Apologies

Federal Member for Barker	Mr Tony Pasin MP
Member for Mount Gambier	Mr Troy Bell MP
Member for MacKillop	Mr Nick McBride MP
RDA Limestone Coast	Mr David Wheaton (CEO)
AusIndustry	Miss Elise Gordon (Regional Manager Southern SA)
Tatiara District Council	Mayor Graham Excell Ms Anne Champness (CEO)
Wattle Range Council	Cr. Moira Neagle (Deputy Mayor) Mr Ben Gower (CEO)
City of Mount Gambier	Cr. Sonya Mezinac Mr Andrew Meddle (CEO)
Wattle Range Council	Mr Ben Gower (CEO) Mr Paul Duka (Deputy CEO)
Kingston District Council	Cr. Chris England

**“That the apologies be accepted.”**

**Moved**, City of Mount Gambier

**Seconded**, District Council of Robe

**CARRIED**

### 2.0 DISCLOSURE OF INTERESTS

Any delegate or staff member with a potential conflict of interest is asked to declare the interest on the supplied **Conflict of Interests Declaration Form** detailing what the conflict is and why they will not be participating in any item relating to that issue.

**NIL**

### 3.0 MINUTES OF MEETINGS

3.1 Confirmation of the Minutes of the June LC LGA General Meeting held in the District Council of Robe on 9<sup>th</sup> August

**“That the Minutes of the LC LGA General Meeting held on 9<sup>th</sup> August 2019 be taken as read and confirmed as a true and correct record of the proceedings at that meeting.”**

**Moved**, Wattle Range Council **Seconded**, District Council of Grant

**CARRIED**

#### **4.0 MATTERS ARISING FROM THE MINUTES**

Business arising from the Minutes of the August 2019 General Meeting.

**NIL**

#### **5.0 ACTION SHEET**

##### **14<sup>th</sup> June 2019 Meeting Action**

8.5.3 Continue with the formation of the LCRSA Advisory Committee and LCLGA Executive Officer and the STARCLUB Field Officer to appoint the appropriate people to form the committee. **COMPLETED**

#### **6.0 CORRESPONDENCE**

##### **6.1 Inwards and Outwards**

Key Correspondence to 3<sup>rd</sup> October 2019.

Many of these correspondence items will have been received directly by member councils. Should any delegate wish to access any correspondence items listed, but not included with this agenda, they can be made available by contacting the LC LGA Executive Officer.

**“That correspondence be received and noted by LC LGA delegates.”**

**Moved**, Wattle Range Council **Seconded**, District Council of Grant

**CARRIED**

#### **7.0 FINANCIAL**

##### **7.1 Financial Reports**

It is recommended that LC LGA:

1. Receive and note the finance reports:
  - a. Report from the Executive Officer.
  - b. The Balance Sheet for the period ending 31<sup>st</sup> August 2019.
  - c. The Consolidated Profit and Loss Budget Analysis for the period 1<sup>st</sup> July 2019 to 31<sup>st</sup> August 2019.
2. Once the Board approves a LCLGA credit card policy three new credit cards can be issued to the following positions within the specified limits:
  - a. Mae Steele, Executive Support Officer, Administration: \$2,000
  - b. Sophie Bouchier, Substance Misuse Coordinator: \$1,000
  - c. Ali Auld, Leadership and Roads Coordinator \$1,000
3. The Petty Cash remain at \$500 until the corporate cards are issue and then reduce to \$250.

**Moved**, District Council of Grant **Seconded**, City of Mount Gambier

**CARRIED**

## **8.0 RECOMMENDATION REPORTS**

### **8.1 LCLGA 2018-19 Annual Report**

#### Executive Officer

It is recommended that LCLGA;

1. Receives and notes the report.
2. Endorse the 2018-19 Annual Report.
3. That a copy of the Annual Report along with the audited financial statements be provided to each Constituent Council on or before the 31<sup>st</sup> October 2019 in accordance with the Local Government (Financial Management) Regulations 2011.

**Moved**, Wattle Range Council      **Seconded**, District Council of Robe

**CARRIED**

### **8.2 LCLGA 2018-19 Audited Financial Statements**

#### Executive Officer

It is recommended that LC LGA;

1. Note and receive the report
2. Endorse the provision of signatures by the President, Executive Officer and Council Chief Executive Officers to the audited accounts.
3. Adopt the audited accounts and appended to the Association's 2018-2019 Annual Report.

**Moved**, District Council of Grant      **Seconded**, District Council of Robe

**CARRIED**

### **8.3 Risk and Audit Committee**

#### Executive Officer

It is recommended that LC LGA;

1. Approve the establishment of a Risk and Audit Committee.
2. Approve the Interim Terms of Reference.
3. Committee Members are appointed until the 2021 AGM.

**Moved**, Wattle Range Council      **Seconded**, District Council of Grant

**CARRIED**

#### **Motion without notice;**

**Moved**, Kingston District Council

It is recommended that the following members be appointed to the newly formed LCLGA Risk and Audit Committee in the interim until the 2020 AGM;

1. Mayor Erika Vickery – Naracoorte Lucindale Council
2. Mayor Richard Sage - District Council of Grant
3. Mr James Holyman - District Council of Robe
4. Mr Paul Duka - Wattle Range Council

**Seconded**, City of Mount Gambier

**CARRIED**

#### 8.4 Accommodation Review

##### Mayor Des Noll

It is recommended that LC LGA;

1. Receive and note the report.
2. Authorise the CEO to investigate the re-location opportunities, costs and benefits of the LCLGA Administration Office to a ground level facility within Mount Gambier following the adoption of the 2020-2025 Strategic Plan and report back to the LCLGA Board.
3. Authorise the CEO to Identify WHS&W issues, Building code requirements and current fire safety compliance regarding safety of employee's for the current LCLGA administration office location and report back to the LCLGA Board.

**Moved**, Wattle Range Council **Seconded**, District Council of Robe

**CARRIED**

#### 8.5 Limestone Coast Economic Development Group

##### Project Manager

It is recommended that the LCLGA;

1. Receives and notes the report
2. Support and endorse the adoption of the LCEDG Terms of Reference.
3. Support and endorse the adoption of the LCEDG Workplan.
4. Support and endorse the adoption of the LCRM Terms of Reference.

**Moved**, Naracoorte Lucindale Council **Seconded**, District Council of Grant

**CARRIED**

### 9.0 INFORMATION REPORTS

#### 9.1 LC LGA President's Report

Thursday 15th August and Friday 16th August - LGA 2019 Roads and Works Conference and dinner in Renmark with around 300 other delegates, speakers and sponsors.

Met with Hon Mark Coulton MP, Minister Regional Services, Decentralisation and Local Government, and assistant Trade and Investment Minister and Hon Tony Pasin MP

Thursday 22<sup>nd</sup> August - Country Arts SA Board meeting at Port Adelaide – Country Arts SA is undertaking a Change Plan – which will lead to there being more staff in regional areas -Attended Country Arts SA Strategic workshop

Friday 23<sup>rd</sup> August - Local Government Research and Development Scheme (LGR&DS) Advisory Committee meeting in Adelaide. LCLGA has two projects that are being supported from this funding.

Monday 26<sup>th</sup> August - RDALC Board meeting and site visit to UDC (United Dairy Company - Penola)

Tuesday 27<sup>th</sup> August - Meeting with RAI and PIRSA – Limestone Coast Migration Project to develop an implementation plan that will assist with the attraction and retention of migrants

28<sup>th</sup> August - LGA Board meeting (via videoconference)

Endorsement of the draft LGASA Guide to Local Government Road Safety Actions and Strategies. Authorising the LGA CEO and President to finalise the LGA's submission on the Strategic Intent of the new South Australian Housing and Homelessness Strategy

Nomination of potential appointees to the South Eastern Water Conservation and Drainage Board. Appointment of Norwood, Payneham & St Peters CEO Mario Barone to the LGA's CEO Advisory Group

2<sup>nd</sup> September - Meeting Archita Sreekumar – Department of Infrastructure, Transport, Cities and Regional Development – RDALC Mt Gambier

4<sup>th</sup> September - CEDA (Committee for Economic Development Australia) Research on Temporary migration and Australia's workforce with keynote speaker, senior economist, Gabriela D'Souza – UniSA Mt Gambier Campus

5<sup>th</sup> September and 6<sup>th</sup> September - LCLGA Strategic Planning Workshop

11<sup>th</sup> September/ 12 September - ALGA Dinner with Minister Mark Coulton – and ALGA Board meeting -Canberra

18<sup>th</sup> September -Regional Executive Officers meeting - Adelaide

19<sup>th</sup> September - SAROC

Guest was Hon Tim Whetstone, Minister for Primary Industries and Regional Development. Topics included drought support, rural medical workforce, Schnapper restrictions.

Saroc resolved to write to the Prime Minister thanking the Aust Government for their support through the Drought Community Support Initiative and is seeking a meeting between the LGA President, SAROC Chair and the Hon David Littleproud to explain the current circumstances in SA and equity for SA and to identify a process for partnering with RDASA for continuity of planning and identification of regional strategic projects that are scoped and ready for activation when funding opportunities occur

SAROC sought the support of LGA Board to seek a delay in the implementation of the phase 2(regional Councils until June 2020 in order to consolidate and

synchronise phase 2 and 3(metropolitan) reforms. This was supported by LGA Board who will write to the State Planning Commission.

20<sup>th</sup> September - LGA Board meeting

Approval of a four-year LGA Advocacy Plan

Adoption of the 2018-19 LGA Annual Report and financials for presentation to the AGM

Approval of funding to external applicants through the Local Government Research and Development Scheme. Endorsement of the LGA's submission to the EPA's review of the *Local Nuisance and Litter Control Act 201*. Endorsement of an LGA submission to the Government's *Heritage in Transition Practitioners Guide*

24<sup>th</sup> September - Limestone Coast Economic Development Group Meeting

LCLGA has made submissions to various Inquiries during the past three months

- Timber Industry in the Limestone Coast of SA
- Use of Off-road Vehicles
- Regional Migration Inquiry

#### Productivity Commission Inquiry

While the Productivity Commission's draft report shows SA councils are generally achieving a high level of efficiency when compared against each other, it still raises a number of questions for the sector which we need your help to answer.

In total, there are 19 requests for further information that cover workforce planning, resource sharing, industrial relations reform, and accountability and transparency measures.

We'll be working with members throughout the eight-week consultation period to gather this information for the Commission before their final report is delivered in November.

The deadline for council feedback to be included in the LGA's submission is 4 October, but councils can provide their own submissions directly to the Productivity Commission up until 25 October. The LGA has produced a discussion paper to help councils consider the draft report

Local government reform LGA held sessions for mayors, council members, CEOs and key council staff. The LGA produced a discussion paper to help councils consider the proposed reforms by 1 November deadline for feedback

Triple J One Night Stand - The triple j One Night Stand has been a wonderful success. Concert goers generously donated \$22,570 for the Stand Like Stone Foundation, which was be equally split between supporting the Lucindale Community Pool and the scholarships for young people to participate in the Limestone Coast Leadership Program.

Thanks to all for the regional support for this significant one off event which had a positive promotion of the whole Limestone Coast and provided benefits right across the region. The One Night Stand was a showcase of everyone working together.

#### 9.1.1 LGA Board

- (i) Draft Minutes of the LGA Board of Directors Meeting held on Thursday 19<sup>th</sup> September.

#### 9.1.2 SAROC

(ii) Draft Minutes and Key Outcomes of the SAROC Meeting held on Thursday 19<sup>th</sup> September 2019.

**9.2 Local Government Association of SA**

Matt Pinnegar, CEO – LGA SA

An overview and update of the LGA Objects and services, Matt provided updates on the LCLGA governance, SAROC, Strategic Management Framework, Campaigns, LG Reform, Productivity Commission Inquiry, Advocacy agenda, ALGA, Procurement & Commercial shared services and LGASA Mutual Pty Ltd.

**9.3 Executive Officer**

Tony Wright

**9.4 2020-25 Strategic Plan Progress**

Tony Wright

- Member thanked Tony for the strategic planning workshop.
- Present Strategic Plan Preview to Mayors on the 15<sup>th</sup> November.

**9.5 Climate Adaptation Project Officer**

Prae Wongthong

**9.6 Starclub Field Officer**

Tony Elletson

**9.7 Tourism Industry Development Manager**

Biddie Shearing

**9.8 Regional Community Road Safety Officer**

Ali Auld

**9.9 SEGRA Conference**

Ali Auld

**9.10 Limestone Coast Leadership Program**

Ali Auld

**9.11 LC Substance Misuse Project Officer**

Sophie Bouchier

**9.12 Project Manager**

Michaela Bell

It is recommended that LC LGA:

“the reports for LC LGA President, Local Government Association SA, Executive Officer, Strategic Planning Progress, , Climate Adaptation Project Officer, Starclub Field Officer, Tourism Industry Development Manager, Regional Community Road Safety Officer, SEGRA, Limestone Coast Leadership Program, Substance Misuse Project Officer and Project Manager be received and noted.”

**Moved**, Wattle Range Council **Seconded**, Kingston District Council

**CARRIED**

## **10.0 REPORTS FOR NOTING** (Documentation available on request)

- 10.1 Submission to the Select Committee Inquiry into  
*“Matters relating to the timber industry in the Limestone Coast”.*
- 10.2 Submission into the Use of Off Road Vehicles In South Australia

## **11.0 LCLGA SUB-COMMITTEE MINUTES**

- 11.1 **LCLGA Economic Development Reference Group 24<sup>th</sup> Sept 2019**
- 11.2 **Limestone Coast Red Meat Cluster 10<sup>th</sup> September 2019**

It is recommended that LC LGA:

“The Minutes and reports from the LCLGA Economic Development Reference Group and LC Red Meat Cluster Minutes having first been circulated amongst members, be adopted.”

**Moved,** City of Mount Gambier **Seconded,** District Council of Robe

**CARRIED**

## **12.0 OUTSIDE ORGANISATIONS AND COMMITTEES**

- 12.1 **Regional Development Australia Limestone Coast**  
David Wheaton - Chief Executive Officer
- 12.2 **LC Heritage Advisory Services – July & August 2019 reports**  
Richard Woods

It is recommended that LC LGA;

“Receives and note the Reports.”

**Moved,** District Council of Robe **Seconded,** Kingston District Council

**CARRIED**

## **13.0 OTHER BUSINESS**

- 13.1 PIRSA Update – Peter Crewe, Regional Coordinator, Limestone Coast  
Have your say on the Accelerating Growth in the food, wine and agribusiness sector. here by 25th October 2019, Limestone Coast Leadership Program Applications Open until 25th October Here, Agri futures Rural Women’s Awards Nominations Close 31st October 2019 Here
- 13.2 Uni SA Update – Ian McKay, Regional Manager - Mount Gambier  
provided an update of developments at UniSA including the feasibility of having a Secondary Teaching Qualification available in Mount Gambier in the future.
- 13.3 Tony Piccolo MP, Shadow Minister Planning/Local Government, Housing/Urban Development, Veteran’s Affairs

Tony attended the meeting and provided an update of his recent work and has invited all Councils to attend a Regional Mayor & CEO Shadow Cabinet Forum on the 29 October 2019.

#### 14.0 **MEETING CLOSED** – 1.00pm

The next LC LGA General Meeting is to be held in the **Tatiara District Council Friday 13<sup>th</sup> December 2019**. Acceptances and apologies to Mae Steele, LC LGA Executive Support Officer Phone 8723 7310 or Email [admin@lclga.sa.gov.au](mailto:admin@lclga.sa.gov.au)

#### LC LGA CALENDAR

Date	Meeting	Location
31 <sup>st</sup> October 2019	LGA Conference & AGM	Adelaide Oval, Adelaide.
21 <sup>st</sup> November 2019	SAROC	LGA House, Adelaide
13 <sup>th</sup> December 2019	LC LGA GM & Christmas Lunch	Tatiara District Council
TBA January 2020	SAROC	TBA
14 <sup>th</sup> February 2020	LG LGA AGM & GM	Naracoorte Lucindale Council

Item	5.0 ACTION LIST	Due Date	STATUS
	<b>11<sup>th</sup> October 2019</b>		
7.1.2	Once the Board approves a LCLGA credit card policy three new credit cards can be issued to the following positions within the specified limits: a. Mae Steele, Executive Support Officer, Administration: \$2,000 b. Sophie Bouchier, Substance Misuse Coordinator: \$1,000 c. Ali Auld, Leadership and Roads Coordinator \$1,000		In progress, cards have not yet been released to staff pending new CC policy and staff training
8.1.3	A copy of the Annual Report along with the audited financial statements be provided to each Constituent Council on or before the 31 <sup>st</sup> October 2019 in accordance with the Local Government (Financial Management) Regulations 2011.	31 <sup>st</sup> October 2019	Completed
	Endorse the provision of signatures by the President, Executive Officer and Council Chief Executive Officers to the audited accounts. Adopt the audited accounts and appended to the Association's 2018-2019 Annual Report.	31 <sup>st</sup> October 2019	Completed
8.4.2	CEO to report to the Board the costs and benefits of the LCLGA Administration Office following the adoption of the 2020-2025 Strategic.	<b>February</b>	In progress
8.4.3	CEO to Identify WHS&W issues, Building code requirements and current fire safety compliance regarding safety of employee's for the current LCLGA administration office location and report back to the LCLGA Board.		<b>In progress</b>
	<b>8<sup>th</sup> August 2019</b>		
8.1	Finalise and publish the LCLGA 2019-20 Business Plan & Budget and invoice annual subscriptions.	23 August 2019	Completed
8.2	Prepare a Submission to the SA Parliamentary Select Committee Inquiry into the Economic impact from Exports of Wood Fibre in council and industry input.	Submission date 20 <sup>th</sup> of September 2019.	Completed
8.3	Finalise the Waste Management Steering Committee ToR for Board endorsement.	October meeting	<b>February Board Meeting</b>
8.4	Distribute to councils and publish the Waste Management Implementation Plan.	23 August 2019	<b>Completed</b>
8.5	Advise GTE that Cr Paul Jenner – City of Mount Gambier and Cr. Julie Reis - District Council of Grant are the nominated delegates to the GTE Board until the next LCLGA AGM.	23 August 2019	<b>Completed</b>

8.6	Publish and distribute the Limestone Coast Regional Growth Strategy Action Plan.	23 August 2019	<b>Completed</b>
10.2	Setup the Executive Officer, President, Vice President and Executive Support Officer to be signatories for up to three term deposits with BankSA to maximise returns and cashflow.	23 August 2019	<b>Completed</b>
10.3	Increase in the Petty Cash to \$500 until the October 2019 Board meeting	<b>October general Meeting</b>	<b>See October Papers</b>
13.1	Foodbank to be advised by DC Grant they can make a funding submission to the LCLGA.		<b>Completed</b>
<b>14<sup>th</sup> June 2019</b>			
8.2.2	<ul style="list-style-type: none"> <li>a. Draft a Limestone Coast Planning Agreement with the Minister for Planning, and present back to the LCLGA Board on 9<sup>th</sup> August 2019 for consideration and referral to member councils,</li> <li>b. Create a mechanism to explore operational models for development assessments to occur in the region.</li> </ul>	December meeting	Workshop held with legal advisors and new agreement circulated.
8.5.3	Continue with the formation of the LCRSA Advisory Committee and LCLGA Executive Officer and the STARCLUB Field Officer to appoint the appropriate people to form the committee.	October meeting	Completed
<b>8<sup>th</sup> February 2019</b>			
8.3.2	Invitation to ICAC to present at a future LCLGA Board meeting		Deferred
<b>14<sup>th</sup> December 2018</b>			
7.2	LCLGA President and Executive Officer to Continue to advocate for monitoring of the Solid Waste Levy on behalf of Limestone Coast Councils.		Ongoing
<b>15<sup>th</sup> June 2018</b>			
8.1.3	Arrange further discussions with RDA LC regarding Limestone Coast Regional Growth Strategy project funding that supports the Actions identified in the Limestone Coast Regional Growth Strategy.		Ongoing
8.1.4	Consider the development of an effective communication plan to support the identified outcomes and under pin the importance of the Limestone Coast Regional Growth Strategy.		Ongoing

Key Correspondence to 6 December 2019

In/Out	Date	Subject	Name & Title	Organisation/ Location
In	8/10/2019	Response Letter from Minister Speirs - Nominees to the Native Vegetation Council - SAROC	Melissa Dahmen	LGA SA
In	8/10/2019	Kashif Naqvi - Promotion SA Cervix Screening Program (SACSP) grants	Kashif Naqvi	PNH Country Health
In	9/10/2019	Mount Gambier Hot Shots Workshop.pdf		Tony Elletson
Out	9/10/2019	Terms of Agreement - A New approach for Coastal Management	Anita Crisp	Coastal Councils Alliance
Out	11/10/2019	LCRSA Advisory Group Meeting Agenda 14th October 2019	Various Recipients	StarClub Database
In	14/10/2019	Information for Tony Piccolo - Migration	Rebecca Vandeppear	Tony Piccolo's Office
In	15/10/2019	Outdoor 10m2 LED Screen For Regional Events	Emma Lamb	SCREENSHOT - Big Screens
In	15/10/2019	R&D Funded Projects	shane.sody@lga.sa.gov.au	Michaela Bell
In	15/10/2019	Audited Wages Declaration - Limestone Coast LGA	Ann Preece	LGRS
In	15/10/2019	BBRF65500 - Limestone Coast Local government Association - Final Report	BBRF Reports - WA State Office	Aus Industry
In	15/10/2019	CSo info and registration Mount Gambier	Various Recipients	StarClub Database
In	15/10/2019	November SAROC Meeting	Melissa Dahmen	LGA SA
In	15/10/2019	Australian Traveller - Article	Biddie Shearing	Biddie Shearing
In	15/10/2019	Quote for the Preparation of the Limestone Coast Red Meat Cluster Strategic Plan.	Rose Wright	Michaela Bell
In	15/10/2019	AsiaAustralis Letter of Engagement 22102019.docx	Nathan Gray	AsiaAustralis
In	15/10/2019	New Program Opp: Regional and Remote Communities Reliability Fund - Microgrids 2019-20	Gordon, Elise	Aus Industry
In	15/10/2019	Academy Induction Evening	Various Recipients	LCRSA Database
In	15/10/2019	New Program Opportunity: Regional and Remote Communities Reliability Fund - Microgrids 2019-20	Gordon, Elise	Gordon, Elise
In	16/10/2019	City of Mount Gambier Sport and Recreation Major Capital Works Program - 2019/2020	Various Recipients	StarClub Database
In	16/10/2019	Limestone Coast Local Government Association Submission - Regional Migration Inquiry	James Bunce	Federal Government
In	16/10/2019	Agenda - Tourism Management Group Meeting	Biddie Shearing	Biddie Shearing
In	17/10/2019	LC LGA PRIORITIES TO GROW VISITOR ECONOMY & Collaboration - goingtoplaces.com	Geoffrey Denning	goingplaces.com
In	17/10/2019	Response Letter from Minister Speirs - Nominees to the Native Vegetation Council - SAROC	Melissa Dahmen	LGA SA
In	21/10/2019	Draft Minutes - LCLGA Tourism Management Group Meeting	Various Recipients	LC Tourism Management Group
Out	22/10/2019	LGA SA Speech information	Sean Holden	LGA SA
In	23/10/2019	Quote for the Preparation of the Limestone Coast Red Meat Cluster Strategic Plan.	Jessie Harman	
In/Out	29/10/2019	Southern Ports' Golf Week - Event Information	Matt Chesterman	Golf SA
In	31/10/2019	New Grant Opportunity: Safer Communities Fund - Round 5 - Infrastructure Grants	Gordon, Elise	Aus Industry
In	1/11/2019	BBRF65500 - Limestone Coast Local Government Association - Final Report Acceptance		BBRF Reports
In/Out	1/11/2019	LCLGA Emergency Contacts	Daniel Newson	LGA SA
Out	4/11/2019	Limestone Coast ATDW workshops	Various Recipients	Tourism Database

In/Out	Date	Subject	Name & Title	Organisation/ Location
In	5/11/2019	October New Product Update	Various Recipients	Wattle Range Council
Out	5/11/2019	Interstate collaboration+Community Achievement Awards	Geoffrey Denning	goingplaces.com
In/Out	6/11/2019	Extension on closing date - Sport and Recreation Major Capital Works Program - 2019/2020	Various Recipients	StarClub Database
In	7/11/2019	2019-2020 Fire Danger Season dates Gazetted for remaining Districts.	Simcock, Claire	CFS
In	8/11/2019	Councils Beyond Gas Forum - Invitation	Elly Hanrahan	Enhar
In	8/11/2019	8th November 2019 LCCSRT - Weekly news and events	Executive Officer;Mae Steele;Michaela	Sophie Bouchier
In	11/11/2019	Follow-up from Friday' meeting - Cape Jaffa Lighthouse	Various Recipients	Kingston District Council
In	11/11/2019	Cape Jaffa Lighthouse	Nat Traeger	Kingston District Council
Out	11/11/2019	Invitation to join a Famil - 2 Options below BOOK NOW	Various Recipients	Tourism Database
Out	11/11/2019	ATDW - Support	Alison Stillwell	Kingston National Trust
Out	11/11/2019	Use of LC Brand Logo	Madeleine Brookes	City of Mount Gambier
In	15/11/2019	Fire Season Dates for Lower South East	Riebe, Amy (CFS);Patten, Andrew (CF	Probert, John (CFS)
In	18/11/2019	LGFSG has moved to ALERT mode		LGFSG
In	18/11/2019	Career Development Opportunity - Secondment to the LGA Council Ready program		LG Emergency Management
Out	18/11/2019	LCRSA - Agenda 19th November 2019	Various Recipients	LCRSA Advisory Group
In	20/11/2019	Recruitment for Global Drug Survey 2020		Global Drug Survey
Out	21/11/2019	CityMag - Limestone Coast Feature	Various Recipients	Tourism Database
Out	21/11/2019	Tender Assessment Tool + Documents	Various Recipients	LCLGA Tourism Management Group
In	30/11/2019	Sponsorship Request - SESSA Training Awards	Megan McCrae	Dept for Education
In	2/12/2019	Help shape our strategy - Womens Employment	Amanda Underwood	Office for Women
Out	2/12/2019	Project Report	Gina	SAFECOM
In	3/12/2019	2018/19 Annual Report - Wattle Range Council	Cathy Bell	Wattle Range Council
In	4/12/2019	Food rescue on the Limestone Coast	Annabel Stewart	Oz Harvest
In	4/12/2019	Inviation - Inquiry into Australia's Waste Management and Recycling Industries	IISR Committee	Federal Government

## 7.1 FINANCE REPORT

### BACKGROUND

As presented to Mayors and CEO's, this year's budget was prepared based on an assumption that most costs would not escalate, and it is not surprising that this assumption is inaccurate.

