



Limestone Coast
Local Government
Association

GENERAL MEETING AGENDA

Friday 17th June 2022

10:00 am – 01.00 pm

Host – Naracoorte – Lucindale Council

Gather on Gordon

85-87 Gordon Street, Naracoorte SA 5271

Program

9.30 am	Registration and Morning Tea
10.00 am	President's Welcome
	Acknowledgement of Country
10.05 am	Welcome
	Mayor Erika Vickery, Naracoorte – Lucindale Council
10.20 am	Open of the LCLGA General Meeting
12:00 am	Close of the LCLGA General Meeting
12.00pm	Lunch
12:15 pm	Workshop - The Valuer-General and Deputy to the Valuer-General will be in attendance to provide an update on a range of matters.

AGENDA FOR THE GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON FRIDAY 17th JUNE 2022 IN THE NARACOORTE-LUCINDALE COUNCIL, GATHER ON GORDON FROM 10 am.

1. WELCOME, PRESENT AND APOLOGIES

1.1 Present

Mayors

Naracoorte Lucindale Council	Mayor Erika Vickery OAM (President)
City of Mount Gambier	Mayor Lynette Martin OAM (Vice President)
Wattle Range Council	Mayor Des Noll
District Council of Grant	Mayor Richard Sage
District Council of Robe	Mayor Alison Nunan
Tatiara District Council	Mayor Graham Excell
Kingston District Council	Mayor Kay Rasheed

CEOs and LCLGA

District Council of Grant	Mr Darryl Whicker (CEO)
Wattle Range Council	Mr Ben Gowan (CEO)
Tatiara District Council	Ms Anne Champness (CEO)
City of Mount Gambier	Ms Sarah Philpott (CEO)
District Council of Robe	Mr James Holyman (CEO)
Kingston District Council	Ms Nat Traeger (CEO)
Naracoorte-Lucindale Council	Mr Trevor Smart (CEO)
LCLGA	Mr Tony Wright (EO) Mr Paul Manfrin (Corporate Service Officer)

Guests

LGA	Mr Michael Arman
District Council of Robe	Cr. David Laurie
Office of the Valuer-General	Ms. Katie Dawes
RDALC	Mr David Wheaton
UniSA	Mr Ian McKay

1.2 Apologies & Absentees

Member for Barker	Mr Tony Pasin MP
Member for Mount Gambier	Mr Troy Bell MP
Member for MacKillop	Mr Nick McBride MP
PIRSA	Ms Peta Crewe

Note that the apologies be accepted.

Moved,

Seconded,

2. 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. MINUTES OF PREVIOUS MEETING

Confirmation of the Minutes of the LCLGA General Meeting held in the Tatiara District Council on the 1st April 2022.

Refer to pages 9-24 (click on page number to go to page and alt+left arrow to return)

That the LCLGA Board accept the Minutes of LCLGA General Meeting held at the Tatiara District Council on 1st April 2022.

Moved,

Seconded,

4. MATTERS ARISING FROM THE MINUTES – ACTION SHEET

That the LCLGA Board note the business arising from the April General Meeting. *Refer to page 25 (click on page number to go to page and alt+left arrow to return)*

Moved,

Seconded,

5. CORRESPONDENCE

Inwards and Outwards

Correspondence register to 10th June 2022.

Refer to page 26 (click on page number to go to page and alt+left arrow to return)

That correspondence is received and noted by LCLGA delegates.

Moved,

Seconded,

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 LCLGA Executive Officer.

6. FINANCIAL

LCLGA Financial Reports

Refer to pages 27-30 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board receive and note the Report from the Executive Officer, the Balance Sheet as of 31st May 2022 and the Consolidated Profit and Loss for the period 1st July 2021 to 31st May 2022.

Moved,

Seconded,

7. RECOMMENDATION REPORTS

7.1 RDALC FUNDING PROPOSAL AND JOINT BOARD MEETING

The Executive Officer

Refer to pages 31-33 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board:

1. Approve payment of \$96,255 to the RDALC as per their proposal and referenced to the Adelaide CPI Dec 2021 to Dec 2022. And
2. Provide feedback to the Executive Officer on the scope and sought-after outcomes from the July Joint Board workshop.

Moved,

Seconded,

7.2 REGIONAL PLAN UPDATE

The Executive Officer

Refer to pages 34-56 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board:

1. Note the progress of the Regional Plan.

Moved,

Seconded,

7.3 BUSINESS PLAN

The Executive Officer

Refer to pages 57-86 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Approve the 2022/23 LCLGA Business Plan.

Moved,

Seconded,

7.4 QUALIFIED INDEPENDENT PERSON FOR CEO PERFORMANCE REVIEW

The Executive Officer

Refer to pages 87-88 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Appoint McArthur for three years to provide independent advice on the Executive Officer's performance to the LCLGA Board.

Moved,

Seconded,

7.5 LCLGA CHARTER REVIEW

The Executive Officer

Refer to pages 89-115 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Approve the updated LCLGA Charter in attachment A.

Moved,

Seconded,

7.6 INCUBATOR PROJECTS

The Executive Officer

Refer to pages 116-117 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Discuss the merit of developing the incubator project idea, and
2. Approved the Executive Officer to develop a process for the sourcing and management of incubator projects.