There was an assumption in the budget that funds would be made available from project liabilities as funds carried forward. In the last Board paper this was included in grants and has now been separated out.

As noted in previous reports there are also inconsistencies at how costs are being allocated when compared to budget for projects and the underspend in project expenses is partly due to costs being allocated to other line items such as travel and meeting expenditure.

Now the end of financial year has been completed a mid-year review of the budget will be undertaken over the next two months to ensure expected project expenditure is accurate and these inconsistencies are addressed.

There are several projects where funding from members equity was provided (called funds carried forward) where we have revised the forecast funds required given the timing and decisions on these projects. The largest impact comes from allocations for the Joint Planning Board (JPB) where the initial operating costs were included at \$163k. However, with information around the structure of a JPB many of these costs would be recovered once the new entity is operating, therefore provisions for the JPB have been reduced by \$130k in the forecast.

The balance sheet shows two major changes from the October Board report, a significant reduction in trade debtors as the majority of member fees and grants have now been received.

We are also now operating three term deposits where we are seeking to optimise cashflow with keeping as much cash as possible in higher yielding accounts. As we adapt to this sequencing, we will be able to sustain a larger amount of our cash in higher yielding Bank SA Term deposits than in the past.

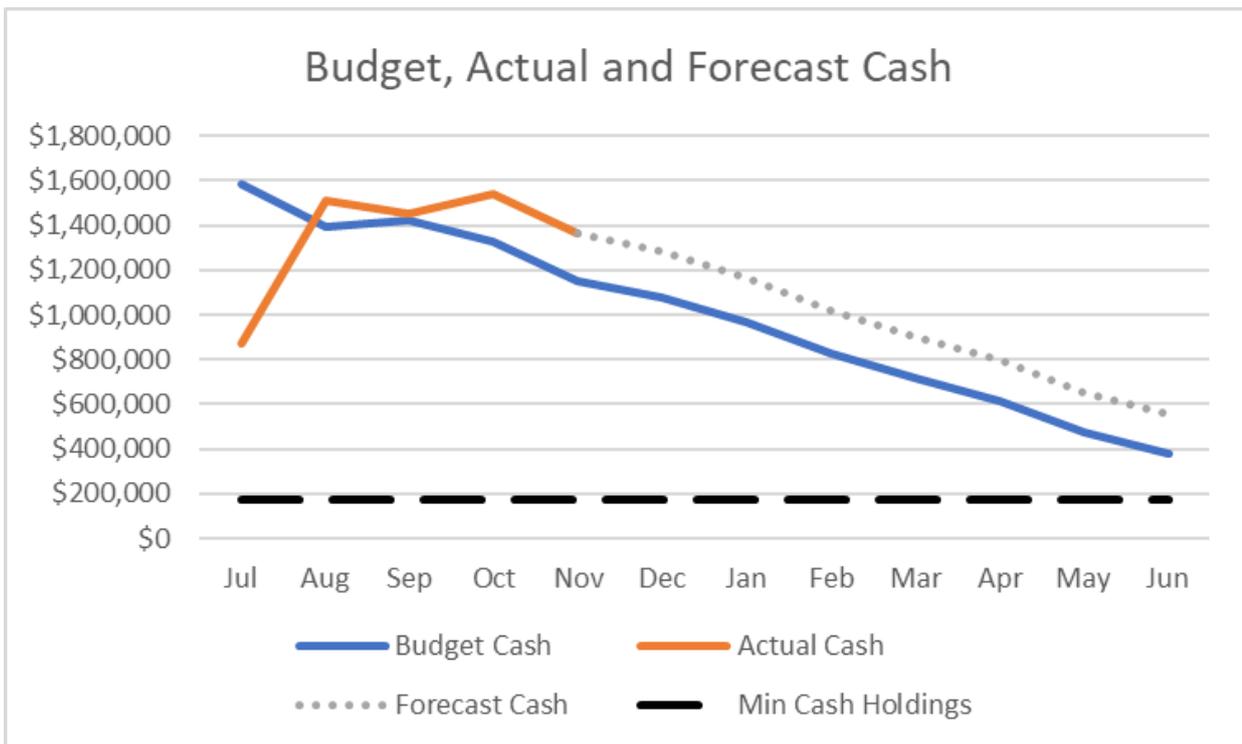
In October we had \$597k in term deposits, we now have \$1,097k in term deposits with an opportunity to increase this further in the first half of the financial year as we improve our cashflow forecast.

### Current Term Deposits

Name	Amount	Rate	Maturity Date
Account 4960	\$500,890.02	1.58%	Feb 2020
Account 0560	\$380,237.81	0.70%	Jan 2020
Account 8860	\$220,000.00	1.58	Jan 2020

The cashflow chart provided in October included funds carried forward as grants this has now been corrected in the attached chart. These reports are still being refined but do show current spending and income patterns relative to the expected position at the start of this financial year which was based on 2018/19. Project Managers will be updating their cashflows to the end of the financial year and the attached chart will be updated reflecting this work at the next Board meeting.

Included in the cashflow forecast is an estimate of Rubble Royalties expected to be paid in December.



**KEY ISSUES**

The current budget is simply the 2018/19 budget with some adjustment for salary, as previously reported some of the assumptions around costs not increasing are incorrect and it was expected there would be variations on budget items.

Project expenditure is below budget and this will be reviewed before the next board meeting to ensure we are delivering the expected outcomes and have an accurate cashflow.

It is clear that some project expenditure has been allocated to other cost items and this will also be reviewed.

**LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION**

Level 1  
9 Bay Road  
Mount Gambier SA 5290

**Profit & Loss Statement**

July 2019 To October 2019

	Actual YTD	Budget YTD	% Diff	Forecast FY	Budget FY	% Diff
<b>INCOME</b>						
Members contributions	\$674,857	\$642,668	5%	\$674,857	\$642,668	5%
Grants	\$462,997	\$455,938	2%	\$517,997	\$455,938	14%
Funds Carried Forward				\$108,000	\$248,000	
Project Income						
Sundry Income	\$634	\$0		\$5,000	\$0	
Interest	\$5,865	\$4,000	47%	\$17,595	\$12,000	47%
<b>Total Income</b>	<b>\$1,144,352</b>	<b>\$1,102,606</b>	<b>4%</b>	<b>\$1,323,448</b>	<b>\$1,358,606</b>	<b>-3%</b>
<b>EXPENSES</b>						
Advertising & Marketing	\$11,684	\$1,200	874%	\$10,000	\$4,350	130%
Audit	\$7,690	\$3,250	137%	\$7,690	\$3,250	137%
Bank Fees	\$382	\$200	91%	\$600	\$600	0%
Computing & IT	\$2,891	\$5,620	-49%	\$15,160	\$17,260	-12%
Consultancy	\$3,506	\$0		\$3,506	\$0	
Occupancy	\$9,853	\$8,040	23%	\$27,060	\$24,120	12%
Governance	\$9,105	\$14,100	-35%	\$18,000	\$23,300	-23%
Insurances	\$5,638	\$3,200	76%	\$9,600	\$9,600	0%
Legal Fees	\$77	\$400	-81%	\$1,200	\$1,200	0%
Meeting Expenses	\$6,026			\$6,026	\$0	
Miscellaneous Expenses	\$4,014	\$0		\$6,000	\$0	
Postage	\$149	\$360		\$500	\$1,080	-54%
Printing/Stationery	\$2,728	\$2,000	36%	\$4,000	\$6,400	-38%
Projects	\$107,127	\$197,591	-46%	\$555,018	\$695,018	-20%
Seminars	\$4,413	\$1,400	215%	\$5,000	\$4,200	-16%
Subscriptions	\$959	\$400	140%	\$1,200	\$1,200	0%
Telephones	\$2,515	\$2,940	-14%	\$7,544	\$8,820	-14%
Trade/Consumer Shows	\$8,328	\$17,000	-51%	\$51,000	\$51,000	0%
Training	\$662	\$2,900		\$8,700	\$8,700	0%
Travel/Accommodation/Meals	\$16,566	\$9,200	80%	\$28,600	\$28,600	0%
Vehicles - Fuel	\$5,450	\$4,200	30%	\$16,350	\$13,400	22%
Vehicles - Leasing	\$13,033	\$14,200	-8%	\$39,099	\$42,600	-8%
Vehicles - Repairs/Maintenance	\$98	\$300	-67%	\$900	\$900	0%
Wages & Salaries	\$246,061	\$236,249	4%	\$724,317	\$708,746	2%
<b>Total Expenses</b>	<b>\$468,954</b>	<b>\$524,750</b>	<b>-11%</b>	<b>\$1,547,069</b>	<b>\$1,654,344</b>	<b>-6%</b>
<b>NET SURPLUS / DEFICIT</b>	<b>\$675,398</b>	<b>\$577,856</b>	<b>17%</b>	<b>-\$223,621</b>	<b>-\$295,738</b>	<b>-24%</b>

Note: YTD = Year to date and FY = Full Year

**Balance Sheet**

As of October 2019

ABN: 42 930 727 010

Email: admin@lclga.sa.gov.au

<b>Assets</b>		
Cheque Account		\$241,562.08
Business Access Saver		\$173,273.23
Term Deposit 1- 4960		\$497,232.66
Term Deposit 2 - 0560		\$380,237.81
Term Deposit 3 - 8860		\$220,000.00
Petty Cash		\$500.00
Trade Debtors		\$156,277.91
<b>Total Assets</b>		<b>\$1,669,083.69</b>
<b>Liabilities</b>		
Trade Creditors		\$36,430.88
Accrued Expenses		\$909.56
<b>CREDIT CARDS</b>		
Starclub Field Officer	\$1,003.95	
Chair	-\$55.00	
Regional Waste Management	-\$24.00	
Tourism Industry Dev Officer	\$1,491.79	
Executive Officer (New)	\$2,215.95	
<b>Total CREDIT CARDS</b>		<b>\$4,632.69</b>
<b>GST LIABILITIES</b>		
GST Collected	\$134,672.64	
GST Control Account	-\$107,544.27	
GST Paid	-\$12,416.32	
<b>Total GST LIABILITIES</b>		<b>\$14,712.05</b>
<b>PAYROLL LIABILITIES</b>		
PAYG Payable	\$11,500.12	
Leave Provisions	\$41,632.27	
Long Service Leave	\$14,856.14	
<b>Total PAYROLL LIABILITIES</b>		<b>\$67,988.53</b>
<b>PROJECT LIABILITIES</b>		
Tourism	\$20,000.00	
Limestone Coast Leadership	\$13,000.00	
ADF	\$9,925.40	
Regional Coastal Alliance	\$54,529.68	
<b>Total PROJECT LIABILITIES</b>		<b>\$97,455.08</b>
<b>Total Liabilities</b>		<b>\$222,128.79</b>
<b>Net Assets</b>		<b>\$1,446,954.90</b>
<b>Equity</b>		
Retained Earnings	\$759,488.22	
Current Year Earnings	\$687,466.68	
<b>Total Equity</b>		<b>\$1,446,954.90</b>

This report includes Year-End Adjustments.

## 8.1 LCLGA 2020 -2025 DRAFT STRATEGIC PLAN

### BACKGROUND

The LCLGA has committed to review its strategic plan at least every five years under our charter and this review has commenced.

Attached is a draft strategic plan which has been developed following meetings, workshops and presentations on the proposed directions.

This has taken a significant commitment from our members to be engaged in the development process and this is most appreciated.

With a blend of new and experienced CEO's and Mayors; and a new Executive Officer this review is timely and sets up this group of Limestone Coast local government leaders to drive this strategy forward over the next 4-5 years.

If approved by the Board, it is proposed to release the draft plan to our members so their respective Councils can formally consider the proposed Strategic Plan before final adoption.

The plan makes use of the why, how and what model to create clarity and focus in the delivery of value to our members.

### KEY ISSUES

From developing this strategic plan, it is clear there are some critical issues which will need to be monitored and addressed as we progress through annual business plans.

These are:

- Focus, value delivery and value capture are critical in terms of outcomes and efficiency of services.
- At some stage we will need to transition to a more sustainable business model as member's equity is reduced.
- Decisions to not increase members fees to cover costs and accept losses increases the potential for member fee shock or a significant reduction in the activities of the Association over the planning horizon.
- Whilst there are always opportunities for cost efficiencies these are marginal in a business of our type where most costs are driven by salaries and accommodation.

Notwithstanding the above challenges the strategy provides an exciting platform for the LCLGA to work closely with our members to deliver significant value to our region.

When Councils are presenting this plan to their elected members the Executive Officer is available to present the strategy to Council meetings and would welcome the opportunity to engage with elected members on the plan.

### RECOMMENDATION

It is recommended that LCLGA;

1. Receives and notes the report.
2. Approve the release of the draft strategic plan for elected member engagement and feedback to present the final plan in February 2020.

**Moved,**

**Seconded,**

# STRATEGIC PLAN

2020 - 2025 DRAFT

*Collectively building stronger communities*



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

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

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

One of the significant differences between most industry associations and the LCLGA is that we are constituted under section 43 of the Local Government Act 1999 as a wholly owned local government subsidiary of our member councils as approved by the Minister.

This is an important difference as most associations operate as either private firms or Not-For-Profit Associations under Associations Acts as separate legal entities.

In our case we operate under the Local Government Act and are wholly owned by our members which means any value or liabilities we attract are directly attributional to our members.

As an extension of our members businesses we are more intimately engaged in working with our member Councils in delivering regional value than most association models.

In our Charter we commit to reviewing our strategic plan every five years.

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

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

We also explored the externalities that are likely to impact our members and the LCLGA in delivering this strategic plan.

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

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

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

In developing this strategic plan, it is essential to consider the capability and capacity of the LCLGA (resources, skills and support) and the external environment in which the plan is to be delivered.

If there is a shift in the external environment or the internal capability of the LCLGA then the strategic plan should be reviewed and amended.

## External Environment

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

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

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

While a number of future trends were considered the CSIRO, and Earnest and Young Q (EYQ) trend provided analysis of emerging trends that are expected to have a significant impact on the world we live in.

The trends considered are summarized in attachment one.

## The community we engage with



## HOW HAS THE LCLGA PERFORMED?

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

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

For every dollar of members fees' invested in the LCLGA around four dollars has been returned in terms of external funding for projects, to councils for projects such as special roads funding and to community groups.

There were 21 discrete advocacies undertaken during the five years.

97% of our projects have benefited multiple Councils, noting that the characteristics of our member Councils can vary significantly and that not all projects benefit all members equally, ensuring member equity across our portfolio of work is an important aspect of our value proposition to our members so we continue to have their support.

Financially, despite losses in recent years, the financial position of the association remains strong with revenue being sourced from members fees, grants and sponsorships for projects and healthy levels of cash reserves.

With no increase in members fees in recent years, in real terms there has been a reduction in revenue. Whilst the rationale was based on healthy cash reserves this does create the potential for a significant increase in the future to balance income and expenses once member equity has been reduced.

The above analysis is summarized in the report card in **figure 1.0**

# STRATEGIC PLAN REPORT CARD 2014-19



## Community and Social Wellbeing



## Sustainable Economy



## Infrastructure



## Environmental Sustainability



## Gov, Leadership & Fin Sustainability



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

## Advocacy Work

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

## External Funds v Member Fees



## Cash, Members Equity and P&L



## Projects - Distribution of Benefits 2014-19

	Robe	Kingston	Wattle Range	Tatiara	Grant	Mount Gambier	Naracoorte Lucindale
<b>Infrastructure</b>							
Regional Development & Growth Plan	●	●	●	●	●	●	●
Regional Transport Plan	●	●	●	●	●	●	●
Special Local Roads Program			●	●	●	●	●
<b>Environmental Sustainability</b>							
Climate change vulnerability & adaptation project	●	●	●	●	●	●	●
LC & Coorong Coastal Action Plan	●	●	●		●		
Limestone Coast Watchers	●	●	●		●		
LIDAR Mapping	●	●	●		●		●
Sea level Rise Flood Inundation mapping	●	●	●		●		
Regional Waste Management Strategy	●	●	●	●	●	●	●
Business Waste Reduction Project Pilot						●	
LC School Waste Reduction & Recycling Challenge			●	●	●	●	●
<b>Sustainable Economy</b>							
LC Regional Trails Master Plan	●	●	●	●	●	●	●
LC Economic Diversification & Growth Strategy	●	●	●	●	●	●	●
Marketing Mentor Program	●	●	●	●	●	●	●
Regional Visitor Guide	●	●	●	●	●	●	●
Tourism - Industry Dev & Visitor Economy Plans	●	●	●	●	●	●	●
Regional Leadership	●	●	●	●	●	●	●
Industry clusters - red meat, cropping and dairy	●	●	●	●	●	●	●
LC Attraction & Retention Strategy	●	●	●	●	●	●	●
Limestone Coast Brand	●	●	●	●	●	●	●
<b>Community &amp; Social Wellbeing</b>							
Head Space Service - following advocacy	●	●	●	●	●	●	●
Star Club	●	●	●	●	●	●	●
Zone Emergency Management	●	●	●	●	●	●	●
South East Road Safety Strategy	●	●	●	●	●	●	●
Regional Public Health & Well-being Plan	●	●	●	●	●	●	●
Drug & Alcohol crisis de-tox and rehab	●	●	●	●	●	●	●
Sports Academy	●	●	●	●	●	●	●
Substance Misuse Limestone Coast	●	●	●	●	●	●	●
<b>Governance, Leadership &amp; Financial Sustainability</b>							
Protection of Aboriginal heritage in the South East	●	●	●	●	●	●	●
Shared Services	●	●	●	●	●	●	●
Regional Heritage Services	●	●	●	●	●	●	●
Joint Planning Boards and Regional Planning Alliance	●	●	●	●	●	●	●
Restructuring our accounts	●	●	●	●	●	●	●

## WHAT OUR MEMBERS TOLD US

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

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

### **Specifically, our members told us:**

---

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

# HOW DO WE CREATE VALUE?

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

It was agreed that there was a preference to be narrow and deep in our approach, to focus on strategic fit, relative value and an awareness of tradeoffs from our choices, such as the lost value from not doing another project or delaying projects or on the additional member investment from the decision.

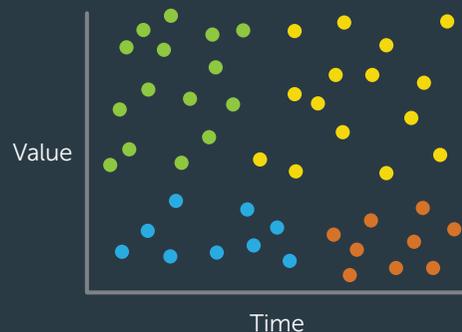
A three-step approach to creating focus and value is proposed for any activity or project we agree to deliver, as shown in **figure 2.0** below.

## 1. Should we do it?



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

## 2. Relative value



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

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

## 3. Opportunity cost / tradeoff



### Impact of saying YES

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

## What are our values

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

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

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

The last strategic plan focused on growing the LCLGA capability, secured increased external resources and developed specific strategies and actions as approved by the Board, they are:

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

These strategies and action plans set a priority framework for the LCLGA. They were developed with our members and stakeholders and approved by the LCLGA Board. Many were approved in the last 12 months. Therefore, delivering these plans and keeping them relevant and focused on best value should be a priority for the next planning horizon, this approach is summarised in **figure 3.0**.

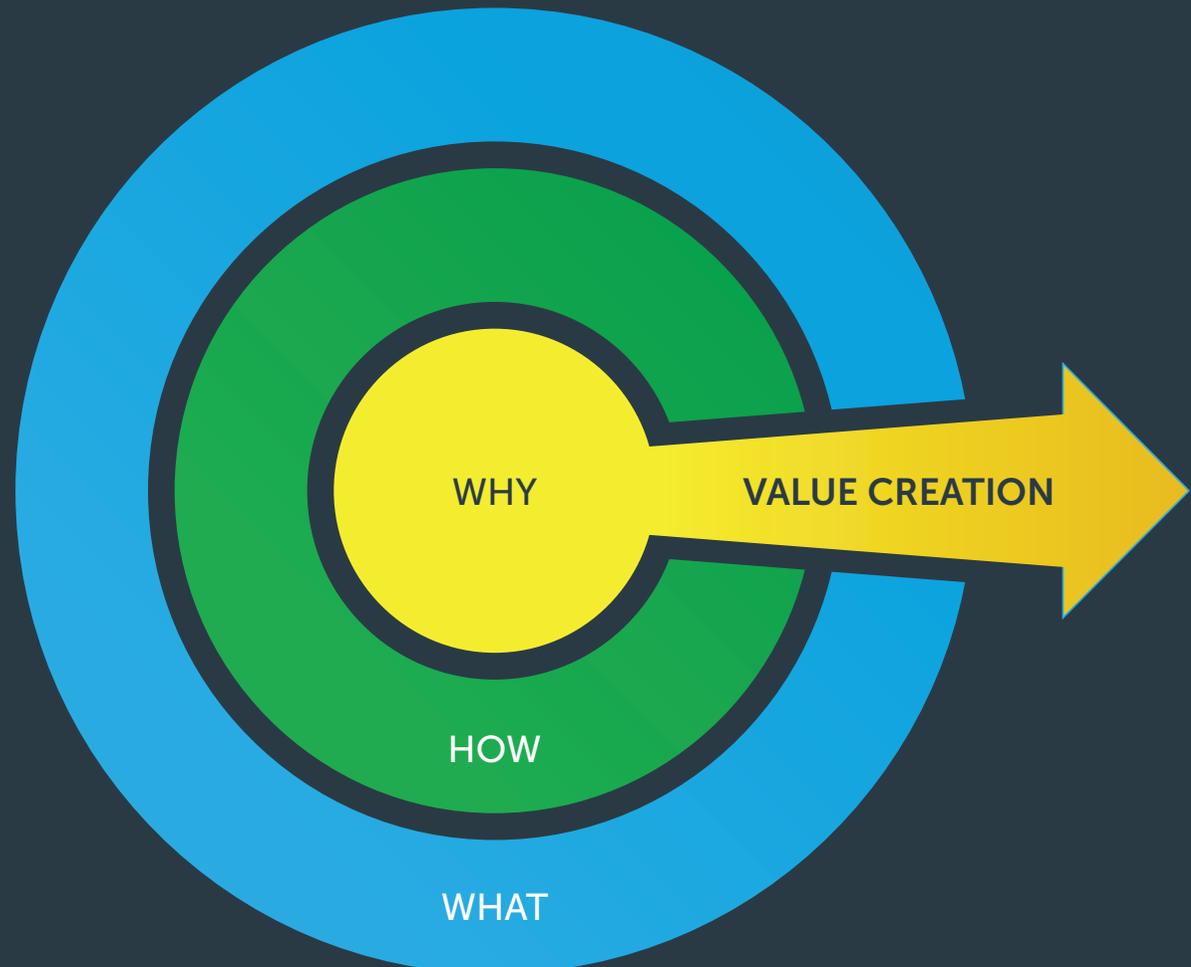


# WHY, HOW AND WHAT

The why, how and what model focuses on understanding why the LCLGA exist, why we are passionate about what we do, why our members continue to support us and be engaged in our activities, its why our stakeholders work with us and support us; its why our employees and partners are excited to be working with us.

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

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



# WHY, HOW AND WHAT

## Why

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

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

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

- > **"Collectively"** is collaboration, connection, facilitation and delivering value to all our members (equitable), stakeholders and the Limestone Coast Community.
- > **"Building"** is growing something better, it implies creating capacity and foundations, securing resources and actively engaging in the change process to create something new with future benefits. Importantly it is active and not passive.
- > **"Stronger Communities"** are communities that thrive and prosper, are sustainable and can meet the future with confidence; and who look after all our citizens to reap the rewards from our efforts. Our community is a grouping of many diverse smaller communities. This diversity is a valuable strength to be embraced and nurtured.

## How and What

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

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

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

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



# BUILDING A STRONGER ECONOMY

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

## Local Government Context

Our members role in building a stronger community includes:

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

## Objectives

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

## Key Performance Indicators

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

## Strategies

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

# BUILDING SUSTAINABLE COMMUNITIES

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

## Local Government Context

Our members role in building a sustainable community includes:

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

## Objectives

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

## Key Performance Indicators

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

## Strategies

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

# BUILDING OUR MEMBERS CAPABILITIES

Building our capability is facilitating or assisting collaboration to increase the availability and access to resources, reducing costs, increasing performance, developing or accessing new skills and knowledge, leveraging our members capability for collective benefits, developing and growing our employees across the region.

## Local Government Role

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

## Objectives

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

## Key Performance Indicators

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

## Strategies

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

## RESOURCE REQUIREMENTS

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

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

Members can choose which projects they support with a general acceptance that due to the diversity of members the benefits will vary across projects and over the life of a project. Some benefits may be direct or indirect depending on the nature of the project and our members have generally accepted that as long as there is overall equity across the project portfolio and regional outcomes, they are happy to support approved projects.

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

In recent years the LCLGA has not increased its members fees resulting successive losses and in real terms a decrease in members fees. Whilst this may be acceptable with available cash reserves in a healthy state, this situation can change and is essentially deferring and accumulating a liability for the future.

Members equity has been used to assist secure external funding so each years financial impact needs to be assessed on a year by year basis.

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

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

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

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

# FINANCIAL SUSTAINABILITY MODEL

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

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

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



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

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

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

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

# ORGANISATIONAL RESOURCES

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

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

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

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

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

## LCLGA roles and responsibilities

To deliver the Strategy it is proposed the following structure be adopted to ensure there is clarity and focus on roles and responsibilities. The main changes include:

- › shifting from a Executive Assistant to a Office Administration function
- › shift in administrative tasks from the Executive Officer to the Office Administration
- › a shift in grant contract administration away from project managers to the Office Administration
- › a dedicated resource to work with all our strategic project committees to develop advocacy positions
- › where we have project managers for specific project delivery, they form a team to enable greater redundancy and consistency in planning

Although not listed in this structure noting the Executive Officer may also take on a role with the JPB under the current proposal.

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



## Place

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

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

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

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

## Systems

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

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

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

# ATTACHMENT ONE: CSIRO AND EYQ MEGA TRENDS

In 2018 the CSIRO Mega Trends analysis identified six Mega Trends that will shape the world we live in, they are:

## More from less

This trend is the imperative to be smarter and more productive with our limited and in some cases declining resources. The challenge from climate change and increasing world population is increasing demand and decreasing supply.

For the Limestone Coast this represents an opportunity as our resources are forecast to be less impacted by Climate Change than other communities and there appears to be considerable scope for increased productive use of our land.

## Going, going, gone

There is a global trend where species and genes are becoming extinct and ecosystems are in global decline.

This is a challenge for all communities including the Limestone Coast. We do appear to be less impacted than other communities, but we are still in a state of decline.

## The Silk Highway

The world economy is shifting from west to east and from north to south mainly due to population growth.

Given our proximity to these markets this is an opportunity for the Limestone Coast if we can overcome our western centric approach to markets.

## Forever young

The aging population will become a source of economic advantage rather than a future liability.

With an aging population and aging workers engaging with our population to increase longevity of economic participation is critical, as well as securing new member for our community from migration.

## Virtually here

The virtual world becomes the preferred environment for work, social interactions, economic activity and the provision of services.

Assisting in this transition is a critical issue for future success, especially with an aging population.

## Great expectations

There is a shift in consumer demand from products to services and experiences. For 15% of the world population it is access to food and water.

This is consistent with recent shifts in visitation attitudes for experiences, there is an opportunity for our region to reconsider our offerings to the market, which are still strongly product orientated.

# ATTACHMENT ONE: CSIRO AND EYQ MEGA TRENDS

Of note the CSIRO mega trend analysis assumes an average increase in global temperature of 3.5 degrees Celsius.

The Earnest and Young Think Tank (EYQ) analysis of mega trends considers that the following trends will be dominate in the next ten years.

## Super consumers

Driven by technology ecosystems such as AI, machine learning, IoT sensors, computing interfaces and real time access to global markets will enable consumer behavior and buying decisions. This will negate the opportunity for arbitrage and drive generic product prices to their marginal cost of production. It will also favor efficient dispatch systems and differentiated high value products and services, noting there is an increased risk and speed of disruption.

Positioning of our regional offering to the market in the high value differentiated space will be essential if we don't want to have our margin and value decreased. It will also be essential to have a strong culture of innovation to become a driver of disruption rather than reacting to it.

## Food by design

With \$5 trillion in global turnover, agriculture generates 24% of global greenhouse gases, takes up 40% of land and consumes 70% of fresh water. By 2050 there will be another 2.5 billion people in the world.

Drivers (social, technology, population growth, health awareness, the cost of carbon and impacts of weather events) will cause food disruption and innovation.

A key to food by design is the mass production of protein, currently it takes 100 calories of feed to produce 3 calories of animal protein with a much higher carbon impact than plant-based protein. In addition to the growing social movement on animal rights.

Agriculture, Fishing and Forestry are significant industries in the Limestone Coast. These markets are set for disruption. For these industries to continue to add significant value to our community it is essential they are at the forefront of new developments in technology and that as much as the value chain can be captured in local markets whilst exploiting the opportunity in national and global markets.

Given the advantages of the Limestone Coast in terms of land and water, it is likely there will be increased competition between food and fiber for these finite and valuable resources.

By 2050 meat production will need to double to meet the demands of the increased population. Meat substitutes, new ways of growing animal protein will develop and shift from niche vegan markets to main stream to meet this demand.

Traditional animal protein will become increasingly expensive and market forces for efficiency of production and consumer demands for traceability will drive significant changes in agricultural practices.

It is likely there will be increased competition for high value agricultural land for intensive food and fiber production.

## Behavioral Design

Increasing use of data and technology for decision making and marketing, concerns about embedding biases in these systems. Human augmentation and connection to technology completely changes the way we engage in society and manage health, social and political systems.

The driver for continuous connectivity will increasingly become a major issue for the competitiveness of regional communities.

## Health Reimagined

Disrupting health care is seen as essential as health costs are on an unsustainable trajectory for most developed economies. Innovations such as real time health monitoring systems, local AI, robots for in home support, gene editing will shift the health power back to the consumer.

## Remapping urbanisation

Cities and urban environments will be reimagined due to climate change and sea-level rises, new technology, changing social values and aging populations. Other changes such as modes of transport (and ownership of transport), use of drones, driverless vehicles and the increasing need for recreational spaces, cool and green spaces, as people work virtually are all drivers of the changing urban setting.

This is a key opportunity with local government responsibility for land use planning and working with communities to transition to sustainable future states.

## 8.2 ACCOMMODATION REVIEW

### BACKGROUND

At the October 2019 Board meeting it was resolved that the Executive Officer be:

1. Authorised to investigate the re-location opportunities, costs and benefits of the LCLGA Administration Office to a ground level facility within Mount Gambier following the adoption of the 2020-2025 Strategic Plan and report back to the LCLGA Board.
2. Authorised to identify WHS&W issues, Building code requirements and current fire safety compliance regarding safety of employee's for the current LCLGA administration office location and report back to the LCLGA Board.

The strategic plan discusses the requirements for LCLGA accommodation in more detail, as requested a further report will be made to the Board when the Strategic Plan is approved.

In terms of the WHS&W and compliance matters we have commissioned a review of our offices by Cooper Building Design and expect to have a completed report, with a focus on fire and safety compliance and more general observations on other compliance matters. The report will be circulated to the Board when received with specific recommendations.

Without pre-empting the outcome of the review if there are significant WHS&S deficiencies in our office we will need to engage in immediate communication with the building owner to ensure these matters have attention and are actioned.

Noting that previous communications over inadequate heating and cooling systems and questions on other building related matters have had little response in the past.

### KEY ISSUES

1. The Board has requested the Executive Officer review the suitability of the LCLGA accommodation following the adoption of the strategic plan, and immediately address any compliance and safety issues to be reported to the Board.
2. A consultant has been engaged to complete this review.
3. Depending on the report there will be recommendations based on the findings.

### RECOMENDATION

It is recommended that LC LGA;

1. Receive and note the progress in the accommodation review process.

**Moved,**

**Seconded,**

## 8.3 Cross-Border Initiative: Memorandum of Understanding

### BACKGROUND

In September this year, a meeting was conducted between the Tatiara District Council and the Wimmera Mallee Tourism Association which identified an opportunity to work cross-border (east/west) on tourism initiatives, however, there was no agreed framework for this to occur.

A scoping document was prepared to capture opportunities, laid out our collective thinking and identified our areas of alignment and explored operating models. During this work it was unanimously evident that there were long standing and existing similarities plus potential future opportunities.

This alliance has collectively agreed that due to geographical similarities, common boundaries and perceived importance focused on 'above the line' marketing investment placed on attracting visitation that leads to economic outputs into these regional and rural locations has lost traction and needs a unified voice, especially given our similarity of positioning to the desired end consumer.

To be competitive, the alliance will need to take into account innovation and the increasing importance of regional dispersal. There is an understanding that approximately 4,000 vehicle movements occur each day throughout the proposed regional footprint. In addition, there is increased focus internally and externally in connecting trails and tourism routes within each state and region. We also note the predicted population growth of Melbourne as a major gateway city, and this includes the residential spread to the north and western side of the city.

It is suggested that a cross-border alliance be created that aims to bring together regional councils in a unique geographical location that have a high level of commonality with potential to grow our local economies while increasing the awareness of the region and its collective opportunities.

### The Opportunity

Our initial aims are to create a cross-border alliance that has broad-ranging benefits across our communities by -

- Bringing together our collective knowledge, enthusiasm and unified desire to create compelling communication that celebrates our communities
- Attracting and growing the number of visitors
- Growing and diversifying our local economies
- Building advocacy and speaking with one voice with our external stakeholders, plus state and federal counterparts.

Potential projects could include -

- Aligning our digital platforms for a seamless consumer experience – using ALPACA etc.
- Exploring and evolving the Golden Escort Route
- Formalising the Golden Escort Route
- Linking the cycling/walking trails across the region (Wimmera River Discovery Trail etc.)
- Leveraging the Silo Art Trail to the Coorong's Coonalpyn silos
- Developing a targeted PR campaign
- Increase product representation in existing touring routes of high appeal (e.g. Great Southern Touring Route and Melbourne to Adelaide Touring Route.
- Influence itinerary planners.

## **Governance**

Finding the right governance arrangements for this collaboration is the most complex task. An overarching vision for collaboration is a useful place to start.

While our long-term vision could include other local government organisations in neighboring areas, the initial discussions have identified opportunities along the Dukes/Western Highways and included Tatiara, West Wimmera, Hindmarsh, Yarriambiack and Buloke Shire Council.

There could also be provision scoped to involve other stakeholders like industry groups and associations along the footprint of the alliance, whose values, goals and objectives align with the alliance.

Considering the number of stakeholders, it is envisaged that the alliance commences with a brief Memorandum of Understanding (MoU) and outline an agreement that while we establish our working relationship, we commit to review this on a 6-monthly basis in order to keep all parties in a fully collaborative position.

We envisage a simple but clear arrangement for our alliance. To achieve this, we need to clearly identify our objectives and through the local government process agree to commit.

Initially, the alliance will be supported by the LCLGA Tourism Industry Development Manager and Jeff Woodward from Hindmarsh Shire Council and together will -

- Provide administrative support to the alliance;
- Set meetings, develop agendas, record actions and distribute to appropriate parties;
- Implement key actions, recommendations from meetings on behalf of the alliance;
- Report to the alliance on the progress of these actions/ recommendations; and
- Provide management advice to the alliance on all of the above.

## **KEY ISSUES**

Attached is a draft Memorandum of Understanding between Limestone Coast Local Government Association and the Wimmera Mallee Tourism Association for discussion and consideration.

## **RECOMMENDATIONS**

It is recommended that the LCLGA;

1. Note the report.
2. Endorse the establishment of a cross-border alliance between Limestone Coast Local Government Association and the Wimmera Mallee Tourism Association through a Memorandum of Understanding.
3. Authorise the President to sign the Memorandum of Understanding.

**Moved:**

**Seconded:**

# Memorandum of Understanding

## Wimmera Mallee Tourism and Limestone Coast Local Government Association

**Purpose:** The aim of the document is to provide a formal framework to advance cross-border initiatives and improve the East/West tourism links, including along the Dukes & Western Highways.

Over time, and through various informal meetings, it has become evident there are long standing existing similarities and potential future opportunities. The creation of a cross-border alliance aims to bring together regional councils and associations in a unique geographical location that have a high level of commonality, with potential to grow our local economies while increasing the awareness of the region and its collective opportunities.

The core region encompasses the tourism footprints of the councils in the Limestone Coast Local Government Association and the Wimmera Mallee Regional Tourism Association, who are themselves partners in state-based regional tourism organisations.

# MEMORANDUM OF UNDERSTANDING

Between:

**Wimmera Mallee Regional Tourism Association  
of 34 Lyle Street, Warracknabeal**

and

**Limestone Coast Local Government Association  
of Level 1/9 Bay Road, Mt Gambier**

## 1. Duration of MOU

- a) This is a non-binding Memorandum of Understanding (**MOU**) between **Wimmera Mallee Regional Tourism Association** and **Limestone Coast Local Government Association**. The MOU will apply from **13<sup>th</sup> December 2019** and will continue to apply until termination by either party on the giving of 1 month's written notice to the other.

## 2. Scope

- a) **Wimmera Mallee Regional Tourism Association** and **Limestone Coast Local Government Association** are committed to maintaining a positive and cooperative working relationship.
- b) **Wimmera Mallee Regional Tourism Association** and **Limestone Coast Local Government Association** are committed, where practical, to work collaboratively to deliver tourism related projects.
- c) As part of the parties' mutual commitment, **Wimmera Mallee Regional Tourism Association** and **Limestone Coast Local Government Association** will act in accordance with the spirit and intent of this MOU, even though neither party intends that it be legally binding.

## 3. Goals and objectives

- a) The parties will work together to develop, promote and raise awareness of tourism products to disperse visitors across both the Wimmera Mallee and Limestone Coast regions.
- b) Demonstration of successful cross-border communication and collaboration will foster the development of future partnerships in the tourism industry providing greater support across a larger region.

- c) Develop a strong foundation as a regional tourism industry and leverage off each others strengths to improve visitation numbers in a sustainable manner.

#### **4. Roles and responsibilities**

- a) Each party will provide information and communicate in a timely efficient manner either via email, phone or video conferencing.

#### **5. Meetings**

- a) Meetings in relation to the subject of this MOU will be held as required, with two weeks given notice, at locations alternating between the WMT region and the Limestone Coast region.
- b) Meetings will be chaired by Cr Ron Ismay of the Wimmera Mallee Tourism Board.
- c) Meeting agendas and minutes will be prepared by Jeff Woodward, Hindmarsh Shire Council.
- d) Meeting agendas will be circulated to all parties seven days ahead of a scheduled meeting. Meeting minutes will be circulated to all parties no later than seven days after a scheduled meeting.

#### **6. Reporting**

- a) Reports of any projects or meetings in relation to the work currently or potentially to be completed by either party will need to be stored in a secure place for the duration the MOU is effective.
- b) Reports must be written and documented and shared between both parties.

#### **7. Advertising and announcements**

- a) Unless required by law, an announcement, circular or other public disclosure including promotional materials such as newsletters, brochures, flyers or annual reports, referring to the contents or subject matter of this MOU, must not be made or permitted by a party without the prior written approval of the other party.

#### **8. Confidentiality**

- a) The parties acknowledge that information disclosed by one party to the other (the disclosing party) in the course of the subject matter of this MOU may be confidential and unless required by law must not be disclosed to a third party except with the prior written consent of the disclosing party.

## **9. Dispute resolution**

- a) If a dispute or difference arises between the parties out of or in connection with this MOU, either party may give the other a written notice specifying the dispute or difference.
- b) Within 30 days of the date of the notice, a person holding a position of senior management of each party must meet and undertake negotiations in good faith and on a without prejudice basis with a view to resolving the dispute or difference.

## **10. Variation**

- a) The parties may agree to vary any of the requirements of this MOU. Such agreement must be in writing and signed by both parties.

DRAFT

**SIGNATURES**

Signed for **Wimmera Mallee Tourism**  
by its authorised representative in the  
presence of:

..... Signature of witness	..... Signature of authorised representative
..... Name of witness	..... Name of authorised representative
..... DATE:	..... Title of authorised representative

Signed for **Limestone Coast Local  
Government Association** by its  
authorised representative in the  
presence of:

..... Signature of witness	..... Signature of authorised representative
..... Name of witness	..... Name of authorised representative
..... DATE:	..... Title of authorised representative

## 8.4 LCLGA 2020 MEETING SCHEDULE

The Limestone Coast Local Government Association General Meetings are normally held bimonthly on the second Friday of the month.

Date	Meeting	Location
5 <sup>th</sup> February 2020	SAROC	LGA House, Adelaide
14 <sup>th</sup> February 2020	LC LGA AGM & GM	Naracoorte Lucindale Council
19 <sup>th</sup> March 2020	SAROC	LGA House, Adelaide
2 <sup>nd</sup> & 3 <sup>rd</sup> April 2020	Council Best Practice Showcase LGA Ordinary GM	Adelaide Entertainment Centre
17 <sup>th</sup> April 2020*	LC LGA GM	Kingston District Council
21 <sup>st</sup> May 2020	SAROC	LGA House, Adelaide
19 <sup>th</sup> June 2020*	LC LGA GM	City of Mount Gambier
23 <sup>rd</sup> July 2020	SAROC	LGA House, Adelaide
14 <sup>th</sup> August 2020	LC LGA GM	Wattle Range Council
TBC August 2020	LGA Roads & Works Conference	TBC
17 <sup>th</sup> September 2020	SAROC	LGA House, Adelaide
9 <sup>th</sup> October 2020	LC LGA	District Council of Robe
31 <sup>st</sup> October 2020	LGA Conference & AGM	Adelaide Oval, Adelaide.
19 <sup>th</sup> November 2020	SAROC	LGA House, Adelaide
11 <sup>th</sup> December 2020	LC LGA GM & Christmas Lunch	Grant District Council
TBA February 2021	SAROC	LGA House, Adelaide
12 <sup>th</sup> February 2021	LG LGA AGM & GM	Tatiara District Council

### DISCUSSION

The LCLGA would like to amend two of the proposed meeting dates for 2020 due to clashes caused by Easter and the required time in our charter for our members to consider our business plan. The proposed new dates for the April and June meeting are listed below:

17 <sup>th</sup> April 2020	LC LGA GM	Kingston District Council
19 <sup>th</sup> June 2020*	LC LGA GM	City of Mount Gambier

### RECOMMENDATION

It is recommended that the LCLGA;

1. Receive and note the report.
2. Endorse the two LC LGA GM amended dates for 2020

**Moved,**

**Seconded,**

## **LGA Board of Directors – Key Outcomes Summary – 17 October**

### **Public Health**

The Board endorsed a Regional Public Health Planning Guide that will be provided to councils.

### **Regional LGA Board meetings**

The Board agreed to hold two meetings in regional South Australia in 2020, and asked the Secretariat to seek expressions of interest from regional LGAs for councils interested in hosting one of these meetings.

### **SA Boating Facility Advisory Committee**

The Board resolved to forward a panel of nominees, comprised of Cr Chad Buchanan (City of Salisbury), Cr Sarah McGrath (City of Charles Sturt), Cr Kym McKay (City of West Torrens) and Mayor Leon Stephens (Port Pirie Regional Council) to the Minister for Transport, Infrastructure and Local Government, for the appointment of one representative to the SA Boating Facility Advisory Committee.

Draft

## **Draft Minutes of the LGA Board of Directors Meeting held on Thursday 17 October 2019 at 1:00 pm in the Boardrooms at Local Government House, 148 Frome Street, Adelaide**

### **1. Welcome, Present & Apologies**

The President opened the meeting at 1.00 pm and welcomed members and staff.

#### 1.1 Present

Mayor Sam Telfer	Director / LGA President
Mayor Kevin Knight	Director
Mayor Peter Matthey OAM	Director
Mayor Clare McLaughlin	Director ( <i>via video conference</i> )
Mayor Keith Parkes	Director
Mayor Karen Redman	Director / Chair of GAROC
Mayor Erika Vickery OAM	Director / Chair of SAROC
Mayor Jan-Claire Wisdom	Director

#### **LGA Secretariat:**

Matt Pinnegar	Chief Executive Officer
Dr Andrew Johnson	Executive Director Corporate Governance / Mutual
Steve Nolis	Executive Director Commercial
Lisa Teburea	Executive Director Public Affairs
Alicia Stewart	Director Governance & Legislation
Andrew Wroniak	Director Corporate Services
Belinda Caruana	Senior Policy Officer – Public Health
Andrew Lamb	Local Government Reform Partner
Astrid Crago	Administration Coordinator (Governance) ( <i>minutes</i> )

#### 1.2 Apologies & Absences

Mayor Gillian Aldridge OAM	Director / Office of the Immediate Past President
Mayor David O'Loughlin	Director

## 2. Minutes of Previous Meeting

### 2.1 Minutes of Meeting held 19 September 2019

Moved Mayor Matthey Seconded Mayor Vickery that the LGA Board of Directors confirms the minutes of the meeting held on 19 September 2019 as a true and accurate record of the proceedings held.

**Carried**

### 2.2 Resolutions and actions from previous meetings

Moved Mayor Vickery Seconded Mayor Wisdom that the LGA Board of Directors notes progress with resolutions resulting from the meeting of 19 September 2019 and outstanding resolutions from earlier meetings.

**Carried**

## 3. LGA Updates

### 3.1 Report from the LGA President

The President provided a verbal update on the report.

Moved Mayor Redman Seconded Mayor Wisdom that the LGA Board of Directors notes the verbal update and the report.

**Carried**

### 3.2 Report from the LGA CEO

The CEO provided a verbal update on the report.

Moved Mayor Wisdom Seconded Mayor Parkes that the LGA Board of Directors notes the report.

**Carried**

## 4. Reports from Bodies Established Pursuant to the LGA Constitution

### 4.3 South Australian Region Organisation of Councils (SAROC) Committee

Moved Mayor Vickery Seconded Matthey that the LGA Board of Directors notes the draft minutes of the South Australian Region Organisation of Councils (SAROC) Committee meeting held on 19 September 2019.

SAROC Committee Chairperson, Mayor Erika Vickery, provided a verbal update.

**Carried**

## 5. Invited Guest Speakers

Nil.

# Draft

## 6. Proposed Items of Business submitted by Member Councils

Nil.

## 7. Reports for Discussion

### 7.1 Local Government Public Health Program and Draft Guide to Regional Public Health Planning

Senior Policy Officer - Public Health, Belinda Caruana answered questions from the meeting.

Moved Mayor Knight Seconded Mayor Vickery that the LGA Board of Directors:

1. notes the report;
2. notes the formal conclusion of the Local Government Public Health Program;
3. endorses the draft Guide to Regional Public Health Planning; and
4. recommends the Regional Public Health Planning Guide to member councils.

**Carried**

### 7.2 LGA Financial Results Year to 31 August 2019

CEO Matt Pinnegar and Director Corporate Services Andrew Wroniak answered questions from Board Directors.

Moved Mayor Matthey Seconded Mayor Knight that the LGA Board of Directors notes the report on the LGA's year to date finances to 31 August 2019.

**Carried**

### 7.3 2020 Meeting Dates and Locations

Executive Director Public Affairs Lisa Teburea gave a verbal update.

There was general discussion.

Moved Mayor Redman Seconded Mayor Wisdom that the LGA Board of Directors:

1. notes the proposed LGA Board meeting dates; and
2. supports holding two LGA Board meetings in a regional area in 2020 and requests the Secretariat to seek expressions of interest from Regional LGAs for member councils to host the 2020 regional LGA Board meetings.

**Carried**

### 7.4 SA Boating Facility Advisory Committee Nominations

Moved Mayor Matthey Seconded Mayor Parkes that the LGA Board of Directors forwards the following four nominees (including at least one male and one female)

Draft

to the Minister for Transport, Infrastructure and Local Government for the appointment of one representative to the SA Boating Facility Advisory Committee, for a two year term commencing in December 2019; being (in alphabetical order):

- a) Cr Chad Buchanan (City of Salisbury)
- b) Cr Sarah McGrath (City of Charles Sturt)
- c) Cr Kym McKay (City of West Torrens)
- d) Mayor Leon Stephens (Port Pirie Regional Council)

**Carried**

## **8. Confidential Reports**

### 8.1 Grounds for moving into confidence

Moved Mayor Redman Seconded Mayor Vickery that the LGA Board of Directors resolves to consider the following items in confidence being satisfied that there are reasonable grounds for the information received, discussed or considered in relation to these items to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures and orders all observers at the meeting, with the exception of LGA staff on duty, be excluded from attendance at the meeting:

1. Agenda Item 8.2 - *Confidential Minutes of Previous Meetings;*
2. Agenda Item 8.3 - *Confidential Resolutions and Actions from Previous Meetings;*
3. Agenda Item 8.4 - *Local Government Reform;*
4. Agenda Item 8.5 - *Annual Report of the Local Government Governance Panel 2018-2019;* and
5. Agenda Item 9.1 – *Performance Measurement and Reporting Framework*
6. Agenda Item 9.2 - *LGA CEO Performance and Remuneration Review.*

**Carried**

*There were no observers present to leave the meeting.*

### 8.2 Confidential Minutes of Previous Meetings

Moved Mayor Matthey Seconded Mayor Knight that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. confirms the confidential minutes of the meeting of 19 September 2019 as a true and accurate record of the proceedings held; and

Draft

3. having considered Agenda Item 8.2 - *Confidential Minutes of Previous Meetings* in confidence resolves to retain the attachment and discussion in confidence within the parameters of the original resolutions contained within.

**Carried**

#### 8.3 Confidential Resolutions and Actions from previous meetings

There was discussion on a potential chairperson for the Dog and Cat Management Board.

Executive Director Commercial Steve Nolis gave a verbal update on the Public Lighting Working Group, negotiations with SA Power Networks and answered questions from members.

Moved Mayor Wisdom Seconded Mayor Vickery that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes progress of confidential resolutions resulting from the meeting of 19 September 2019 and outstanding confidential resolutions from earlier meetings including the LGA Executive Committee; and
3. having considered Agenda Item 8.3 - *Confidential Resolutions and Actions from Previous Meetings* in confidence resolves to retain the attachment in confidence within the parameters of the original resolutions contained within; and release the resolution.

**Carried**

#### 8.4 Local Government Reform

*3.32pm the meeting was adjourned for a short break.*

*3.45pm the meeting resumed.*

#### 8.5 Annual Report of the Local Government Governance Panel 2018-2019

## 9. Late Reports

#### 9.1 Performance Measurement and Reporting Framework - Confidential

*4.14pm Mayor Wisdom left the meeting.*

*4.16pm Mayor Wisdom returned to the meeting.*

#### 9.2 LGA CEO Performance and Remuneration Review for the Period 1 July 2018 to 30 June 2019 - Confidential

*4.17pm all staff left the meeting.*

**10. Questions With / Without Notice**

Nil.

**11. Any Other Business**

Nil.

**12. Calendar of upcoming Key Dates**

Conference and AGM – 31 October

GAROC Committee – 4 November

Audit & Risk Committee – 6 November

CEO Advisory Group – 7 November

SAROC Committee – 20 November

**13. Next Meeting**

The next meeting of the LGA Board of Directors will be held on Thursday 21 November 2019 at 9.00 am at the Copper Coast Council offices, 51 Taylor Street, Kadina.

**14. Close**

The meeting was declared closed at 4:24 pm.

**Minutes confirmed**

.....  
Chairperson signature

Date .....

## **LGA Board of Directors Meeting – Key Outcomes Summary – 21 November 2019**

### **Planning and Design Code**

The Board authorised the LGA President and CEO to finalise the LGA's submissions on the State Government's draft Planning and Design Code. The Board requested that these submissions advocate for good design to be a central objective and enforceable, greater transparency and public accessibility, greater consistency but not at the loss of local character, and that existing heritage protections aren't diminished.

### **Drought Resilience Funding Plan**

The Board authorised the LGA President and CEO to finalise the LGA's submission in response to the Commonwealth's draft Drought Resilience Funding Plan.

### **Items of Business carried at 2019 LGA AGM**

The Board endorsed the items of business carried by councils at the 2019 LGA AGM being incorporated into the LGA's workplans.

### **SA Power Networks Customer Consultative Panel**

The Board agreed to nominate Cr John Woodward (City of West Torrens) to the SA Power Networks Customer Consultative Panel and Ms Karina Ewer (District Council of Streaky Bay) as a proxy for Cr John Woodward, both for a two-year term commencing in January 2020.

### **SA Power Networks Customer Consultative Panel**

The Board agreed to nominate Ms Janice Nitschke (Wattle Range Council) to the Public Library Services Standing Committee, for a three-year term commencing in February 2020.

# Draft

## **Draft Minutes of the LGA Board of Directors Meeting held on Thursday 21 November 2019 at 9:00 am in the Eyre Peninsula Room at Local Government House, 148 Frome Street, Adelaide**

### **1. Welcome, Present & Apologies**

The President opened the meeting at 9.00 am and welcomed members and staff.

#### 1.1 Present

Mayor Sam Telfer	Director / LGA President
Mayor Kevin Knight	Director
Mayor Peter Matthey OAM	Director
Mayor David O'Loughlin	Director
Mayor Keith Parkes	Director
Mayor Karen Redman	Director / Chair of GAROC ( <i>Via video conference</i> )
Mayor Erika Vickery OAM	Director / Chair of SAROC
Mayor Jan-Claire Wisdom	Director

#### **LGA Secretariat:**

Matt Pinnegar	Chief Executive Officer
Dr Andrew Johnson	Executive Director Corporate Governance / Mutual
Steve Nolis	Executive Director Commercial
Lisa Teburea	Executive Director Public Affairs
Deirdre Albrighton	Director Human Resources & Commercial Business Services
Andrew Wroniak	Director Corporate Services
Astrid Crago	Administration Coordinator (Governance) ( <i>minutes</i> )

#### 1.2 Apologies & Absences

Mayor Gillian Aldridge OAM	Director / Office of the Immediate Past President
Mayor Clare McLaughlin	Director

## 2. Minutes of Previous Meeting

### 2.1 Minutes of Meeting held 17 October 2019

Moved Mayor Wisdom Seconded Mayor Matthey that the LGA Board of Directors confirms the minutes of the meeting held on 17 October 2019 as a true and accurate record of the proceedings held.

**Carried**

### 2.2 Resolutions and actions from previous meetings

Moved Mayor Wisdom Seconded Mayor Vickery that the LGA Board of Directors notes progress with resolutions resulting from the meeting of 17 October 2019 and outstanding resolutions from earlier meetings.

**Carried**

## 3. LGA Updates

### 3.1 Report from the LGA President – November 2019

The President provided a verbal update on the report.

*9.04am Mayor O'Loughlin joined the meeting.*

Moved Mayor Knight Seconded Mayor Wisdom that the LGA Board of Directors notes the verbal update and the report.

**Carried**

### 3.2 ALGA Update

ALGA President Mayor David O'Loughlin provided a verbal update on the activities of the ALGA.

The LGA President provided a verbal update on the outcomes of the ALGA Board meeting held Sunday 17 November.

Moved Mayor Vickery Seconded Mayor Wisdom that the LGA Board of Directors notes the verbal update.

**Carried**

### 3.3 Report from the LGA CEO

The CEO provided a verbal update on the report.

Moved Mayor Knight Seconded Mayor O'Loughlin that the LGA Board of Directors notes the report.

**Carried**

Draft

#### **4. Reports from Bodies Established Pursuant to the LGA Constitution**

4.1 LGA Audit & Risk Committee

No report - The President referred Directors to Confidential Agenda Item 8.4.

4.2 GAROC Committee

GAROC Committee Chairperson, Mayor Redman gave a verbal update.

Moved Mayor Redman Seconded Mayor Wisdom that the LGA Board of Directors notes the verbal update.

**Carried**

4.3 SAROC Committee

SAROC Committee Chairperson Mayor Vickery gave a verbal update.

Moved Mayor O'Loughlin Seconded Mayor Redman that the LGA Board of Directors notes the verbal update.

**Carried**

4.4 CEO Advisory Group

No report - The President referred Directors to Confidential Agenda Item 8.6.

#### **5. Invited Guest Speakers**

Nil.

#### **6. Proposed Items of Business submitted by Member Councils**

Nil.

#### **7. Reports for Discussion**

7.1 LGA Submission on Draft Planning and Design Code for Phase 2 and Phase 3

Newly appointed LGA Planning Reform Partner, Stephen Smith gave a verbal update and answered questions from Directors.

Moved Mayor Redman Seconded Mayor Vickery that the LGA Board of Directors:

1. notes the report on the LGA Submission on draft Planning and Design Code for Phases 2 and 3; and
2. delegates to the LGA President and LGA CEO the authority to endorse the final LGA submission on the draft Planning and Design Code for Phase 2 and Phase 3 and associated documents

Draft

3. requests that the final submission refer to and advocate for the principles of reform established at the beginning of the process including but not limited to:
  - a. Good design to be a central objective and enforceable
  - b. Greater transparency and public accessibility
  - c. Greater consistency but not at the loss of local character
  - d. Heritage protections not diminished including the LGA's position on contributory items.

**Carried**

7.2 LGA Submission on the draft Drought Resilience Funding Plan

Moved Mayor Parkes Seconded Mayor Matthey that the LGA Board of Directors:

1. notes the report on the LGA submission on the draft Drought Resilience Funding Plan;
2. authorises the LGA President and CEO to finalise the LGA's submission in response to the draft Drought Resilience Funding Plan; and
3. notes the SA Dry Conditions Working Group Submission on the draft Drought Resilience Funding Plan.

**Carried**

7.3 Items of Business carried at the 2019 Annual General Meeting

Moved Mayor Knight Seconded Mayor Vickery that the LGA Board of Directors:

1. notes the report;
2. supports the LGA Secretariat incorporating the items of business from the October 2019 Annual General Meeting into its work plan and undertaking the actions proposed in the attachment to this report; and
3. requests the LGA CEO write to the CEO of the council that submitted the original item of business to inform them of the actions to be undertaken by the LGA.

**Carried**

7.4 LGA Financial Results Year to 31 October 2019

Moved Mayor Vickery Seconded Mayor Knight that the LGA Board of Directors notes the report on the LGA's year to date finances to 31 October 2019.

**Carried**

7.5 LGASA Mutual Annual Report and Performance

Moved Mayor Matthey Seconded Mayor O'Loughlin that the LGA Board of Directors receives and notes the annual report of LGASA Mutual Pty Ltd.

**Carried**

## 7.6 Policy Review

There was discussion on the Policies listed in the report.

Moved Mayor Knight Seconded Mayor Wisdom that the LGA Board of Directors:

1. notes the status of the Policy suite and strategic documents the Secretariat is reviewing and implementing; and
2. adopts the following policies (with amendments):
  - FP203 Unsolicited Proposals Policy
  - FP204 Sponsorship Policy
  - GP01 Policy Framework
  - GP13 Review of Board and Committee Performance Policy
  - GP15 Gifts and Benefits Policy

**Carried**

*10.30am the meeting adjourned for a short break.*

*10.46am the meeting resumed.*

## 7.7 SA Power Networks Customer Consultative Panel Nominations

Executive Director Public Affairs, Lisa Teburea gave a verbal update.

Moved Mayor O'Loughlin Seconded Mayor Knight that the LGA Board of Directors agrees to nominate Cr John Woodward (City of West Torrens) to the SA Power Networks Customer Consultative Panel and Ms Karina Ewer (District Council of Streaky Bay) as a proxy for Cr John Woodward, both for a two year term commencing in January 2020 (with an option to renew for a further 2-year term subject to review).

**Carried**

## 7.8 Public Library Services Standing Committee Nominations

Moved Mayor Matthey Seconded Mayor Vickery that the LGA Board of Directors agrees to nominate Ms Janice Nitschke (Wattle Range Council) to the Public Library Services Standing Committee, for a three year term commencing in February 2020.

**Carried**

## 8. Confidential Reports

### 8.1 Grounds for moving into confidence

Moved Mayor Redman Seconded Mayor Matthey that the LGA Board of Directors resolves to consider the following items in confidence being satisfied that there are reasonable grounds for the information received, discussed or considered in relation to this item to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures and orders all observers at the meeting, with the exception of LGA staff on duty, be excluded from attendance at the meeting:

1. Agenda Item 8.2 - Confidential Minutes of Previous Meetings;
2. Agenda Item 8.3 - Confidential Resolutions and Actions from Previous Meetings;
3. Agenda Item 8.4 - LGA Audit and Risk Committee Confidential Minutes of Meeting;
4. Agenda Item 8.5 – GAROC Committee Confidential Minutes of Meeting;
5. Agenda Item 8.6 – CEO Advisory Group Confidential Minutes of Meeting;
6. Agenda Item 8.7 - Public Lighting Working Group Update;
7. Agenda Item 8.8 – Public Lighting;
8. Agenda Item 8.9 - External Audit Findings - Following Year End Audit
9. Agenda Item 8.10 - Lease Negotiations Update (Verbal only); and
10. Agenda Item 9.1 – Removal of additional charge for regional LED luminaire installation.

**Carried**

*There were no observers present to leave.*

### 8.2 Confidential Minutes of Previous Meetings

Moved Mayor Knight Seconded Mayor Vickery that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. confirms the confidential minutes of the meeting of 17 October 2019 as a true and accurate record of the proceedings held; and
3. having considered Agenda Item 8.2 - *Confidential Minutes of Previous Meetings* in confidence resolves to retain the attachment and discussion in confidence within the parameters of the original resolutions contained within.

**Carried**

Draft

8.3 Confidential Resolutions and Actions from previous meetings

It was noted that a *Lease Negotiations Update* report was not included in this agenda, a verbal update being included instead.

Moved Mayor Matthey Seconded Mayor Knight that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes progress of confidential resolutions resulting from the meeting of 17 October 2019 and outstanding confidential resolutions from earlier meetings including the LGA Executive Committee; and
3. having considered Agenda Item 8.3 - *Confidential Resolutions and Actions from Previous Meetings* in confidence resolves to retain the attachment in confidence within the parameters of the original resolutions contained within; and release the resolution.

**Carried**

8.4 LGA Audit & Risk Committee Confidential Minutes of Meeting

Moved Mayor Knight Seconded Mayor Redman that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes the confidential minutes of the LGA Audit and Risk Committee meeting held on 6 November 2019; and
3. having considered Agenda Item 8.4 *LGA Audit and Risk Committee Confidential Minutes of Meeting* in confidence resolves to retain the report and attachment in confidence indefinitely.

**Carried**

8.5 GAROC Committee Confidential Minutes of Meeting

Moved Mayor Redman seconded Mayor Wisdom that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes the draft confidential minutes of the GAROC Committee meeting held on 4 November 2019; and
3. having considered Agenda Item 8.5 *GAROC Committee Confidential Minutes of Meeting* in confidence resolves to retain the attachment in confidence within the parameters of the original resolutions contained within.

**Carried**

## 8.6 CEO Advisory Group Confidential Minutes of Meeting

CEO Matt Pinnegar gave a verbal update.

Moved Mayor Knight Seconded Mayor Redman that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures; and
2. notes the confidential minutes of the CEO Advisory Group meeting held on 7 November 2019; and
3. having considered Agenda Item 8.6 – *CEO Advisory Group Confidential Minutes of Meeting* in confidence resolves to retain the attachment and discussion in confidence within the parameters of the original resolutions contained within.

**Carried**

## 8.7 Public Lighting Working Group Update

Executive Director Commercial, Steve Nolis provided a verbal update.

Moved Mayor Vickery Seconded Mayor O’Loughlin that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes the report; and
3. having considered Agenda Item 8.7 - *Public Lighting Working Group Update* in confidence resolves to retain the report in confidence indefinitely on the grounds that this relates to strategic and negotiation issues.

**Carried**

*With the leave of the meeting Item 9.1 was brought forward in the order of items.*

## 9. Late Reports

- 9.1 Removal of Additional Charge for Regional LED Luminaire Installation – Confidential

## 8. Confidential Reports (cont.)

- 8.8 Public Lighting
- 8.9 External Audit Findings - Following Year End Audit
- 8.10 Lease Negotiations Update (Verbal)

## 9. Late Reports (cont.)

- 9.2 Duck Ponds Bushfire – Local Government Functional Support Group response  
Executive Director Corporate Governance, Dr Andrew Johnson provided a verbal update.

Moved Mayor Wisdom Seconded Mayor Parkes that the LGA Board of Directors notes the work of the LGA via the Local Government Functional Support Group during the recent Duck Ponds bushfire.

**Carried**

## 10. Questions With / Without Notice

Nil.

## 11. Any Other Business

- 11.1 Dog and Cat Management Board Chair

The President, Mayor Telfer provided a verbal update.

Moved Mayor Parkes Seconded Mayor Wisdom that the LGA Board of Directors recommends to the Minister for Environment and Water that Mr David Parkin be appointed as Chair of the Dog and Cat Management Board for a term of two years.

**Carried**

*12.15pm LGA secretariat left the meeting.*

- 11.2 Street Lighting Considerations - Confidential

Moved Mayor O'Loughlin Seconded Mayor Knight that the LGA Board of Directors resolves to consider agenda item 11.2 *Street Lighting Considerations* in confidence being satisfied that there are reasonable grounds for the information received, discussed or considered in relation to this item to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures and orders all observers and staff at the meeting be excluded from attendance at the meeting.

**Carried**

## 12. Calendar of upcoming Key Dates

- Audit & Risk Committee – 9 December
- GAROC Committee – 3 February 2020
- SAROC Committee – tbc
- CEO Advisory Group – tbc
- LGA Ordinary General Meeting – 3 April 2020

## 13. Next Meeting

The next meeting of the LGA Board of Directors will be held on Thursday 12 December 2019 at 1.00 pm in the Boardrooms at Local Government House, 148 Frome Street, Adelaide.

## 14. Close

The meeting was declared closed at 12:42 pm.

### Minutes confirmed

.....

Chairperson signature

Date .....

## **SAROC Committee Meeting – Key Outcomes Summary – 20 November 2019**

### **SAROC Annual Business Plans**

The committee noted the First Quarter Report for the 2019-20 Annual Business Plan and decided to discuss the Annual Plan - Advocacy Strategies in more detail at the strategic workshop that is being held in February 2020.

### **LGA Submission Draft Drought Resilience Funding Plan**

The committee noted that the LGA Board of Directors would be considering a report relating to the LGA's submission on the draft Drought Resilience Funding Plan at their meeting on 21 November 2019 and discussed the issues for a SAROC perspective. The committee also noted the SA Dry Conditions Working Group submission on the Drought Resilience Funding Plan as well.

### **Economic Development Initiatives**

The committee resolved to seek views from member councils on potential economic development advocacy activities, as part of its consultation on the draft 2020-21 SAROC Annual Business Plan.

### **SA Councils Coastal Alliance**

SAROC will consider how it can further support the SA Councils Coastal Alliance as part of their workshop on the 2020-21 Business Plan in February.

### **State-wide Regional Local Government Roads Priority List**

This report was noted by the SAROC Committee.

### **2020 Meeting Dates and Locations**

The committee agreed to the proposed meeting dates for 2020 and requested that the regional locations be decided later in the year.

Draft

## Draft Minutes of the South Australian Region Organisation of Councils (SAROC) Committee meeting held at 1pm on 20 November 2019 in the LGA Boardrooms – 148 Frome Street Adelaide

### 1. Welcome, Present & Apologies

The Chairperson opened the meeting at 1:00pm and welcomed members and staff.

#### 1.1 Present

##### **SAROC Committee**

Mayor Erika Vickery OAM*	Member / Chairperson
Mayor Dave Burgess	Member
Mayor Dean Johnson	Member
Mayor Peter Matthey OAM*	Member
Mayor Clare McLaughlin*	Member – via Zoom
Mayor Keith Parkes*	Member
Mayor Glen Rowlands	Member
Mayor Richard Sage	Member
Mayor Sam Telfer*	Member / LGA President

##### **Regional Executive Officers**

Tony Wright	Limestone Coast LGA
Tim Smythe	Murraylands & Riverland LGA – via zoom

##### **LGA Secretariat**

Matt Pinnegar	Chief Executive Officer
Dr Andrew Johnson	Executive Director Corporate Governance & CEO LGASA Mutual
Lisa Teburea	Executive Director, Public Affairs
Stephen Smith	Planning Reform Partner
Mel Dahmen	Executive Assistant (minutes)

\* LGA Board Director

# Draft

## 1.2 Apologies and Absences

Members: Mayor Peter Hunt, Mayor Bill O'Brien & Mayor Leon Stephens

Regional Executive Officers: Tony Irvine, Simon Millcock, Graeme Martin & Anita Crisp

## 2. Standing Items

### 2.1 Minutes of Meeting

Moved Mayor Matthey seconded Mayor Telfer that the SAROC Committee confirms the minutes of its meeting held on 19 September 2019 as a true and accurate record of the proceedings held.

**Carried**

### 2.2 Resolutions and Actions

Moved Mayor Burgess Seconded Mayor Johnson that the SAROC Committee notes progress with resolutions resulting from the meeting of 19 September 2019 and previous meetings of the SAROC Committee.

**Carried**

### 2.3 Finance Update

Moved Mayor Burgess Seconded Mayor Rowlands that the SAROC Committee notes the year to date finances to 30 September 2019

**Carried**

## 3. Invited Guest Speakers

Nil.

## 4. Regional Executive Officers' Update

Mr Tony Wright from Limestone Coast LGA provided a verbal update to the committee.

## 5. Proposed Items of Business Submitted by Member Councils

Nil.

Draft

## 6. Reports for Discussion

### 6.1 SAROC 2019-20 Annual Business Plan -First Quarter Report

Moved Mayor Johnson Seconded Mayor Parkes that the SAROC Committee notes the 1st Quarterly report on its 2019-20 Annual Business Plan.

**Carried**

*1:20pm Mayor Parkes left the meeting*

*1:21pm Mayor Parkes returned to the meeting*

### 6.2 Annual Business Plan – Advocacy Strategies

The committee decided that this item would be discussed as part of the strategic workshop in February 2020.

### 6.3 LGA Submission Draft Drought Resilience Funding Plan

Moved Mayor Burgess Seconded Mayor Sage that the SAROC Committee:

1. notes the report on the *LGA Submission draft Drought Resilience Funding Plan*;
2. notes that the LGA Board of Directors will be considering a report relating to the LGA's Submission on the draft Drought Resilience Funding Plan at its meeting on 21 November; and
3. notes the SA Dry Conditions Working Group Submission on the Drought Resilience Funding Plan

**Carried**

### 6.4 Economic Development Initiatives

Moved Mayor Matthey Seconded Mayor McLaughlin that the SAROC Committee:

1. notes the report on Economic Development Initiatives;
2. agrees to seek views from member councils on potential economic development advocacy activities as part its consultation on the draft 2020-21 SAROC Annual Business Plan.

**Carried**



Draft

6.5 SA Councils Coastal Alliance

Moved Mayor Parkes Seconded Mayor Rowlands that the SAROC Committee:

1. notes the report on the SA Councils Coastal Alliance; and
2. includes at its workshop on the 2020/2021 Business Plan consideration of further support for the SA Coastal Councils Alliance.

**Carried**

6.6 State-wide Regional Local Government Roads Priority List

Moved Mayor Burgess Seconded Mayor Rowlands that the SAROC Committee notes the report.

**Carried**

6.7 2020 Meeting Dates and Locations

Moved Mayor Sage Seconded Mayor Parkes that the SAROC Committee notes the proposed meeting dates for 2020

**Carried**

**7. Confidential Reports**

Nil

**8. Late Reports**

Nil.

**9. Any Other Business**

Stephen Smith advised the Committee that he has accepted the new role of Planning Reform Partner within the LGA and as a result of this, would no longer be the Executive Officer of SAROC.

The Chair thanked Stephen for his support and wished him all the best in his new role.

**10. Next Meeting**

The next meeting of the SAROC Committee is 5 February 2020 at the LGA, 148 Frome Street, Adelaide

**11. Close**

The Chair advised the committee that this was the last SAROC meeting for 2019 and thanked everyone for their support throughout the year.

The meeting was declared closed at 2:20pm

# Draft

**Minutes confirmed**

.....

Chairperson signature

Date .....

## 9.3 EXECUTIVE OFFICER REPORT

### BACKGROUND

Since the last Board meeting the focus has been on the delivery of approved projects as agreed in the Business Plan, preparing for the SEGRA conference, undertaking specific advocacy and completing the five-year strategic plan.

Having achieved the first unqualified audit report for several years there are a number of opportunities to improve our processes and procedures that were identified by both our Auditors and Management.

Our capability, systems and processes will be further developed with review and advice from the new Risk and Audit Committee which has its first meeting scheduled for the 19<sup>th</sup> of December 2019.

A workshop was conducted with our member CEO's to progress the development of an agreement to form a Joint Planning Board. The reviewed agreement will be circulated to our members by the 9<sup>th</sup> of December. Depending on the response from our members we may seek an out of session approval to keep progressing the formation of the JPB.

The proposed focus for the next period:

- Complete the strategic plan,
- Commence the review and update of the Roads Strategy
- Commence work with UniSA to assess the opportunities for a regional waste recycling plant
- Facilitate a workshop with our member and cross border Council CEO's to test cross border opportunities
- Prepare for the AGM and seek member nominations for available positions - Board, working parties, committees and outside organisations
- Complete the development of a regional procurement position paper
- Implementing organisational and resource outcomes from the plan
- Completing the Joint Planning Board agreements
- Office review and options analysis
- Begin preparing the 2020/21 Business Plan
- Ensuring our internal processes and controls are effective and up to date
- Ensuring approved projects are delivering their agree outcomes
- Continue to develop networks and represent the LCLGA in various forums
- Participate in emergency preparedness exercises and ensure the LCLGA is prepared to play its role in any zone emergency that might arise
- Engage with members on the soft launch of the coastal lidar mapping and modelling
- Support the development of the Coastal Councils program

## **Ex Officer activities over the last two months**

### **Main Activities**

- Strategic plan
- Advocacy and networks
- Progressing projects
- Representation in various forums

### **Meetings, forums and activities**

- Meeting Anita Crisp on Coastal Councils including the recruitment of a project coordinator
- Biconnect (RDA) Steering Committee meetings to allocate project funding
- Attended ac.care AGM as a new Director
- Attended the Regional Weight Bridges and A-Double Industry meeting (Dartmoor)
- Regional Executive Officers meetings x 2
- Meetings David Wheaton on shovel ready projects
- Meeting Nick McBride to discuss various matters such as timber industry, red meat cluster, cross border and coastal issues.
- Meeting UniSA at Mawson Lakes Campus on recycling and was introduced to their engineering, virtual reality and materials faculty capability.
- Red meat cluster strategic planning, including the first workshop.
- Waste management committee meeting and action plan review.
- LGA Conference and AGM.
- Joint Planning Board meeting to review the draft agreement with CEO's.
- Meeting with Erika Vickery, Rob Kerin and Drought impacted councils on positioning councils for SA drought funding with the federal government.
- SEGRA Planning meetings x 2.
- Launch of the innovative farming Initiatives project between DEPTI and Elders at Struan House with the Hon Tim Whetstone (Minister) and the Hon. Nick McBride (MP).
- Meeting Ian McKay for information sharing.
- Assisted Ac.Care staff develop their thinking on asset management planning and investment options analysis.
- Attended part of the Ac.Care Risk and Audit Committee on asset management.
- Meeting with the Hon. Clare Scrivens (MLC).
- Meeting with Minister the Hon. Tim Whetstone and the Hon. Nick McBride, advisors, and representatives from the Timber Industry (harvest and haulage contractors) to discuss the changing nature of their businesses and the essential role they play in the industry.
- Attended ALGA Roads Conference.
- Attended SAROC and represented the Regional EO's in this forum.
- Participated in the local government reform workshop with state government, LGASA and council representatives in Adelaide.
- Meeting with CEO LGASA Procurement to commence discussions on opportunities and strategies to leverage their capability with local supply chain and regional sourcing strategies.
- Meeting on regional coastal management opportunities with Robe DC
- Participated in the Limestone Coast Economic Development Group meeting
- Present the draft strategic plan at the Robe District Council meeting.
- Participated in the SBFCA emergency response desktop planning exercise with senior cross border emergency and incident controllers

- Handover and exit interview with Prae Wongthong who finishes her contract with LCLGA on the 31<sup>st</sup> of December having been head hunted by a consulting firm from Sydney. We thank Prae for her excellent contribution to the LCLGA and wish her every success in her future work.

## **Presentations**

- Presented to the LCLGA Regional Roads Strategy at the Green Triangle Freight Action Plan Committee.
- Presented on the Limestone Coast LGA and cross border potentials to the Great South Coast Board.
- 2x Zoom Meetings with CEO's to discuss and validate the approaches in the LCLGA Strategic Plan.
- Presented the strategic plan directions to the Mayors Forum.
- Personal presentations (3) of the strategic plan directions for those unable to attend other presentations.
- Presented to the Corangamite Local Government Region Economic Development Committee.

## 9.4 CLIMATE ADAPTATION PROJECT OFFICER REPORT

### BACKGROUND

The initial version of the Coastal Flood Mapping Viewer has been developed and it is now available for coastal Councils initial review and comments and a link will be sent to our members. This draft version is for comment and review only and is not for public release.

The Coastal Flood Mapping Viewer is the culmination of the Eyre Peninsula and Limestone Coast regions working together with the Coast Protection Board and the Department for Environment and Water to develop an interactive web application which shows areas in the Limestone Coast that are vulnerable to inundation by sea level rise and storm surge.

A user guide has been developed to help Councils navigate around the map, select base map, understand layer list, use slide bar and search particular location.

To provide context and understanding around the application, data and flooding extent, landing webpage has been drafted.

Draft version of the map viewer, user guide and landing page content have been completed on Friday 29<sup>th</sup> November and has been circulated to District Council of Robe, Kingston District Council, Wattle Range Council and District Council of Grant for feedback and comment.

### KEY ISSUES

- The flood maps, using bathtub modelling application, reveal a range of vulnerabilities to sea level rise from minimal to extreme.
- This is a broad scale mapping tool for visualisation purposes of potential impact only. A number of considerations needed to be taken into account when using the modelled data are outlined in the disclaimers.
- A more detailed assessment of vulnerability at local scale would be required to inform coastal management decisions.
- Coastal Councils to send feedback and comment to the Project Officer by 20<sup>th</sup> January 2020.

### UPCOMING WORK

- Collate feedback and comment particularly on landing page text, whether the Coastal Flood Mapping Viewer meet Councils needs and requirements, ease of use, general functionality of the viewer.
- Identify the support needed to enhance understanding of coastal hazards, risks and liabilities associated with flooding and erosion due to projected sea level rise and storm surge.
- Facilitate communication and engagement between councils, Department of Environment and Water and LGA Mutual Liability Scheme.
- Assist councils with data interpretation and technical support.

## 9.5 STARCLUB FIELD OFFICER REPORT

### BACKGROUND

The Starclub program is funded by the Office of Recreation and Sport and the LCLGA members.

The program provides ongoing support, training and resources to recreation clubs in the Limestone Coast with governance, funding, volunteer protection, recruitment and retention, child safe laws, strategic planning and general sustainability of a sporting club. This is done in partnership and with resources from the Office of Recreation and Sport.

Separately we also manage the development and delivery of the Limestone Coast Regional Sporting Academy.

The Academy provides young athletes in the Limestone Coast Region with development programs, education, physical testing and sport specific skill-based programs to help them achieve their goals in elite sport and make them leaders in our communities.

The Academy also supports the sustainable development of local coaching skills to improve the regional value from this knowledge in identifying and assisting the development of elite athletes in the Limestone Coast region.

There will be a presentation on the Academy's development, learnings and future steps at the December 2019 Board meeting.

### KEY ISSUES

The STARCLUB Field Officer (SFO) has worked with the Robe District Council to support the reestablishment of the Robe Sport and Recreation Committee. The SFO will act as chair of the interim committee for a 12 month basis, to provide guidance and support on governance, constitution and developing a strategic plan.

The SFO is also chair of the newly formed Blue Lake Sports Park Committee. The committee has brought the 12 sporting stakeholders at the facility together for the first time and is working towards facility redevelopment and funding support for all members. The SFO will provide resources, governance support, and partnership linkages.

We are working with various agencies to provide an extensive training program for 2020 for our local clubs and associations. The program will offer free courses, covering, food hygiene, building club culture, grant writing, risk management, using social media, insurance, fundraising, record keeping, volunteer recruitment and retention.

The 2020 Training schedule will be the most extensive and broad reaching schedule ever offered in our region.

## 9.6 TOURISM INDUSTRY DEVELOPMENT MANAGER REPORT

### BACKGROUND

The Tourism activities and priorities are driven by the “LCLGA Priorities to grow our Visitor Economy by 2020” Strategy as endorsed by the Board and supported by the Limestone Coast Local Government Tourism Management Group.

The Limestone Coast is one of 11 regions in South Australia and aligns its activities to the SA Regional Visitor Strategy. <https://tourism.sa.gov.au/research-and-statistics/strategies/south-australian-regional-visitor-strategy>

### South Australian Regional Visitor (RVS) – Progress Report

Attached is a copy of the SA RVS Progress Report for the **Limestone Coast**. It is encouraging to see outcomes that have been achieved and outlined in the report.

The momentum is strong as we continue to work towards accomplishing more results by the end of 2020.

The role of the LCLGA Tourism Industry Development Manager (Biddie Shearing) in this process has been critical to help deliver outcomes while collating in-region achievements, measuring and reporting through to the SA RVS Steering Committee.

Moving forward, the RVS Steering Committee will be engaging with each council in early 2020 in preparation of the next version of the RVS which will see us through to end of 2025. The RVS will align with the South Australian Visitor Economy 2030 Sector Plan (<https://tourism.sa.gov.au/research-and-statistics/strategies/tourism-plan-2030>).

### KEY CONSIDERATIONS

#### Regional Growth Strategy – Action Plan

Tenders have closed and in a separate recommendation report, the LCLGA Tourism Management Group will seek endorsement to appoint the successful tenderer to consult and develop Limestone Coast Destination Tourism Plan & Destination Marketing Plan, with scheduled delivery of these plans to be presented to the LCLGA Board at the April 2020 Meeting. This timing will allow for any (if any) budget considerations for FY2020.2021.

# South Australian Regional Visitor Strategy Second Progress Report

November 2019

## OVERVIEW

### What is the South Australian Regional Visitor Strategy?

The South Australian Regional Visitor Strategy (RVS) was launched in June 2018 and is a first for the state. Developed in partnership and collaboration with the Regional Tourism Chairs Forum, the Regional Development Australia network, the Local Government Association of South Australia, Tourism Industry Council SA and the South Australian Tourism Commission, the RVS outlines the shared priorities of South Australia's eleven regions. The intent of the RVS was to realise the outstanding potential of regions and their contribution to to grow the South Australian visitor economy.

The RVS is a collaborative effort. The process involved essential consultation with every region analysing current research, assessing local priorities, tourism products, experiences and business capability. Collectively the information was evaluated and key opportunities agreed for generating growth, increasing jobs and integrating regional plans into shared strategic priorities. These priorities are the foundation of this first South Australian Regional Visitor Strategy.

### Priority Action Areas

Regional tourism plays a key role in the South Australian visitor economy. 40 per cent of the State's total visitor expenditure is spent in regions, while only 23 per cent of South Australians live in regional areas. The RVS identifies our regions' key strengths and future potential. The implementation being led by the RVS Steering Committee is focussed on realising the potential to grow regional visitor expenditure from \$2.6 billion to \$3.55 billion. The current RVS supports the 2020 tourism strategy of reaching \$8B in visitor expenditure.

To reach this 2020 potential, regions collectively agreed on the following regional priority action areas: **MARKETING, COLLABORATION, ACCOMMODATION, EXPERIENCE DEVELOPMENT, EVENTS, INDUSTRY CAPABILITY, VISITOR INFRASTRUCTURE.**

The common aim of the RVS is to align all available resources more effectively. The consumer is at its absolute core. Its recommendations are based on visitor research, consumer insights and the collective experience of regional tourism organisations.

Since its launch, the RVS has delivered a number of outcomes outlined in the first progress report (reported in March 2019) and now the second progress report (reported October 2019).

The progress report identifies overall actions, status and comments for the priority actions for regional across South Australia, as well as a specific chapter update for each of the 11 regions.

The next version of the RVS will be for 2025 and will align with the South Australian Visitor Economy 2030 Sector Plan.

## SUMMARY

### Statewide Outcomes

In the second progress report (October 2019) there are a number of areas of successful outcomes in each region. The SA RVS Steering Committee identified some key highlights across the state that are key priority areas in multiple regions, they include;

1. **Touring Routes** and cycling trails. Visible activation in regions. Encourages collaboration and; thinkings outside the borders; signage and WiFi in place; ongoing focus for SATC; stakeholders (e.g. VICs) can be involved through further activation.
2. Encourage **new ways to collaborate** in region and across regions to benefit the tourism economy.
3. **Events:** Stakeholders appear to be developing a better understanding of the complexities of regional events; strong commitment to event capability building; Events South Australia's event forums have been oversubscribed which will result in additional forums being held.
4. **Aboriginal Tourism strategies:** Various activities across the state; more could be done at a local level to educate about the potential of this sector; audit existing Aboriginal tourism businesses and determine how to activate and understand realistic timeframes; Articulate the difference between what councils want to achieve vs. what is realistic to achieve; potential links to community as opposed to economic sector; potential collaborative partnerships (e.g. LGA and councils to scope ideas and develop business cases for business outcomes); potential to elevate this emerging issue at state forums (e.g. TicSA SA Tourism Conference).
5. **Experiences and products developed** across the state since the last report demonstrates that there is demand and there is confidence amongst businesses that tourism is a viable option which can provide business solutions.
6. **Marketing alignment:** Demonstration of regional marketing initiatives alignment with SATC marketing.
7. **Digital capability** for tourism businesses is a priority across all regions and actively being improved.
8. **Visitor information servicing** is evolving; three regions have recently innovated (Barossa, KI, Yorke Peninsula); need to support models which offer authentic delivery of visitor information (e.g. encourage tourism operators to deliver information which in turn encourages business referrals and raises service standards)

Across regional South Australia, there are strong indicators that the RVS has identified some common actions and outcomes statewide. The overall summary represents updates from a whole of state perspective.

Each of the eleven regions will be highlighted in individual reports.

# STATEWIDE OUTCOMES

## Second Progress Report OCTOBER 2019

### MARKETING

Action	Status	Comment
Attract the right visitor mix	In progress	<p>Visitor expenditure to South Australia has reached a record high at \$7.6 billion. The latest IVS and NVS results show the total growth in visitor expenditure is up 12 % from last year.</p> <p>Regional visitor expenditure grew to a record high of \$3.3 billion, up 19 % and now contributing 44% to the overall visitor expenditure in South Australia.</p> <p>These figures demonstrate we are attracting the right visitor – the high yield experience seekers who are willing to spend more and travel further.</p> <p>Recent IVS results show international visits to South Australia have increased by 1 per cent for the year end June 2019. With visits up, nights are down 10 per cent and expenditure down 5 per cent. China maintains its place as our number one market with visitation reaching a record high of 66,000, up 19 per cent. The SATC continues to target the key international markets of China, US, UK, New Zealand, Europe, South East Asia and Hong Kong.</p>
Use the right marketing channels		A mix of marketing channels are being used at all stages of the consumer journey and these are continuously reviewed and optimised to ensure we have the right mix for our audience and marketing objectives.
Increase Digital presence and outcomes	In progress	SATC's broad mixture of digital channels is driving more leads to tourism operators via their ATDW listings, with 634,627 leads being generated in the 12 months to June 2019. 69% of these leads were to non-metropolitan listings, AND 37% to operators more than one hour from Adelaide. SATC social media platforms also generated 20 million Instagram story views, 336K views of operators' social profiles, and generated 148K visits to southaustralia.com and 11,643 ATDW leads in FY1819.
Partner platforms Including Tourism Australia, Study Adelaide and Adelaide Convention Bureau	In progress	<p>The SATC continues to collaborate with Tourism Australia on regionally focused campaigns.</p> <p>The Adelaide Convention Bureau continue to seek and secure appropriate size conferences for the regions.</p>
Support Familiarisations to the regions	In progress	From 1 January 2019 to 18 October 2019 there have been 192 families and 1022 delegates on a trade or media familiarisation. Numbers higher than normal due to the World Routes Conference (400 delegates more).
Champion hero regional experiences	In progress	The SATC Winter 2019 campaign that ran earlier in the year focused on key regional product such as Heli-swing

		Experience, Ghost Mushroom Lane, Bellwether Glamping, Kilsby Sinkhole, Mayura Station, Arkaroola Ridgetop Tours, Arkaba Walk, Barossa Farmers Market Walking Tour, Stargazing at Wilpena Pound, and unique accommodation such as Hideyhole, CABN, Ridgetop Retreats, Mayfair Hotel and many more. The current campaigns, in market for both INTRA and INTER, focus on key regional summer activities such as Kellemeister Wines, Adelaide Oval RoofClimb, Mayfair Hotel, Africola, Restaurant Orana, Down the Rabbit Hole, 23 <sup>rd</sup> Street Distillery, The Frames, Naiko Retreat, Morrison's Jazz Club, Moseley Beach Club, and many more.
Use messaging based on regions' most appealing and accessible experiences	In progress	SATC \$2 million International Wine Tourism project (Wine Australia) focuses on increasing international visitation to wine regions. Further IWT funding support for projects totalling \$3.3m over 6 regions.

## COLLABORATION

Action	Status	Comment
Continue to promote Touring Routes	In progress	There are 6 Touring Routes featured on southaustralia.com 12 start/finish signs installed for the routes. 350 route marker signs installed along the routes. Ongoing promotions by SATC/RTOs and VICs to encourage visitors to explore the Touring Routes.
Adapt visitor information services to meet the changing needs of consumers	In progress	The national STO VIC working group published <i>A national perspective on visitor information servicing</i> . This is based on SA's <i>Future -Proofing VICs</i> model.
Foster a sustainable regional events program	In progress	SATC will host 6 workshops designed to assist with event capability building. The workshops will be offered to events / contributors to events free of charge in 2019/20.

## ACCOMMODATION

Action	Status	Comment
Encourage unique and experiential accommodation	In progress	Continue to work with developers, hotel brands and investors to focus on experiential accommodation. Encourage existing accommodation providers to offer a more immersive, experience based overnight stay. Often development is small scale and the focus is on special locations that highlight the natural surrounds of the accommodation.
Use marketing and events to drive increased overnight stays and lift occupancies and room rates	In progress Ongoing	RTMs working with marketing and events to convert day trips to overnight. Key messaging is to stay longer in the regions. Targeting the corporate events market will

		support mid-week occupancy. Also, packaging leisure events to encourage overnight stay.
Work with the caravan parks and camping sectors to build quality and appeal	In progress	Most regions have adequate caravan parks, however seeing more investment into quality and family friendly services that will encourage visitors to stay longer. An example is Discovery Parks and upgrades to some of their sites, including Yorke Peninsula and the River regions.
Assist operators to develop strong business cases	Ongoing	Throughout 2019, SATC has offered to assist with reviewing business cases and provide visitation data to support applications for funding programs. The SATC has provided letters of support for projects that align with the RVS.

**Note: In 2019, the SATC conducted ‘regional accommodation survey’ to gain better insight into the quality, quantity and other factors that impact regional accommodation.**

## EXPERIENCE DEVELOPMENT

**Combine stunning natural assets with creatively designed experiences which reflect each region’s identity and brand positioning.**

Action	Status	Comment
<b>Regional development priorities</b>		
<ul style="list-style-type: none"> <li>Food and beverage</li> </ul>	In progress	<p>New experiences developed and existing experiences enhanced with focus on immersive experiences in cellar door/winery settings.</p> <p>Increased paddock to plate experiences, more than just a tour and/or meal, immersive experiences: eg Maggie Beer Farm, Mayura Station, Coffin Bay Oyster tours, and Beerenberg.</p> <p>Restaurants and dining showcasing South Australian produce (food and beverages) – eg Vibrant Adelaide, lane way bars, Orana, Line and Label, D’Arenberg Cube.</p>
<ul style="list-style-type: none"> <li>Nature-based</li> </ul>	In progress	SATC continue to support DEW to facilitate new experiences as aligned with the Nature-based Tourism Strategy and the Heritage Tourism Strategy.
<ul style="list-style-type: none"> <li>Experience bundling</li> </ul>	In progress	<p>Packaging and clustering e.g. the Adelaide Sightseeing Pass.</p> <p>Operators to enhance their products by packaging up experiences within their own business and other operators: eg Glen Forest, BBQ Buoys.</p> <p>Working with online partners to value-add hotel and flight bookings eg Expedia and Experience BnB.</p>
<b>Emerging or niche priorities</b>		
<ul style="list-style-type: none"> <li>Chinese visitor experiences</li> </ul>	In progress	Focussed on Understanding China tools and resources, assessments, UnionPay. Signage, QR codes and translation. Fostering experiences which are immersive, short in duration and at night .

<ul style="list-style-type: none"> <li>Cruise visitor experiences</li> </ul>	In progress	Products and experiences to offer to cruise passengers especially for new destination, Wallaroo. Continue to work with existing regions to maintain quality experiences offered to cruise passengers.
<ul style="list-style-type: none"> <li>Aboriginal experiences</li> </ul>	In progress	South Australian Aboriginal Tourism Strategy implementation underway. Close liaison with initiatives by Tourism Australia and Departments of Prime Minister Cabinet and Premier and Cabinet. Liaison on projects including proposed National Gallery for Aboriginal Art and Culture, Wilpena Pound, SA Museum, Ngaut Ngaut, Head of Bight and Far West Coast Aboriginal Tourism Strategy.
<b>Support required</b>		
<ul style="list-style-type: none"> <li>Share consumer research</li> </ul>	In progress	The SATC website provides access to a full range of reports including the regional profiles, these are regularly updated and are consistently promoted to regions. High level of dissemination via regional Minister for Tourism forums and 2030 Tourism Plan consultations.
<ul style="list-style-type: none"> <li>Focus on enhancing existing and creating new hero experiences</li> </ul>	In progress	Targeted approached in each region. Facilitation by SATC with key local and state govt regulatory partners eg. PIRSA, DEW, DPTI. The priorities of the Visitor Economy Taskforce are key. Major new demand driving experiences include Coober Pedy Light and Sound Show, Adelaide Ocean Safaris and Aboriginal Cultural Centre. Enhanced existing products included Beerenberg Visitor Centre/Museum, Monarto Zoo and Remarkable Fishing Charters Catch and Eat Rock Lobster.
<ul style="list-style-type: none"> <li>Support access to capital and grants for new product development</li> </ul>	In progress	Active support for Regional Visitor Strategy -related projects to Federal and State funding programs. SATC put forward options to government for a regional grants program.
<ul style="list-style-type: none"> <li>Foster peer-to-peer networking and mentoring</li> </ul>	In progress	Through SATC, RTOs, TiCSA there are meetings facilitated to support operators with skills and tools to increasing their capabilities.
<ul style="list-style-type: none"> <li>Champion businesses which are developing or refreshing their experiences</li> </ul>	In progress	Targeted support for hero operators for further investment to enhance experiences: eg Beerenberg, Seppeltsfield, Monarto Zoo.

## EVENTS

Action	Status	Comment
Create or grow existing hero regional events	In progress	21 Regional Events and Festivals Program and 9 Community Events Development Fund grants have been provided totalling \$348 000. Work to grow the REFP fund and bring new events to regions is ongoing.
Strengthen collaboration	In progress	There are a number of regions that are discussing ways to better work together. Example: Eyre Peninsula has begun work to develop cross-council events collaboration.
Build event capability	In progress	SATC will host 6 workshops designed to assist with event capability building. The workshops will be offered to

		events / contributors to events free of charge in 2019/20. The SATC is also updating its event modules in this financial year.
Create and promote a region's annual event calendar	Not yet started	To date, there is not one event calendar used by all regions. Although, through social and digital platforms a number of regions promote year round events. Events are encouraged to be listed on ATDW to be promoted on southaustralia.com .
Attract more business events	In progress	The Convention Bid Fund was opened to regional South Australia to attract business events outside Adelaide. Bids are competitive against national and /or international destinations. Several regional enquiries.

## INDUSTRY CAPABILITY

**Improving the digital marketing capability of tourism operators is the top priority.**

Action	Status	Comment
Improve digital capability	In progress	International Wine Tourism grants for projects totalling \$3.3m in six regions have a digital capability component in almost all projects. SATC ran digital workshops in a range of regions. Regions attracted a Building Better Regions Fund (BBRF) grant to build digital capability.
Event management	In progress	To support event capability building in region, SATC will facilitate workshops in the region around event design and event management. Based on demand there will be a number of ½ day workshops offered during 2019/20.
Understanding third-party distribution channels	In progress	TICSA Service IQ program; regional RDA and RTO forums; ATEC workshops; and ongoing SATC support to operators
Business management	In progress	TICSA Service IQ program
Customer service	In progress	TICSA service IQ program
China visitor market	In progress	International Wine Tourism grants for projects totalling \$3.3m in six regions have a Chinese focus in four regions.

## COST OF DOING BUSINESS

**Reduce or simplify regulatory processes which impact on growing regional visitor economies**

**Overarching comment in response:** The SATC has an advocacy role in working across government to influence decisions which impact the cost of doing business. None of the actions outlined in the “Cost of Doing Business” section of the Regional Visitor Strategy is in the direct control of the SATC. In many cases, working through the complicated regulatory environment for operators requires one-on-one consultation to understand the issues and the possible solutions. While the specific solution for that business might be worked through with the regulatory agency, the role of the SATC is to advocate for a solution that can improve the overall regulatory environment. The SATC does ongoing work in this area across a range of issues.

The Task Force for the Visitor Economy began work in early 2019, bringing together key Ministers. The Taskforce's role is to engender cross-government collaboration and has issues around the cost of business as one area of discussion.

Action	Status	Comment
Address complex business and event start-up requirements	In Progress	Continue to work and provide advice to tourism operators and SATC staff around how to navigate complex business and event start-up requirements.
Restrictive liquor licensing regulations	In Progress	18 November 2019 is when the final liquor licensing regulations will be implemented, including the transition from old licences to new licences for tourism businesses.
Visa constraints and costs related to attracting and retaining staff	In Progress	Contribute as required to across government work focused on addressing State regional migration and population growth priorities.
Planning issues for Mt Lofty Ranges Watershed and 1956 River Murray Flood Line	In Progress	Contribute as required to planning discussions and the State Planning Reforms on a case by case basis including preparing a submission to Phase 2 and Phase 3 of the new Planning and Design Code for South Australia which are due to be implemented in June 2020. It is to be determined if this will look at addressing planning issues associated with the Mt Lofty Ranges Watershed and the 1956 River Murray Flood Line.
Licensing conflicts for paddock to plate services	In Progress	Contribute as required to planning discussions and the State Planning Reforms on a case by case basis.
Price and reliability of power	In progress	The RDA network has been actively addressing this. Major power projects across regional SA will steadily improve the situation.

## VISITOR INFRASTRUCTURE

The SATC has provided Infrastructure SA with a Regional Tourism Infrastructure Priorities as part of a 20 - year State Government strategy. The document includes; roads, air access, signage, marine, coastal, telecommunications and trails as key infrastructure projects.

Action	Status	Comment
<b>Roads</b>		
Seal the Strzelecki Track and other key unsealed roads	In progress	Advocacy working group being formed chaired by Outback Communities Authority.
Fix bottlenecks (eg Port Wakefield) and improve roads	In progress	Federal/State funding for: Port Wakefield bottleneck -\$90m Joy Baluch Bridge widening -\$160m Penola Bypass -\$14.6m
Install road-related infrastructure	In progress	The need for new or enhanced parking bays and out areas is identified in a number of regions, including in the Eyes on Eyre project.
<b>Air access</b> Grow affordable regional aviation options	In progress	The focus is to maintain existing flights and foster discussions between airports and airlines to increase flights where demand can be justified.
<b>Touring aviation</b>	In progress	\$500k Federal grant for Innamincka airport upgrade.

Improve infrastructure for charter and self-fly markets		
<b>Improve directional, gateway and interpretive signage</b>	Ongoing	Signage for 60 Wi-Fi hotspots has been installed and includes local tourism and touring route information. Touring Route signage installed. Approximately, 33,000 people use the free WiFi per annum. The SATC has been developing a case for more investment in this area.
<b>Telecommunication black spots</b>	Ongoing	60 Wi-Fi hotspots for touring routes covering all regions. PIRSA responsible agency for SA Gov submissions to the federal Mobile Black Spot funding program. PIRSA had input from the Department of Trade, Tourism and Investment for the process of selecting sites.
<b>Coastal and marine infrastructure</b>	In progress	The Department for Planning, Transport and Infrastructure are developing a SA Jetties Strategic Plan that will respond to how jetties are prioritised and managed in the State going forward.
<b>Trails</b>	In progress	State funded for business case for Adelaide -Melbourne bike trail. Federal/State funding for aspects of Murray Coorong, Riesling and Willunga trails. Scoping work underway for Great Wine Capitals Trail (Clare Valley-Barossa-Adelaide Hills-McLaren Vale)

## PROMOTING THE VISITOR ECONOMY

Action	Status	Comment
Include visitor economy information in regional forums	In progress	Presented and discussed in: <ul style="list-style-type: none"> <li>• 19 regional forums conducted by the Minister for Tourism</li> <li>• South Australian Visitor Economy Sector Plan 2030 launched in August 2019</li> <li>• 16 regional forums <ul style="list-style-type: none"> <li>○ Engaged with almost 700 stakeholders</li> <li>○ Travelled over 5,000 kilometres</li> <li>○ Conducted 37 hours of workshops</li> </ul> </li> </ul>

## Specific Contributions by Key Stakeholders

### South Australian Tourism Commission

As a partner in the Regional Visitor Strategy, the SATC engaged in implementing the Strategy as follows:

#### Marketing

- Through the international, domestic and digital teams there is strong engagement with industry partners in each region. Quarterly reports on marketing activities are shared with each Regional Tourism Manager.

#### Collaboration

- Host and participate in a number of forums, workshops and discussions with other government departments/agencies, industry groups and special interest groups. Strong commitment to engage in aligning resources to be more efficient.

#### Accommodation

- In January 2019, an accommodation survey was conducted to gain a better understanding of the needs of accommodation providers in each region. Opportunity for investment and funding programs is distributed across regions.

#### Experience Development

- In the FY18/19, the SATC team has worked with and supported 214 new products and experience coming to fruition.

#### Events

- In 2019, 21 Regional Events and Festivals Program and 9 Community Events Development Fund grants have been provided totalling \$348 000. Will continue to work towards growing REFP fund and bring new events to regions.

#### Industry Capability

- The SATC supports TICSA and other providers that have a focus on providing workshops or one-on-one mentoring to upskill tourism operators.

#### Cost of doing business

- The SATC continues to have an advocacy role in working across government to influence decisions with impact the cost of doing business.

#### Visitor infrastructure

The SATC has provided Infrastructure SA with a Regional Tourism Infrastructure Priorities as part of the State Government strategy. The document includes; roads, air access, signage, marine, coastal, telecommunications and trails as key infrastructure priorities.

## Tourism Industry Council South Australia

As a partner in the Regional Visitor Strategy, TiCSA engaged in implementing the Strategy as follows:

### Industry Capability

- ServiceIQ – Smarter Business Workshops
  - 21 workshops, over 450 attendees
  - Workshops focused on distribution, digital capability and pricing / packaging)
- Quality Tourism Framework (including Accreditation, Tourism Awards and Star Ratings)
  - Over 500 accredited businesses, 132 awards entrants and 149 star rated businesses
- State Tourism Conference 2019
  - Over 320 delegates with strong regional representation
  - The annual State Visitor Information Centre Conference was integrated with it for the first time
- Talking Tourism networking events
  - 6 events, 750 attendees
- Digital Champions Program – rolling out a two-year program for support

### Collaboration

- Co-hosted Flinders Ranges & Outback Tourism Forum
  - 145 attendees
- Partnered with the Department for Environment and Water to deliver Regional Heritage Workshops
  - 17 workshops across the State, over 200 attendees

### Promoting the Visitor Economy

- Visitor Economy Coalition (VEC) – established in March 2019
  - Representatives from 15 diverse tourism industry bodies
  - 3 VEC meetings having taken place
- 5 Chairman’s Luncheons – Minister Ridgway, Pisoni, Knoll, Speirs and Whetstone
- Over 60 media appearances related to advocacy and the visitor economy
- 3 major submission papers
- Over 60 meetings with Members of Parliament, staffers and key stakeholders
- 5 electronic direct mailouts to members related to advocacy and the visitor economy
  - Over 1000 recipients

## Local Government Association of South Australia

As a partner in the Regional Visitor Strategy, LGA South Australia engaged in implementing the Strategy as follows:

- Planning commenced on ways to take the metropolitan Smart City initiative to regional councils and apply it specifically to the visitor economy sector
- Brokered a discussion about the Strategy with the Small Business Friendly Council Initiative of the Small Business Commissioner with a view to potential future collaboration
- LGA hosted forum on “Tourism & Councils” on 16 August 2019. Intended for newly Elected Members and council officers to better understand tourism, the visitor economy, economic development and the relevant issues.
  - 70 people attended
  - Helen Edwards presented on the SA RVS and Rodney Harrex presented on the SA Visitor Economy Sector Plan 2030

## Regional Development Australia

The network of Regional Development Australia Associations collectively provided considerable input to the Strategy’s implementation.

The network comprises the following RDAs: Adelaide Hills, Fleurieu and Kangaroo Island; Barossa; Far North; Limestone Coast; Murraylands and Riverland; Whyalla and Eyre Peninsula; and Yorke and Mid North. Key areas of activity included:

### Visitor Infrastructure

- RDAs assisted business cases for a range of infrastructure projects. These included:
  - Telecommunications – establishing priorities for sites, many of tourism relevance, for input to the Federal Mobile Black Spot Program, and grant applications for major projects and additional discrete upgrades by telcos and others
  - Roads and road-related infrastructure- developing business cases and grant applications for a regional drive tourism infrastructure program, regional public transport study (Adelaide Hills, Mt Barker, Fleurieu Peninsula) incorporating tourism access to and within the region
  - Trails - developing business cases and grant applications for the Adelaide Wine Capital and Murray Coorong Trails.
  - Power and water - supporting the development of energy, water and other projects including generation, distribution and demand aggregation
  - Sport and recreation investment planning and advocacy *including community sports hubs, aquatic centres and foreshore developments*

### Cost of Doing Business

- Collaborated with industry and government on migration policy, skills gaps, visa constraints and costs related to attracting and retaining staff.

### Industry Capability

- Provided one-on-one business advice to over 250 established and start up SMEs.
- Assisted over 650 businesses through workshops, networking events and training in marketing, digital, business management and customer service mentoring programs.

- Provided grant awareness and application support, support for regional operator associations and business advice

**Experience Development**

- Both Whyalla Eyre Peninsula and Far North assisted Aboriginal tourism operators.
- Ran an Experts in Residence and B2B program which includes tourism expertise to help provide individual case mentoring to businesses to refine these offerings

**Investment Attraction**

- Promoted over 50 visitor economy investment opportunities nationally and internationally
- Assisted in attracting at least \$100 m into: aviation resources and training (Mount Gambier, Clare and Pt Lincoln); new and refurbished hospitality and accommodation facilities; and sport and recreation investments (Mt Gambier, Whyalla, Cleve, and Pt Pirie)
- Developed economic modelling and databases which allow informed decisions and improve competitiveness of regional tourism applications for grant funding

**Support for Regional Tourism Organisations.**

- Provided direct funding and/or in-kind support for a number of regional tourism organisations *including a funding contribution for Australian Tourism Exchange 2019 attendance*
- Were represented on the committees of eight tourism regions
- Managed a brand extension project in collaboration with regional partners

# **REGIONAL CHAPTER**

## **Limestone Coast**

# LIMESTONE COAST

## Second Progress Report OCTOBER 2019

### SUMMARY

The Limestone Coast contributes significantly to the South Australian visitor economy.

- **Visitor Expenditure:** \$366M
- **Overnight visitors per year:** 650,000
- **Total businesses year end June 2017:** 766
- **Direct Employment as of June 2017:** 1,900

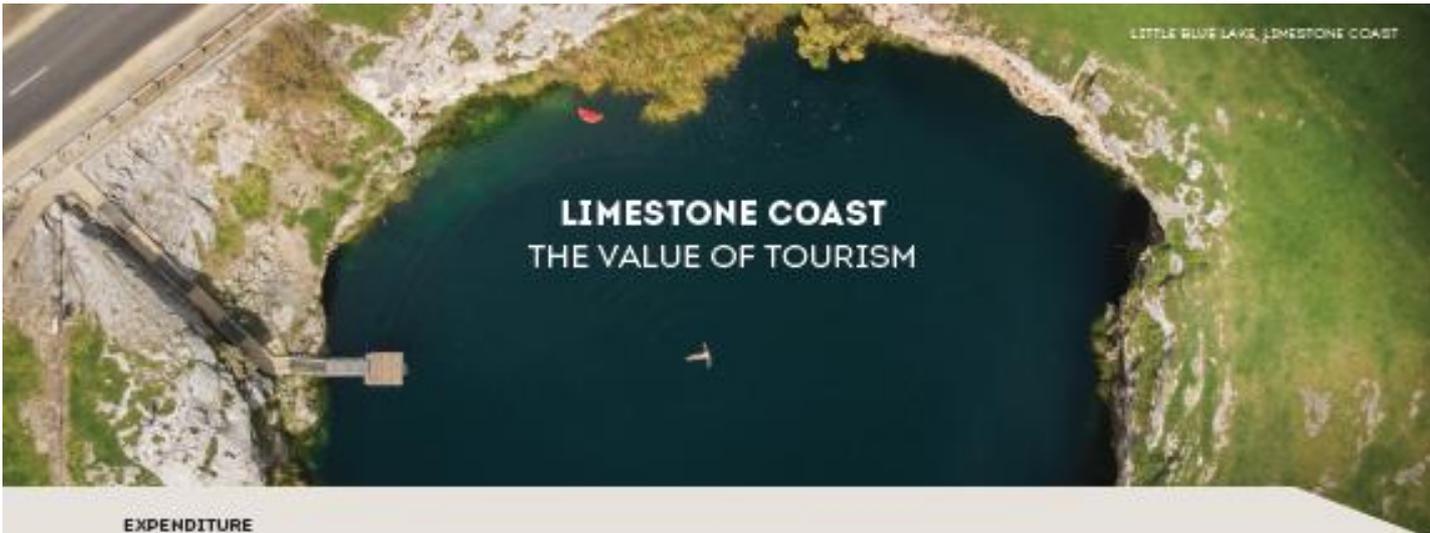
*\*Expenditure and Overnight visitors are the annual average rolled up over three years to June 2019*

*\*See attached appendix Value of Regional Tourism – Limestone Coast*

Action	Status	Comment	Responsibility
<b>Marketing</b>			
Promote the region's unique landscapes and immersive wildlife, food and wine experiences	Ongoing	Participated in a number of tradeshows promoting the region. Attended ATE19, Australia Marketplace India, SE Asia, SATC America's Roadshow, ATEC SA B2B Event, Corroboree West, ATEC Meeting Place. SATC activated a number of campaigns and promotions that included the region. A separate report has been provided to each RTM.	RTO/SATC
Promote winter experiences including events	Completed	LC used 18/19 coop marketing funds to promo a variety of experiences under the 'Unearthing our treasures' campaign, including winter-friendly experiences and accommodation as well as Events, i.e. Generations in Jazz, Coonawarra Cabaret, Robe Home Brew, Penola & Coonawarra Arts Festival, Dirt & Diesel, Speedway, Golf. LC was part of SATC Winter 2019 campaign.	SATC
Increase digital marketing aligned with the SATC	Ongoing	Digital Platform being launched prior to Christmas as part of the International Wine Tourism Project	RTO
<b>Events</b>			
Coordinate and promote the region's events calendar more strongly	Ongoing	The SATC promote events in the Limestone Coast through our available marketing platforms where possible. In 2019/20 the SATC will provide funding to 5 events in the Limestone Coast as part of the Regional Events & Festivals Program.	SATC/RTO
Refresh events to meet changing markets and increase visitor nights	Ongoing	Bay Escape revitalisation has resulted in receiving a grant through the SA Regional Events & Festivals Program.	RTO
Host events which complement the regional calendar and brand	In progress	Lucindale secured triple j's One Night Stand 14th September with 25,000 pax.	RTO
Establish a regional business bureau to attract corporate visitors	In progress	LCLGA remains a member of Adelaide Convention Bureau and received \$70k towards the hosting of a national event called SEGRA as part of the longer commitment to grow business events in regions. LC also participated in Destination SA and has developed a brochure to promote business events in the region.	RTO
<b>Collaboration</b>			
	<b>Status</b>	<b>Comment</b>	<b>Responsibility</b>

Leverage the Southern Ocean Drive via packaging/bundling	Ongoing	Industry is encouraged to cross-refer to other tourism businesses along recognised touring routes incl. Melbourne to Adelaide.	RTO/SATC
Collaborate with the region's Visitor Information Centre network to drive dispersal and spend	In progress	The region is developing tear off-maps to encourage dispersal.	RTO/SATC
<b>Accommodation</b>	<b>Status</b>	<b>Comment</b>	<b>Responsibility</b>
Develop 17 new rooms	Ongoing	There are new rooms in the pipeline. On target.	SATC/RTO/Local Councils
Upgrade 220 rooms from 3- to 4-star	Ongoing	A number of medium scale accommodation rooms have been upgraded. On target.	SATC/RTO/Local Councils
Develop accommodation of scale in the Coonawarra	Ongoing	Focusing on seeking investor for Coonawarra Units.	SATC/Local Councils
<b>Experience Development</b>	<b>Status</b>	<b>Comment</b>	<b>Responsibility</b>
Create new experiences and increase commissionable products	In progress	Various operators with concepts to come to fruition Growing Wine Tourism Program (Mixed Dozen) will make winery experiences more accessible through an online map. Mixed Dozen project is focussed on building sellable experiences and has an entire program dedicated to this and investment of \$35k.	SATC
Develop coastal and soft adventure hero experiences	In progress	Kilsby Sinkhole and Ghost Mushrooms activated; potential to activate further.	SATC
Bundle operator experiences	In progress	Coonawarra Experiences are the best example of this occurring in the region.	Multiple
<b>Industry Capability</b>	<b>Status</b>	<b>Comment</b>	<b>Responsibility</b>
Raise digital marketing and customer service industry capability	In progress	Through TicSA & the federal government we have encouraged attendance at workshops specifically focussed on digital. In addition, we are about to have an ATDW blitz in region with a series of workshops ranging from beginners, to advance to creating ambassador's through the VIC network.	TiCSA
Improve capacity to cater to the Chinese self-drive market	In progress	Specific industry capability /capacity building activities are planned under 'Mixed Dozen Wine Tourism Project'.	RTO
Run workshops on event innovation and development	In progress	Note: SATC events team is offering workshops. In discussions with Events SA.	SATC
Leverage the network of operator associations to improve operator capabilities	Ongoing	Working with 24 operators to support improving capabilities.	RTO
<b>Visitor Infrastructure</b>	<b>Status</b>	<b>Comment</b>	<b>Responsibility</b>
Improve maintenance of key coastal infrastructure	Ongoing	Being captured as part of Coastal Alliance Project (34 Councils in SA working together to address issues).	Multiple
Enhance infrastructure around natural assets eg NP	Ongoing	Naracoorte Caves recently opened Loop walk. Discussions continue for other parts of the region.	DEW
*Upgrade Kingston-Robe road	Not started	No comment.	
*Implement Regional Trails Masterplan	Ongoing	The LCLGA Tourism Management Group is now the official custodian of this body of work and is progressing and staying in constant contact with SATC DD to see how the Great Southern Bike Trail can dovetail into this.	Multiple
*Address telecommunications black spots on main driving routes	Not started	Identified as a high priority in the Limestone Coast Infrastructure Audit.	Multiple

\*Identified in supplementary list of regions' infrastructure priorities



LITTLE BLUE LAKE, LIMESTONE COAST

## LIMESTONE COAST THE VALUE OF TOURISM

### EXPENDITURE



**\$366M** | VISITOR EXPENDITURE



**773K** | DOMESTIC DAY TRIPS



**650K** | OVERNIGHT VISITORS PER YEAR



**766** | TOTAL BUSINESSES YEAR END JUNE 2017



**41%** | PROPORTION THAT ARE INTERSTATE OVERNIGHT VISITORS



**970** | HOTEL ROOMS YEAR END DEC 2018



**52%** | PROPORTION THAT ARE INTRASTATE OVERNIGHT VISITORS



**17:1** | DIRECT EMPLOYMENT RATIO



**7%** | PROPORTION THAT ARE INTERNATIONAL OVERNIGHT VISITORS



**1.9K** | DIRECT EMPLOYMENT



**2.0M** | VISITOR NIGHTS

Sources: Tourism Research Australia - MMS & DSI; Tourism Business estimator derived by TRA using data sourced from the Australian Bureau of Statistics (ABS) for the financial year 2016/17; Employment figures from the State Tourism Satellite Accounts 2016-17. Full potential relates to the regional contribution to the 2020 \$5 billion target - please refer to the South Australian Tourism Plan 2020. Tourist Accommodation data are sourced from STR Global 30+ rooms for the year end December 2018.

## 9.7 REGIONAL ROAD SAFETY OFFICER REPORT

### BACKGROUND

The Regional Road Safety Partnership is a project in collaboration with the Department Planning, Transport and Infrastructure to work with community road safety groups, local government, industry and road safety stakeholders to improve road safety outcomes.

SAPOL are no longer providing traffic statistics to the public on “Collision Serious Injuries” or “Collision Casualties”. A request ‘as to why’ was issued with no response provided.

Nationally South Australia is the worst performing state in Australia with a 39 per cent increase in fatalities from November 2018 to October 2019. Victoria has seen the next biggest increase with 16 per cent and a significant decrease in fatalities in the ACT (50 per cent) and the NT (39 per cent).

South Australia’s road toll is now over 100 fatalities (year-to-date) with pedestrians, truckies and elderly drivers heavily represented among the dead. The official road toll hit 100 on Monday 25 November after the death of a 78-year-old Victorian man 6km south of Tintinara.

This year’s road toll is almost 20 per cent higher than the four-year state average of 84 deaths. The latest fatality means SA is now the same as 2017 and it is likely it could climb higher with 36 days of the year remaining with the bust Christmas period.

An analysis of SA Police figures shows out of the 100 road deaths at 26 November;

- A majority of the deaths were male (73 compared to 27 female) – 21 more than at the same time in 2018.
- Most of those killed were aged 70 and over (27), more than double the number killed in 2018. The next highest age group of road crash victims was people aged 30-39 (17), an increase of 40 per cent compared to last year.
- Two out of three fatalities happened on regional and Hills roads (66 compared to 34 in metropolitan area)
- Most fatal crashes occurred during the day (82 compared to 18 at night) and on weekdays (66 compared to 34 on weekends)
- Most of the road crash victims were drivers (53), followed by pedestrians (19) and motorcyclists (16). The number of pedestrians killed to date this year is at the highest it has been in the four years since 2016.
- It’s been a bad year for truck drivers with seven killed this year, the most since 2016 when there were five deaths.
- The number of passenger deaths this year (8) has more than halved since 2016 (23).
- The number of cyclists killed since 2016 has remained fairly steady with four deaths this year compared to six same time last year.

The overall trend for fatalities in the LC in 2019 is slightly lower at 4 December than at the same time last year (11 in 2019/13 in 2018) noting that a single fatality (due to the numbers) can have a big impact on the calculated % change.

Figure 1: Limestone Coast Fatalities to YTD (YTD as of 4 December 2019)

<b><u>Limestone Coast Fatalities</u></b>				
<div style="border: 1px solid black; border-radius: 15px; padding: 5px; text-align: center;"> <b>A</b>                      Limestone Coast Snapshot                 </div>	2019	2018	2017	2016
		<b>11</b>	13	5
<b><u>South Australia Fatalities</u></b>				
<div style="border: 1px solid black; border-radius: 15px; padding: 5px; text-align: center;"> <b>A</b>                      South Australia Snapshot                 </div>	2019	2018	2017	2016
		<b>101</b>	72	92
<b><u>South Australia Fatalities – Metro and State Operations –</u></b>				
	2019	2018	2017	2016
Metro	<b>34</b>	15	40	28
Country	<b>67</b>	57	52	52

**South Australian breakdown 82 Fatalities SA**

Day	83	Driver	54
Night	18	Passenger	8
Weekday	67	Rider - Motorcycle	16
Weekend	34	Rider - Cycle	4
Male	74	Pedestrian	19
Female	27		
Age Bracket > 49	43		
Age Bracket < 49	58 (28 being < 70)		
P Plate Drivers	10		

Traffic statistics provided by: [www.police.sa.gov.au/your-safety/road-safety](http://www.police.sa.gov.au/your-safety/road-safety)

In November 2019 the Australian Government (Department of Infrastructure, Transport, Cities and Regional Development) published The Princes Highway Corridor Strategy.

A range of initiatives have been recommended such as:

Address narrow bridges and allow for larger freight vehicles

- Between Kingston SE and Millicent

Development of additional passing opportunities

- Between Mt Gambier and SA/Vic Border
- Between Millicent and Mt Gambier
- Between Kingston SE and Tailern Bend
- Between Millicent and Kingston

Development of additional/improved rest areas

- Tailern Bend to SA/Vic border

Areas in need of rehabilitation or resurfacing

- Between Mount Gambier and Millicent
- Between Millicent and Kingston SE
- Between Kingston SE and Meningie

Safe System Tools – should be applied along the length of the corridor as appropriate, including but not limited to:

- Shoulder treatments to enhance shoulders to a relevant level
- Line marking alternatives including audio-tactile line marking
- Separated carriageways
- Centre median safety barriers
- Off-road safety barriers (left side)
- A combination of these and other treatments

## KEY ISSUES

### Government of SA Road Safety responsibility changes

- SAPOL have the responsibilities of Road Safety Campaigns which can be found at: <https://www.police.sa.gov.au/your-safety/road-safety/road-safety-campaigns>.
- DPTI has the responsibilities of all partnerships and as such has assumed responsibility for the Road Safety partnership funding with the LCLGA (Previously held with Motor Accident Commission).
- The partnership arrangement was guaranteed to continue for one year following the cessation of MAC and concludes 30 June 2020.

### Attachment one: November to December, main activities and stakeholder engagement

- Mount Gambier Show – Kalari Transport, MFS, SAPOL, Mount Gambier and District Road Safety Group. October 25 and October 26 *Australian Road Safety Foundation's 'take the pledge to drive safely' inflatable car which people sign to make the pledge. Awareness of impacts of collision with trucks, emergency services in action and messages of driving in a truck friendly manner*
- Mount Gambier Truck Show – Mount Gambier and District Road Safety Group. November 23 *Australian Road Safety Foundation's 'take the pledge to drive safely' inflatable car which people sign to make the pledge. Think Road Safety pen distribution.*
- Mount Gambier and District Road Safety Group Meetings. *Monthly. Workplan for remainder of year, establishment of best impacts for road safety awareness*
- The Little Blue Dinosaur Foundation: 'Holiday Time, slow down, kids around': *Scheduled holiday campaign across the Limestone Coast from December 9 2019 to January 27 2020*
- Community Information Road Show: 'Road Trauma and Grief Support' *In collaboration with Substance Misuse, StandBy, Limestone Coast Road Safety and Limestone Coast Road Trauma and Grief Support. Plans underway to attend each Limestone Coast Council area delivering information of services available and raising awareness of impacts and supports.*

### Community and Industry Engagement and Input

Continue to inform and circulate road safety messages and reports across the Limestone Coast through stakeholder engagement, media communications and social media messaging.

## 9.8 SEGRA CONFERENCE 2020

### BACKGROUND

The Sustainable Economic Growth for Regional Australia (SEGRA) National Conference 2020 will be held at City Hall and the Main Corner Complex, Mount Gambier from Tuesday 22 September to Thursday 24 September 2020

SEGRA is Australia's premier conference on regional issues and historically has attracted approximately of 250 delegates from all over Australia.

A planning committee comprising LCLGA, RDA LC, PIRSA, UniSA, Naracoorte Lucindale Council, City of Mount Gambier, Australian Forest Products Association, Limestone Coast Leadership Program, Coonawarra Vignerons, Flinders University (New Ventures Institute) and Glenelg Shire Council are working with the SEGRA National Steering Committee on theme, event structure and speakers/presenters to ensure we have an engaging program.

The Australian Convention Bureau has also partnered with us in developing the bid and providing state government sponsorship.

#### Financial commitment:

- Event funding of \$82,000 was secured through LCLGA external sponsorship discussions, there is yet to be a formal invitation for sponsors.
- LCLGA committed \$5,000 plus in-kind support and if sponsorship continues to be successful this contribution may not be required.

Total commitment \$87,000 plus in-kind support.

Hosting the conference will provide an opportunity to showcase the Limestone Coast Region plus a local multiplier impact from visitation.

In addition to hosting the three-day conference, on offer will be study tours and touring routes across the region. The conference provides an opportunity for all sections of the Australian community, both rural and urban, to explore the key issues affecting regional, rural and remote Australia and be a part of providing positive sustainable outcomes to ensure future prosperity.

Regional Development Australia Limestone Coast are also hosting the RDA State Conference to align these events to further boost the value to our region. RDA State Conference – Tuesday 22 September 2020.

### KEY ISSUES

- Progressing from a bid to planning status with a steering committee.
- Working with the SEGRA national committee to ensure we have an engaging program, theme and event structure.
- Securing additional sponsorship and stakeholder engagement.

- Developing a regional tourism package to support and leverage the event.
- Ensuring the program is effectively marketed in a timely manner.
- There is a risk if delegate numbers fall below 150 that funding from the Australian Convention Bureau will reduce. This risk will be offset by securing additional sponsors and working proactively to position the event to be successful.

## 9.9 LIMESTONE COAST LEADERSHIP PROGRAM

### BACKGROUND

This intensive 8-month program is delivered with the Leaders Institute of SA and is inclusive of self-development, adaptive leadership tools and frameworks, with a focus on regional content and local networking opportunities.

The Program Aims to:

- Develop leadership capability which reflects the diversity of our community.
- Representatives from each of the seven Limestone Coast Council Areas.
- Inclusion of Aboriginal, Migrant, Disability and Disadvantaged.
- Community Projects, undertaken as part of the Leadership development program, are relevant and timely.

Applications and assessments for the 2020 program have been completed.

21 applications were received, with placement offers sent to 20 successful applicants.

- Nine full scholarship participants
- Six part scholarship participants (inclusive of Stand Like Stone two part scholarships)
- Five full paying participant placements offered with three accepting

The 2020 program will run with 18 participants (13 females and 5 males).

Applications received from the following Limestone Coast Council areas

- Three – Wattle Range Council
- Eight – City of Mt Gambier
- Three – Tatiara District Council
- One – Kingston District Council
- Four – District Council of Grant
- One – Naracoorte Lucindale Council
- One – Green Triangle (Works across Limestone Coast)

### KEY ISSUES

- Ten community, industry, business and council organisations have committed to partnering with the program for 2020.
- The program was established with a three-year commitment to become self-sustaining. The first year achieved a modest surplus and there remains an ongoing focus to grow the program into a sustainable model by securing further partnerships.

## 9.10 SUBSTANCE MISUSE LIMESTONE COAST PROJECT OFFICER REPORT

### BACKGROUND

Since the last report we have received \$87,000 + GST from the Australian Government Department of Health. The first milestone, the Activity Work Plan, Budget and Risk Management Plan, due 1<sup>st</sup> December 2019, is completed.

In terms of the program the following areas have progressed:

- Seven secondary schools are using Climate Schools.
- Tenison Woods College Climate Schools program integrates peer support between Year 10 volunteer leaders and 10 year 9 classes called Substance Misuse Peer Support. This includes year 10 students volunteering to support the delivery of Climate Schools to year 9 classes.
- In November these volunteers presented their learnings, reflections and observations to parents, school leadership and substance misuse Limestone Coast Working Party members. On completion of all tasks, the year 10 peer supports gained 10 Stage One SACE credits.
- Department of Education Blue Lake Partnership Teacher attended the presentations and gained insight into the Climate Schools peer support program to assess suitability for two secondary Schools in Mount Gambier in 2020.
- Continued to support the Alcohol and Drug Foundation (ADF) with the Planet Youth Pilot in the Limestone Coast (one of ten Australian sites). Three Limestone Coast Councils have completed the infrastructure survey (Tatiara District Council, District Council Grant and City of Mount Gambier Council). Year 10 students at Allendale East Area School, Grant High School, Mount Gambier High School and St Martin's Lutheran College have completed the Planet Youth survey. The results are being collated and for distribution in March 2020.
- Peak non-Government organisation, Family Drug Support have provided two x one-day professional and personal development workshops in Millicent and in Naracoorte in October/November. The Stepping Forward program was held at the Millicent Soccer Club to 17 frontline professionals, and 9 participants at the Sheep's Back Museum in Naracoorte with a mixture of frontline professionals and family members in attendance.
- Family Drug Support also delivered a therapeutic 4-day course for families who are currently supporting someone with a drug and alcohol dependence. Due to the nature of the workshop, the number of participants was capped at 16, and the workshops were oversubscribed. Other community members who made enquiries about the course but were ineligible to attend, included professionals, students and family members supporting others who could not attend. Both Family Drug Support initiatives were funded by the Department of Human Services, Grants SA Branch. Evaluation and acquittal activities are current for the two-Family Drug Support courses.

### KEY ISSUES

1. As we continue our program development and implementation, SMLC is addressing gaps in the education, prevention and treatment spaces with the support of our Councils.
2. Collaboration is critical (due to our size) to access resources.
3. Over half of all Limestone Coast secondary schools are now using Climate Schools.

- Community and Corporate Networks are being encouraged to record issues of reduced medical services relating to alcohol and other drug dependence.

**Attachment 1: new highlights from October / November**



**Tenison Woods College year 10 volunteer leaders and peer supports with parents, teachers and SMLC working party members, November 2019.**



**Family Drug Support workshop, Millicent October 2019**



## 9.11 PROJECT MANAGER REPORT

### BACKGROUND

The LCLGA Project Manager is coordinating the following projects.

- Implementation of the Limestone Coast Regional Growth Strategy
- Limestone Coast Economic Development Group
- Limestone Coast Red Meat Cluster
- Limestone Coast Regional Health & Wellbeing Health Plan
- Limestone Coast Regional Waste Management Program
- Policy research and development of submissions
- Provide ongoing assistance and support to the LCLGA Executive Officer, Limestone Coast Regional Sports Academy Coordinator & Climate Adaptation Officer.

### KEY ISSUES

#### Limestone Coast Economic Development Group

- The Limestone Coast Economic Development Group Terms of Reference & Work Plan have been reviewed and endorsed and reflect the priorities identified in the LCRGS.
- Executive support to the Limestone Coast Economic Development Group, through the coordination of meetings, preparation of Agendas & Minutes and the review of the Terms of Reference and Work Plan.

#### Limestone Coast Red Meat Cluster

- The most critical matter for the LCRMC is to develop a new strategic plan. AsiaAustralis has been engaged by the LCLGA to assist with the preparation of a Strategic Plan for the LCRMC.
- This consultation process has commenced and will be used to inform the first strategic workshop to be held in the region at the end of November 2019.
- Ensuring the Group engage with the process is critical to the success and development of the Strategic Plan

#### Limestone Coast Regional Waste Management Program

- Progressing the implementation of the Waste and Resource Recovery Implementation Plan and supporting the work of the committee is essential, each of our members have identified sustainable waste solutions as one of the critical issues for their businesses and the LC community.
- A review of the current Limestone Coast Regional Waste Management Program Work Plan and Terms of Reference has commenced.

#### Limestone Coast Regional Health & Wellbeing Health Plan

- The LCLGA are in the process of reviewing the regional public health plan, which we are required to do under the South Australian Public Health Act 2011. The Regional Health and Wellbeing Plan is a joint initiative of the following Councils located in the Limestone Coast Local Government Area (LCLGA):

- Tatiara District Council
  - Kingston District Council
  - District Council of Robe
  - Naracoorte Lucindale Council
  - Wattle Range Council
  - District Council of Grant
- 
- An informal working party has been established to review and update the health plan. Part of this review requires the provision of updated statistics/data on a variety of health and wellbeing issues facing the Limestone Coast. We have to date been able to gather data from the most recent Census, along with some additional statistics from the PHN.

## LIMESTONE COAST ECONOMIC DEVELOPMENT GROUP MEETING

### 1. Present

Erika Vickery	Naracoorte Lucindale Council
Peta Crewe	PIRSA
Michaela Bell	LCLGA
Steve Chapple	Wattle Range Council
David Hill	DFEEST
Elise Gordon	AusIndustry
Judy Nagy	City Mount Gambier
Tony Wright	LCLGA
Mike Ryan	District Council Grant
Liz Perkins	LCLGA
Rachael Ashman	RDALC
Cathy Ashby	RDALC
Liz Goozzens	Tatiara District Council
Trevor Smart	Naracoorte Lucindale Council
Clarissa Goh (Guest, Stakeholder Strategy and Engagement   Migration Policy and Deregulation Branch)	Australian Government Department of Employment, Skills, Small and Family Business
Nicholas Carlyon (Guest, Stakeholder Strategy and Engagement   Migration Policy and Deregulation Branch)	Australian Government Department of Employment, Skills, Small and Family Business

### 2. Apologies

Ben Gower	Wattle Range Council
Nat Traeger	Kingston District Council
Daryl Whicker	District Council Grant
Andrew Meddle	City Mount Gambier
James Holyman	Robe
Biddie Shearing	LC LGA
Graham Excell	Tatiara District Council
David Wheaton	RDA LC
Anne Champness	Tatiara District Council

### 3. Confirmation of the Minutes

Confirmation of the Minutes of the LCEDG meeting held 24<sup>th</sup> September 2019 at the Naracoorte Council Chambers

“That the Minutes of the LCEDG Meeting held on the 24<sup>th</sup> September 2019, be taken as read and confirmed as a true and correct record of the proceedings at that meeting.”

MOVED: Trevor Smart                      SECONDED: Tony Wright

CARRIED

### 4. Matters arising from the Minutes

Nil

# MINUTES

26<sup>th</sup> November 2019, 10:30am – 12:00pm  
Naracoorte Town Hall

## 5. Work Plan update

No	Priority Area	Update	Actions required	Who	When
5.1	<b>Increase the working age population</b> <ul style="list-style-type: none"> <li>Limestone Coast Rural Migration Project</li> <li>Limestone Coast Workforce Development Plan</li> </ul>	<u>LC RURAL MIGRATION PROJECT</u> <ul style="list-style-type: none"> <li>LCLGA provided a submission to the Joint Standing Committee on Migration</li> <li>Tatiara Council presented to the Joint Standing Committee Public hearing on Wed 20<sup>th</sup> Nov on behalf of the LCLGA and the Tatiara Council</li> <li>RAI have had 2 visits to the Region to develop strategies around how to attract and retain migrants to NLC &amp; Tatiara. A draft report will be available at the end of the year.</li> </ul>	<p>Transcript of Joint Standing Committee on Migration available on below link <a href="https://www.aph.gov.au/Parliamentary_Business/Committees/Joint/Migration/RegionalMigration/Public_Hearings">https://www.aph.gov.au/Parliamentary_Business/Committees/Joint/Migration/RegionalMigration/Public_Hearings</a></p> <p>RAI Draft report to be made available to LCEDG members</p>	Peta Crewe	Jan 2020
5.2	<b>Building on the competitive advantage in agribusiness</b> <ul style="list-style-type: none"> <li>Limestone Coast Red Meat Cluster</li> <li>Limestone Coast Brand implementation</li> <li>Limestone Coast Agribusiness SME Innovation Network Hubs</li> <li>Driving Growth Linking Industry</li> </ul>	<u>RED MEAT CLUSTER</u> <ul style="list-style-type: none"> <li>AsiaAustralis has been engaged by the LCLGA to assist with the preparation of a Strategic Plan for the Limestone Coast Red Meat Cluster (LCRMC).</li> <li>This consultation process has commenced and will be used to inform the first strategic workshop to be held in the region at the end of November 2019.</li> </ul> <u>DRIVING INDUSTRY, LINKING GROWTH PRIORITY PROJECT</u> <ul style="list-style-type: none"> <li>\$8M combined funding from Federal &amp; State Governments for roundabout upgrades on Riddoch Hwy, and Smith Street</li> <li>Subject to DPTI tender outcomes – works will hopefully extend to TEYS &amp; Qube Intersections on Wimmera Hwy</li> <li>Design works nearing completion</li> <li>DPTI to tender works</li> <li>This will complete Stages 1 &amp; 2 of 4 stages</li> </ul>	<p>Great Southern Coast to be invited to the next LCEDG meeting to present their 'Great South Coast Economic Futures Report' which details the region's future economic potential</p> <p>WRC have approached Food SA, Rural Solutions &amp; Waite Institute to present in the region and will provide information to the LCELEDG</p>	<p>Tony Wright</p> <p>Steve Chapple</p>	<p>Jan 28<sup>th</sup> 2020</p> <p>Early 2020</p>
5.3	<b>Capturing expected gain in the healthcare and social assistance sector</b> <ul style="list-style-type: none"> <li>Limestone Coast Regional Healthcare Hub</li> </ul>	Awaiting private sector engagement	NLC will provide an update at the next LCEDG meeting.	Trevor Smart	Jan 28 <sup>th</sup> 2020

5.4	<p><b>Support the development of a vibrant business ecosystem</b></p> <ul style="list-style-type: none"> <li>Limestone Coast Regional Leadership program</li> </ul>	<p><u>LC LEADERSHIP PROGRAM</u></p> <ul style="list-style-type: none"> <li>20 applications were received for the 2020 program. We anticipate that five of the seven council areas will have representation in the program. No applications received from Robe District Council and one, deemed unsuitable/language barriers, from Naracoorte Lucindale Council.</li> <li>The leadership program has been able to make nine full and six-part scholarship offerings for 2020.</li> <li>Induction day being held at Struan House on Sunday 15 December. It is anticipated that 18 candidates will accept offers, with program delivery beginning with a 2 day retreat in Robe on Thursday 6th and Friday 7th Feb 2020.</li> </ul>	<p>RDA LC organised an After Hour network event. Positive feedback was received from the WRC, with other Councils encouraged to support the initiative. RDALC to provide additional information to the LCEDG members</p>	RDALC	Jan 28 <sup>th</sup> 2020
5.5	<p><b>Collaborate to build Tourism capacity in the region</b></p> <ul style="list-style-type: none"> <li>Limestone Coast Regional Tourism Framework</li> <li>Limestone Coast Destination Marketing Strategy &amp; Tourism Plan</li> <li>Limestone Coast Regional Trails implementation</li> <li>SEGRA 2020</li> </ul>	<p><u>SEGRA</u></p> <ul style="list-style-type: none"> <li>In August this year, the Limestone Coast was announced as the successful region to host for the Sustainable Economic Growth for Regional Australia (SEGRA) National Conference 2020.</li> </ul> <p><u>LIMESTONE COAST REGIONAL TOURISM FRAMEWORK.</u></p> <ul style="list-style-type: none"> <li>Implementation of the Priorities to Grow the Visitor Economy by 2020, year 3 of 3 progressing well.</li> </ul> <p><u>LIMESTONE COAST DESTINATION TOURISM PLAN &amp; MARKETING PLAN</u></p> <ul style="list-style-type: none"> <li>Tender submissions closes on Monday 18th November.</li> <li>\$40k allocated (\$20k SATC Grant &amp; \$20k LCLGA Tourism Budget)</li> <li>Assessment underway through the LCLGA Tourism Management Group</li> <li>Aiming to make a recommendation to the LCLGA Board on 13th December 2019 for preferred tenderer</li> <li>Timeline is to have draft plans by 3rd April to align with any budgeting/resourcing for FY2020/21</li> </ul> <p><u>LIMESTONE COAST REGIONAL TRAILS IMPLEMENTATION</u></p> <ul style="list-style-type: none"> <li>Mixed Dozen Interactive Trails Project will launch digital itinerary planner tool prior to Christmas.</li> </ul>	<p>SEGRA Committee meeting with Conference organiser Friday 29/11/2019. LCEDG requested that Committee ensures relevant Stakeholders are invited to participate in the event in particular Government Ministers and the Cross Border Commissioner.</p> <p>National Economic Development Conference is inviting regions to host the 2021 Conference. No Action at this stage</p>	SEGRA Committee	2020
5.6	<p><b>Secure investment to deliver regional infrastructure priorities</b></p>	<p><u>NARACOORTE REGIONAL SPORTS CENTRE</u></p> <ul style="list-style-type: none"> <li>Master planning process nearing completion</li> <li>General consensus from sporting/community</li> </ul>	<p>NLC have requested that the Naracoorte Regional Sports Centre be considered as a Priority Project. Project</p>	NLC	2020

	<p><b>enabling growth.</b></p> <ul style="list-style-type: none"> <li>• <i>Regional Investment Prospectus</i></li> <li>• <i>Invest Limestone Coast</i></li> <li>• <i>Biomass Project</i></li> </ul>	<p><i>organisations and Council on preferred model and approach</i></p> <ul style="list-style-type: none"> <li>• <i>Once Council has adopted the masterplan, we will seek to elevate to a priority project.</i></li> <li>• <i>Conceptual design at the moment; costing and additional design work required.</i></li> <li>• <i>Project value likely to be \$15M-\$20M</i></li> </ul>	<p><i>Brief to be provided to the LCEDG</i></p> <p><i>RDALC requested to provide updates on Regional Investment Prospectus, Invest LC &amp; Biomass Project at next LCEDG meeting</i></p>	<p><i>RDALC</i></p>	<p><i>Jan 28<sup>th</sup> 2020</i></p>
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**6. Presentation – Stakeholder Strategy and Engagement / Migration Policy Branch**

Presentation to be provided to LCEDG

**7. Other Business****AusIndustry update – programs/opportunities**

Building Better Regions Fund

<https://www.regional.gov.au/regional/programs/building-better-regions-fund.aspx>

Regional and Remote Communities Reliability Microgrids

<https://www.business.gov.au/Grants-and-Programs/Regional-and-Remote-Communities-Reliability-Fund-Microgrids>

Regional Airports Program

<https://www.business.gov.au/Grants-and-Programs/Regional-Airports-Program>

Safer Community Funds

<https://www.business.gov.au/Grants-and-Programs/Safer-Communities-Fund-Round-5-Infrastructure-Grants>

Regional Agricultural Show Development Program

<https://www.communitygrants.gov.au/grants/regional-agricultural-show-sevelopment-grants-program>

**Limestone Coast Farm best practice at Struan & Kybybolite**

The state-owned Struan and Kybybolite farms, near Naracoorte, will allow farmers to trial relevant AgTech and latest animal genetics and pasture varieties, plus modern-day water utilisation, disease management and grazing strategies.

**Timber Industry**

3 submissions from the Limestone Coast made to the SA government 'Select committee on matters relating to the timber industry inquiry in the Limestone Coast'

**Regional Development Strategy Engagement Report released**

[https://pir.sa.gov.au/regions/regional\\_development\\_strategy](https://pir.sa.gov.au/regions/regional_development_strategy)

**University SA Graduate program with Wattle Range Council**

The Program is going extremely well, with the opportunity for other Councils to participate and be involved. WRC will prepare a Project Brief and present at the next CEO meeting to encourage engagement and participation from other LC Councils.

**8. Next Meeting**

*Tuesday January 28<sup>th</sup> 2020*

**Minutes for Limestone Coast Local Government Tourism Management Group,  
Naracoorte Lucindale Council Chambers, Monday 21<sup>st</sup> October 2019.**

**MEETING OPENED 9:45am**

**1.0 MEMBERS/DEPUTY MEMBERS**

1.1 Present

District Council of Grant	Mike Ryan
Naracoorte Lucindale Council	Sally Klose
Kingston District Council	Nat Traeger Tess Armfield
Tatiara District Council	Anne Champness
LCLGA	Biddie Shearing

*Apologies: Roger Babolka from Wattle Range Council, James Holyman from Robe, Judy Nagy from City of Mount Gambier*

**MOVED: Nat Traeger**

**SECOND: Mike Ryan**

**2.0 Previous Minutes from 29<sup>th</sup> July 2019**

Noted and accepted.

**MOVED: Mike Ryan**

**SECOND: Nat Traeger**

**3.0 LCLGA Priorities to Grow the Visitor Economy by 2020**

**3.1 International Travel Trade Events & Activity**

Biddie provided an update on recent activity and future activity that has been scheduled in-line with the 2019.2020 FY Budget. To date the activity is on budget. The group discussed the opportunity to build the trade expertise within the councils across the region and agreed to prepare an Expression of Interest for this work that will be circulated within councils for suitable candidates to develop skills in this area, while providing a succession plan for this body of work long-term.

**ACTION:**

- **Biddie to draft an Expression of Interest document that includes brief overview of position requirements for a Distribution & Trade Support Administrator.**
- **Biddie to circulate to the group for approval and next steps.**
- **Sally Klose & Biddie to form an assessment panel to appoint successful candidate.**

**MOVED: Nat Traeger**

**SECOND: Mike Ryan**

**3.2 Visiting Friends & Relatives**

Biddie provided an update on a campaign that directly targets the international student groups residing in Melbourne & Adelaide. The campaign is scheduled to roll out in February 2020.



### 3.3 Events

It is anticipated that the South Australian Regional Events & Festivals Program will re-open in February 2020. Once details are released, these will be forwarded onto members.

There is some level of interest in the group for a few councils to submit a group application for the Great South Coast Bike Event.

To note other funding sources for regional events:

- <https://alga.asn.au/regional-agricultural-show-grants/>

- [www.arts.gov.au/festivals](http://www.arts.gov.au/festivals)

### 3.4 Corporate & Business Traveler

The region will register to participate in Destination SA as per last year, given the location is Adelaide and the region has received a few small-scale conference bookings from this attendance and involvement as a regional member with the Adelaide Convention Bureau.

The budget line for this pillar of work has allocation for a photo shoot. It was agreed that we can collectively contribute to ensure we have sufficient and current footage and images of our business events and conferences to help pitch the region for consideration.

#### **ACTION:**

- **Biddie to prepare a brief of what is required, what gaps exist in image gallery and identify potential in-region photographers, gaining input from individual councils and coordinate photo-shoot(s) as required.**

### 3.5 Collaborating – Destination Tourism & Marketing Plan

Following the success of securing \$20k from SATC (to be matched by \$20k allocated in the Tourism Budget FY 2019.2020), the group agreed to place urgency around the development of an 'invitation to tender' document to build a Destination Tourism & Marketing Plan and the original timeline was amended as follows.

Action	Date
Biddie to develop tender brief & circulate to TMG for comment	25 <sup>th</sup> October 2019
Selective Tender distributed	28 <sup>th</sup> October 2019
Tender applications closing date	15 <sup>th</sup> November 2019
TMG to assess tender applications – via email	16 <sup>th</sup> – 20 <sup>th</sup> November 2019
Meeting to finalize tender	21 <sup>st</sup> November 2019
Recommendation Report drafted for the LCLGA Board to endorse.	
LCLGA Board to endorse successful tender	13 <sup>th</sup> December 2019
Successful tender appointed.	15 <sup>th</sup> December 2019
Consultation Period (in region)	15 <sup>th</sup> January – 15 <sup>th</sup> February 2020
DRAFT Destination Tourism & Marketing Plan presented to TMG	15 <sup>th</sup> March 2020
On-line consultation with industry and council consultations	16 <sup>th</sup> 25 <sup>th</sup> March 2020
ALL feedback required	31 <sup>st</sup> March 2020
DRAFT Destination Tourism & Marketing Plan presented to LCLGA Board for referral to councils (including implementation & budget considerations)	10 <sup>th</sup> April 2020 (Good Friday, date to be adjusted)
All feedback required	15 <sup>th</sup> May 2020



Final Destination Tourism & Marketing Plan presented to LCLGA Board for endorsement	12 <sup>th</sup> June 2020
Implementation to begin	1 <sup>st</sup> July 2020
Finalise Resource & Implementation Plan	30 <sup>th</sup> June 2020
	1 <sup>st</sup> July 2020

**ACTION:**

- Biddie to draft 'invitation to tender' and circulate for comment and adhere to above timeline.

**4.0 Information Reports****4.1 One Night Stand**

Sally provided an update of the successful event which contributed to the local visitor economy by \$20m. Glow in the dark wrist bands were considered a hit.

**4.2 Cross-border Initiative**

Anne provided an overview of the cross-border work that has been triggered by the potential to activate and promote the Gold Escort Route, by bringing together 5 councils/shire and potentially up to 10 councils to work together.

**4.3 Mixed Dozen Update**

Biddie provided an update of the project which is close to launching the digital itinerary planner. Also, opportunities for operators to upskill with ATDW Workshops, Familiarisations and a mentoring program.

**4.4 Regional Map**

Sally provided an update of her council progress with the 'tear-off map' with other councils still a work in progress.

**4.5 LC Visitation & expenditure Figures Update**

Biddie provided an updated table of figures, year ending June 2019. Noting these are a rolling 3 year average collated by Tourism Research Australia (NVS & IVS)

(000's)	June 2019	March 2019	June 2018	March 2018	Sept 2017	March 2017	September 2014	December 2013	September 2013	June 2013	March 2013	December 2012
Expenditure		\$357m	\$327m			\$295m						
<b>TOTAL VISITORS</b>	<b>650</b>	<b>642</b>	<b>595</b>	<b>575</b>	<b>588</b>	<b>566</b>	<b>482</b>	<b>523</b>	<b>501</b>	<b>512</b>	<b>485</b>	<b>515</b>
<i>Domestic</i>	605	597	549	529	543	520	439	482	462	472	446	478
<i>International</i>	44	45	46	46	45	46	43	41	39	40	39	37
Interstate	270	275	224	216	223	204	154	172	171	170	138	158
Intrastate	336	322	325	313	320	317	284	310	291	302	305	320
<b>DAY TRIPS</b>	<b>773</b>	<b>755</b>	<b>751</b>	<b>700</b>		<b>718</b>		<b>696</b>				
<b>TOTAL NIGHTS</b>	<b>2,046</b>	<b>2,037</b>	<b>1,930</b>	<b>1,898</b>	<b>1,906</b>	<b>1,821</b>	<b>1,601</b>	<b>1,540</b>	<b>1,541</b>	<b>1,669</b>	<b>1,630</b>	<b>1,791</b>
<i>Domestic</i>	1,750	1,731	1,647	1,614	1,646	1,556	1,296	1,297	1,264	1,314	1,304	1,510
<i>International</i>	296	306	283	284	260	265	305	243	277	355	326	281
Interstate	784	796	671	662	655	602	421	450	441	460	391	577
Intrastate	966	935	976	952	991	955	875	847	824	854	914	933



## 5.0 **Optional - Individual Council Tourism Initiative and News**

### **Naracoorte Lucindale**

- Gearing up for the World Heritage Festival and LC Multicultural Soccer Festival

#### **DC Grant**

- Waterfront Stage 2 (\$705k) is progressing which includes creating visitor experiences including playground and fitness park, town entrance and some landscaping.
- Airport Project is progressing and is on schedule. Tender for Terminal upgrade has been appointed.

#### **Kingston**

- Mainstreet Stimulus Project is in progress with tender applications closed.
- Business & Masterplan Report for the Kingston Foreshore Caravan Park has been received and is currently under consideration by Council. This could result in the potential development of a Tourism & Communication plan, with the creation of disabled access for the beach/foreshore an option being investigated.
- The Cape Jaffa Lighthouse is also an item for council consideration as part of a much bigger masterplan for the foreshore.
- New council website is significantly under development and expected to go live within weeks.

#### **Tatiara**

- Tourism & Economic Development Plan is progressing.
- The council area is hosting the 2019 Community Landcare Conference 28<sup>th</sup>-30<sup>th</sup> October.
- The Masters Games (April 2020) is growing with 32 sports now registered.

## 6.0 **Next Meeting**

The next meeting is scheduled for Wednesday 21<sup>st</sup> November 2019, in Naracoorte for the purpose of finalizing any recommendations for the LCLGA Board to consider on 13<sup>th</sup> December 2019.

### 7.0 **MEETING CLOSED** – 12noon

**The next LC LGA Tourism Management Group Meeting is to Wednesday 21<sup>st</sup> November 2019 from 9:30am – 12:00noon in Naracoorte Lucindale Council Chambers.**



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**RDALC REPORT TO LCLGA**  
**26<sup>th</sup> August to 2<sup>nd</sup> December 2019**

**SOCIAL CAPITAL: We will enhance regional collaboration and cohesion**

- Fiona Rasheed, Chair, NRM Board, Kingston, 28 Aug
- Nat Traeger, CEO of Kingston District Council, Kingston, 28 Aug
- James Holyman, CEO of Robe District Council, Robe, 28 Aug
- Shyla Vohra, Migration Director, Regional Australia Institute, 29 Aug
- Ian McKay, Regional Manager, UniSA, 30 Aug
- RDA Webinar, Working Collaboratively with Government, 30 Aug
- Archita Sreekumar, Department of Infrastructure, Transport, Cities and Regional Development, RDA Study Project, 2 Sep
- Grant King, Chair South East Local Health Network, 3 Sep
- Jon Conti, Regional Manager, Beach Energy, Penola, 3 Sep
- CEDA Event, Temporary Migration and Australia's Workforce, 4 Sep
- Annabel Mugford, Manager, SA Food and Beverage Export Hub, 10 Sep
- Sean Holden, Senior Policy Officer, LGA (SA), 11 Sep
- Organising Committee, Green Triangle Timber Industry Awards, 11 Sep
- Morning tea, Australia's High Commissioner to Pakistan, 12 Sep
- RDSA Meeting, Adelaide, 13 Sep
- Scott McKay, CEO, Bowmans Rail, Adelaide 13 Sep
- Steering Group, South East Affordable Housing Project, Naracoorte, 16 Sep
- Tony Wright, Executive Officer, LCLGA, 17 Sep
- Mayor Anita Rank and CEO Greg Burgoyne, Glenelg Shire, Melbourne, 19 Sep
- Frank Lander and Andrew Henderson, Freight Victoria, Melbourne, 19 Sep
- Conference: The Future of Rail in Victoria, Melbourne, 20 Sep
- Tony Pasin MP, 24 Sep
- Limestone Coast Economic Development Group, Naracoorte, 24 Sep
- ABARES Regional Outlook Conference, Mount Gambier, 25 Sep
- Nick McBride MP, Naracoorte, 27 Sep
- Mount Gambier Chamber of Commerce Business Awards, 11 Oct
- Lachlan Kinnear, Infrastructure SA, 11 Oct
- Limestone Coast HR Managers Network, 17 Oct
- PIRSA, Growing SA's food, wine and agribusiness sector, Bordertown, 15 Oct
- Steering Group, South East Affordable Housing Project, Bordertown, 15 Oct
- CEO presented to the SA Freight Council State Conference, Adelaide, 29 Oct
- RDSA CEOs meeting, Adelaide, 29 Oct
- Jo Podoliak, Director, Tourism and Economic Development, Department for Environment and Water, 30 Oct
- Steering Group, South East Affordable Housing Project, Adelaide, 31 Oct
- Green Triangle Forestry Industry Awards Dinner, 1 Nov
- Steering Committee, Limestone Coast Leadership Program, 6 Nov
- Organising Committee, SEGRA 2020 Meeting, 6 Nov
- Steering Committee, Limestone Coast Leadership Program, 6 Nov
- CEO chaired the Quarterly Catch Up of VIC/SA bordering RDAs, 14 Nov

- RDALC Board, briefing for draft TraNSIT Report, Nov 14
- Tania Gerlach, Regional Director South Australia, Department of Home Affairs, 14 Nov
- Graham Brown, CEO, Baptist Care SA, 22 Nov
- RDA National Conference, Canberra, 26-28 Nov
- SEGRA 2020 Meeting, 29 Nov
- Organising Committee, Green Triangle Forestry Industry Awards, 2 Dec

**INVESTMENT: We will attract investment to the region**

- Awaiting outcome of Regional Growth Fund (SA)
- 3 businesses being supported around the Manufacturing Modernisation Grant
- 1 business connected to Federal Government Entrepreneurs Program
- 2 organisations supported through other grant application process
- 2 organisations entered in to Bioenergy Connect Program

**INFRASTRUCTURE: We will increase investment in infrastructure that will sustain and grow the region's economy**

- Working with forestry industry around A Doubles and Weigh Bridge infrastructure challenges
- CSIRO TraNSIT study analyses complete, finalisation of report occurring

**HUMAN CAPITAL: We will develop the skills, knowledge, capacities and productivity of our employers and workforce**

- Businesses assisted – 35 new business and continue to assist existing businesses
- Participated in Horticulture SA workforce needs consultation in Coonawarra
- Coordinated the visit to the region by the Australian High Commissioner to Pakistan, Dr Geoffrey Shaw
- Along with Communications Officer, facilitated the delivery of ASBAS training on finance for small business aimed at assisting 10 small businesses better use accounting software
- Continuing to work on co-design phase of Skilling SA project
- Disability Workforce Hub – hosted and attended the ILC Ready Workshop – preparation for NDIS funding grants round
- Assisting the planning for International Day for People with Disability in Mount Gambier
- Prepared and lodged a funding proposal, ILC Economic Participation, 21 Oct
- Prepared verbal submission for CEO and RDALC Board for Joint Standing Committee inquiry into skilled migration. Assisted the Parliamentary Committee with arrangements for their public consultation
- The Department of Employment, Skills, Small and Family Business (formerly the Department of Jobs and Small Business) (the Department) facilitated a session with industry stakeholders, council representatives and Councillors in Naracoorte as a part of the review into the skilled migration occupation lists. The department conducts this review to ensure that the lists are responsive to genuine skill needs across Australia. The representatives from the department also presented at the LCLGA EDG meeting.

**ENVIRONMENT: We will support our partners to maintain our clean, green environment**

- Bioenergy Connect Steering Committee meeting, 22 Aug.
- 14 organisations (SA/Vic) invited to membership of RDALC's Greater Green Triangle Biomass Design Group

## **INTERNATIONAL TRADE**

RDALC recently partnered with FoodSA to establish the South Australia Food and Beverage Export Hub. The Export Hub focuses on eight key export markets: China, Japan, Malaysia, Singapore, South Korea, United Arab Emirates, USA and Vietnam. The Export Hub offers three modules to help businesses make informed decisions about international trade.

1. For businesses wanting to become export ready.
2. For businesses wanting to take advantage of Free Trade Agreements.
3. Personalised coaching and tailored assistance in areas such as product development and formulation, regulation, consumer insights and competitor analysis, and finding suitable sales partners in target markets.

For many years RDALC has been connecting regional businesses with TradeStart which is co-located in our office. The prime objective of TradeStart is to assist small and medium sized exporters to achieve long term success in international markets. It offers exporters a direct link to Austrade's overseas network and services including:

- General information and advice on exporting and international business
- International trade and education alerts
- Tailored services including market-entry and expansion assistance
- Referrals to specialist service providers

RDA Adelaide Hills led an **Outbound Delegation** to the United Arab Emirates and Qatar in February 2019. An in-bound delegation is coming to SA in November. An information session in the Limestone Coast for interested businesses is being considered.

## **SUBMISSIONS**

- Inquiry submission, Matters Relating to the Timber Industry in the Limestone Coast, 26 Sep
- Judy Nagy and David Wheaton appeared before the Joint Standing Committee on Migration, Inquiry into Migration in Regional Australia, Mount Gambier, 20 Nov
- Submission lodged with the Select Committee on Regional Australia, Inquiry into matters affecting Regional Australia, 3 Dec
- Submission to the State Government's Review of VET for School Students (Vocational Pathways to Employment)

## **ORGANISATIONAL GOALS**

- Stakeholder Engagement Survey completed
- Board Member Succession Plan draft prepared for HR Committee and Board review in September/October 2019
- Annual audit (external) undertaken by Sinclair-Wilson.
- Lodged Annual Report on outcomes to the RDA Branch, Department of Infrastructure, Transport, Cities and Regional Development, 18 Sep
- Approved on 21/11/19: RDALC Annual Report on outcomes to the RDA Branch, Department of Infrastructure, Transport, Cities and Regional Development.
- The new organisational structure is being implemented and recruitment is well underway for the positions of Manager Investment and Infrastructure and Project Support Coordinator.
- Taylah McCarthy commenced maternity leave on 15 November 2019. Taylah and her husband Dean welcomed Bianca Jane McCarthy to the world on Sunday 1 December 2019.

## **MARKETING**

### **Media releases:**

- South Australia Food and Beverage Export Hub – helping food and beverage businesses fast track their export growth
- Regional Development Australia Limestone Coast boosting the capability of our local building industry
- Media alert: Industry consortium to solve regional weighbridge infrastructure issues and improve A-Double uptake: recommendations for cross-border Government bodies (released by One Forty One in partnership with RDALC)
- “Marketing Opens World of Opportunity”, 12 Nov

### **Media coverage:**

- 3 print features across The Border Watch
- Advertisements for *Project Support Coordinator and Manager, Investment & Infrastructure (TBW)*
- “Marketing Opens World of Opportunity” (TBW)
- Parliamentary Inquiry into Migration (direct quotes from DW). ABC South East radio and Facebook feature
- Regional Development Leaders Meet (TBW)
- Rural Migration Push (TBW)

**David Wheaton**  
**0417 885 920**  
**[ceo@rdalc.org.au](mailto:ceo@rdalc.org.au)**



028L/rw  
08/10/19

Mr. Tony Wright  
Executive Officer  
Limestone Coast Local Government Association  
Post Office Box 1445  
Mt. Gambier SA 5290

**Limestone Coast Heritage Adviser**

**Report September 2019**

Date /	Where /	Status /	Place /	Advice /	
05/09/19	Office	SH	Jens Hotel, Mt Gambier	Review Development Application plans for change of use from office to function centre.	0.25
10/09/19		SH	Jens Hotel, Mt Gambier	Development Application Assessment for change of use from Office to Function Room.	1.0
		SH	Oatmill Cinema, Mt Gamber	Preliminary Development Application Heritage advice on relocation of plant room to roof of Cinema.	1.0
20/09/19		LH	South Eastern Hotel Mt Gambier	Heritage consultation (phone) re solar pV with Damien from SEM Group .	0.25
23/09/19	Office	LH	Jardine Street former Convent land division, Mt Gambier	Review amended streetscape plans. Liaise with Emily Ruffin.	0.5
24/09/19	Tatiara	SH	Clayton Farm, Bordertown	Heritage consultation (site) with Vicki Eckert. Advice on conservation of original blinds.	1.0
					
	Wattle Range	LH	Beachport Police Station	Heritage consultation (site) with owner Kathleen Hann and Peter Writing.	2.25



24/09/19 Wattle Range LH Beachport Police Station



Heritage consultation (site) with owner Kathleen Hann and Peter Whiting.

2.25



LH General

Heritage consultation with Chris Tulley re PDI Act implementation.

25/09/19 Mount Gambier

SH Freedom Church former Wesley Church

Heritage consultation (site) with Chris Marden re window and door repainting and repairs.

0.75

LH South Australian Hotel

Site inspection with Simon Wiseman. Report re solar pV.

1.75

LHPA 23 Agnes St

Heritage consultation (site) re new dwelling with John Best and Simon Wiseman.

Grant

Adj SH Mt Schank

Heritage consultation (site) with Helen Jurd. Review proposed dwelling extension to assess whether there would be any impact on the State Heritage Area.

0.5

26/09/19 Robe

LH Cnr Sturt / Bagot Street

Heritage consultation with John Hinge and Michelle Gibbs

1.5

SH Sea Wall

Heritage Advice to James Holyman CEO re Sea Wall fence.

1.0





26/09/19	Naracoorte / Lucindale	Nom LH	Soldier Settlement Camp	Heritage consultation (site) with John McLean and Lucindale Historical Society committee re repair of building.	2.75
		LH	Former High School & TAFE, Gordon Street	Heritage consultation (site) with Tony Dawson.	
					
27/09/19	Office	LH	Vansittart Park, Mt Gambier	Heritage advice to Council re netball facilities.	0.25
	Office	Cont./ LHPA	7 Amor St Mt Gambier	Development Application Report on proposed storage shed.	0.25
	Office	LH	31 Doughty St, Mt Gambier	Heritage review and comment on amended Development Application plans.	0.5
30/09/19		SH	Watson Terrace	Heritage consultation (site) with Simon Wiseman re demolition of cantilever awning.	0.25
		LH	Beachport Police Station	Provide research advice to Kathleen Hann.	1.0
		LH	Commercial Hotel, Mt Gambier	Heritage consultation (phone) with Simon Wiseman re change of use for balcony.	0.25

LH Local Heritage Place  
 Nom LH Identified Place not listed.  
 Gen General Advice  
 Cont. Contributory Place.  
 HCZ Historic Conservation Zone.  
 LHPA Local Heritage Policy Area.

cc Dr Judy Nagy, Tracy Tzoutzouklaris, Emily Ruffin, Simon Wiseman, Jessica Porter, City of Mt G  
 Chris Tully, Peter Whiting, WRC  
 Paul McCrostie, Sarah Durand, NLC  
 Leith McEvoy, John Best, Trudy Glynn DC Grant  
 Milan Hodak, DC Kingston  
 Rocky Callisto, DC Tatiara  
 Michelle Gibbs, DC Robe

# Habitable Places Architects

028L/rw  
15/11/2019

Mr Tony Wright  
Executive Officer  
Limestone Coast Local Government Association  
Post Office Box 1445  
Mt. Gambier SA 5290

## Limestone Coast Heritage Adviser

## Report October 2019

Date /	Where /	Status /	Place /	Advice /	
01/10/19	Office	Nom LH	Sportsmans Arms Hotel, Millicent	Heritage Advice to Council.	0.25



02/10/19	Office	LH		Limestone Coast Heritage Adviser Report August 2019.	2.0
04/10/19		SH	Moorak Homestead/ Tenison Woods College Mt Gambier	Preliminary Development Application Assessment and Request for Information for new Middle School	0.5
09/10/19	Office	Cont / LHPA	7 Lake Terrace East, Mt Gambier	Assess secondary boundary stone wall.	0.5



Date /	Where /	Status /	Place /	Advice /	
09/10/19	Office	LH	Robe	Meeting with Damien Dawson, Planning Chambers regarding proposed changes to Robe Development Plan under DPI.	0.5
	Office	LH		Limestone Coast Heritage Adviser Report September 2019.	0.75
	Office	LH	29 Ferrers Street, Mt Gambier	Preliminary Development Application advice on change of use to consulting rooms and carparking.	0.75
10/09/19	Office	Adj SH	Former Mt Gambier Gaol Community Garden, Mt Gambier	Development Application Assessment of proposed bird netting enclosure, liaison with David McPherson.	0.25
	Office	SH	Moorak Homestead / Tenison College	Heritage consultation with Peter Spain, Architect re proposed Middle School	1.0
11/10/19	Office	SH	Moorak Homestead/ Tenison Woods College	Guidelines for undertaking a Conservation Management Plan.	0.25



22/10/19	Kingston	LH	Kingston Heritage Places	Discussion with Nat Traeger, CEO, re heritage management in DC Kingston.	1.0
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Date /	Where /	Status /	Place /	Advice /	
22/10/19	Kingston	SH	Kingston Post Office	Heritage consultation (site) with Andrew East regarding installation of flag bracket.	0.5
22/10/19	Penola	LH	St Mary's Church	Heritage advice on proposed stained glass windows for the Church Op Shop and lighting upgrade.	1.75



23/10/19	Mt Gambier	SH	Riddoch Gallery	Heritage consultation (site) with Melentie Pandilovski re flooring repairs / replacement.	0.5
		SH	Jen's Hotel	Heritage inspection (site) with Nicole Dodds, Paul Gibbs, Heather Reilly, and Tracy Tzioutziouklaris re installation of a scullery extraction system.	0.75
		LH	29 Ferrers St	Heritage consultation (site) with Rowan Williamson, Frank Brennan and Simon Wiseman re dental surgery change of use.	6.0
		LH	6 Margaret St Wool Store	Heritage consultation (site) with Kylie Ind and Graham McKay re windows, ramps and toilets.	
		Cont/LH PA	4 Gwendoline St	Heritage consultation (site) with David Pike and Rebecca re streetscape guidelines for redevelopment.	



Date /	Where /	Status /	Place /	Advice /	
23/10/19	Mt Gambier	LHPA	12 Wehl Street South	Heritage consultation (site) with Natalie Wolmsley, Graham McKay and Simon Wiseman re dwelling extension.	
		LH	41 Ehret Street	Heritage inspection with SA Housing Trust re local heritage objectives and refurbishment guidelines.	
					
		LH	Vansittart Park	Heritage consultation (site) with Nick Searle, Simon Wiseman and Building Committee re design of new Netball clubrooms.	
24/10/19	Mt Gambier	LH	30 Wehl St South	Heritage consultation (council office) with Brad Allen - general heritage advice on salt damp and verandah repairs.	0.5
	Robe	Adj SH	34 Smillie St	Heritage consultation (site) with builder Neil Martin re render sample and external colours.	1.0
	Naracoorte / Lucindale	LH	Messamurray Woolshed	Heritage consultation (site) with Tom and Geof Hagy and heritage advice on reroofing and stonework repairs.	1.75
25/10/19	Office	SH	Former Mt Gambier Gaol	Draft Minister's response to Development Application for proposed Bird Netting Enclosure at the Community Gardens.	0.75



Date /	Where /	Status /	Place /	Advice /	
25/10/19	Office	SH	Moorak Homestead / Tenison College, Mt Gambier	Draft Minister's Development Application response for proposed new Middle School.	0.75
28/10/19	Office	LH	9 Bay Road, Mt Gambier	Heritage consultation (phone) with Joel Turner re verandah and fence.	0.5
29/10/19	Office	LH		Limestone Coast Heritage Adviser Report October 2019.	0.5
		LH	29 Ferrers Street, Mt Gambier	Heritage Comment on amended plans.	0.75
					
		Adj LH	Former Primary School Site, Jardine Street, Mt Gambier	Heritage Review and comment on landscaping plan.	0.5
31/10/19	Office	Cont LH	4 Gwendoline Street, Mt Gambier, Cont	Advice on Informal Heritage Referral for demolition / new dwellings.	0.25

LH Local Heritage Place  
 Nom LH Identified Place not listed.  
 Gen General Advice  
 Cont. Contributory Place.  
 HCZ Historic Conservation Zone.  
 LHPA Local Heritage Policy Area.

cc Dr Judy Nagy, Tracy Tzoutzouklaris, Emily Ruffin, Simon Wiseman, Jessica Porter, City of Mt Gamber  
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 James Holyman, Michelle Gibbs, DC Robe