Moved,

Seconded,

7.7 RAI REGIONALISATION – REBALANCING THE NATION

The Executive Officer

Refer to pages 118-119 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Approves the Executive Officer to work with the LCLGA Councils in developing and making a submission to the RAI Rebalancing the Nation consultation paper.

Moved,

Seconded,

8. REPORTS

8.1 LCLGA President's Report

Mayor Erika Vikery OAM – to be tabled.

8.2 Local Government Association of SA

Any recent Minutes from the Local Government Association of South Australia can be viewed on their website at:

<https://www.lga.sa.gov.au/about-lga/lga-meetings/committees>

8.3 Executive Officer

Report from Mr. Tony Wright

Refer to pages 135-136 (click on page number to go to page and alt+left arrow to return)

8.4 Destination Development Manager

Report from Ms. Biddie Shearing

Refer to pages 137-139 (click on page number to go to page and alt+left arrow to return)

8.5 Starclub & Regional Sporting Academy

Report from Mr. Tony Elletson

Refer to pages 140-141 (click on page number to go to page and alt+left arrow to return)

8.6 Substance Misuse Limestone Coast Project Officer

Report from Ms. Sophie Bouchier

Refer to pages 142-144 (click on page number to go to page and alt+left arrow to return)

8.7 LCLGA Program & Policy Co-ordinator

Report from Ms. Michaela Bell

Refer to pages 145-147 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board receive and note the Reports for LCLGA President, Local Government Association SA, Executive Officer, Destination Development Manager, Starclub & Regional Sporting Academy, Substance Misuse Limestone Coast Project Officer and Program and Policy Co-ordinator.

Moved,

Seconded,

9. LCLGA SUB-COMMITTEE MINUTES

9.1 Roads and Transport Management Group

Minutes

Refer to pages 148-150 (click on page number to go to page and alt+left arrow to return)

Moved,

Seconded,

10. OUTSIDE ORGANISATIONS AND COMMITTEES

10.1 RDALC

Report from Mr. David Wheaton CEO RDALC

Refer to pages 150-153 (click on page number to go to page and alt+left arrow to return)

10.2 LC Heritage Advisory Service

Report from Mr. Ian Hamilton, Director Arcuate Architecture

To be provide as a late report.

It is recommended that the LCLGA Board receive and note the Reports from the RDALC and LC Heritage Advisory Board.

Moved,

Seconded,

11. OTHER BUSINESS

12. CALENDAR KEY DATES AND NOTICE OF MEETINGS

Date	Meeting	Location
10th February 2022	LCLGA Strategic Plan Meeting & Dinner	District Council of Grant
11th February 2022	LCLGA AGM & GM	District Council of Grant
28th February 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
17th March 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
1st April 2022	LCLGA GM	Tatiara District Council
8th April 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
19th May 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
17th June 2022	LCLGA GM	Naracoorte-Lucindale Council
21st July 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
12th August 2022	LCLGA GM	Kingston District Council
15th September 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
14th October 2022	LCLGA GM	City of Mount Gambier
28th October 2022	LGA AGM	LGA House, Adelaide
17th November 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
9th December 2022	LCLGA GM & Christmas Lunch	Wattle Range Council
9th February 2023	LCLGA Strategic Plan Meeting & Dinner	District Council of Robe
10th February 2023	LCLGA AGM & GM	District Council of Robe

13. MEETING CLOSED

Anticipated meeting closure at 12pm, with a workshop over lunch.

The next LCLGA General Meeting is to be held at Kingston District Council on Friday, 12th August 2022. Acceptances and apologies to admin@lclga.sa.gov.au or Phone 8723 7310.

LCLGA President's signature

Date

MINUTES FOR THE GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON FRIDAY 1ST APRIL 2022 IN THE TATIARA DISTRICT COUNCIL, COUNCIL CHAMBERS, BORDERTOWN FROM 10 am.

Meeting opened at 10:00 am

President Vickery welcomed everyone to the LCLGA General Meeting. A particular welcome was made to Acting CEOs and representatives from Coorong Council.

Mayor Excell welcomed everyone to the Greater Tatiara region and acknowledged the traditional owners of the land and country. He spoke briefly about the challenges facing the Tatiara District Council, noting that one of the most significant challenges has been housing shortages and that a local business had bought a motel for employees as temporary accommodation.

There has also been an expansion in industrial investment, which has been a positive for the Tatiara Council.

1.0 WELCOME, PRESENT AND APOLOGIES

1.1 Present

Mayors

Naracoorte Lucindale Council	Mayor Erika Vickery OAM (President)
City of Mount Gambier	Mayor Lynette Martin OAM (Vice President)
District Council of Grant	Mayor Richard Sage
District Council of Robe	Mayor Alison Nunan
Kingston District Council	Mayor Kay Rasheed
Tatiara District Council	Mayor Graham Excell
Wattle Range Council	Mayor Des Noll

CEOs and LCLGA

Naracoorte-Lucindale Council	Mr Trevor Smart (CEO)
City of Mount Gambier	Mr Tim Coote (Acting CEO)
District Council of Grant	Mr Leith McEvoy (Acting CEO)
District Council of Robe	Mr James Holyman (CEO)
Tatiara District Council	Ms Anne Champness (CEO)
Wattle Range Council	Mr Paul Duka (Acting CEO)
LCLGA	Mr Tony Wright (EO) Mr Paul Manfrin (Corporate Service Officer)

Guests

UniSA	Mr Ian McKay
Coorong Council	Ms Bridget Mather (CEO) Mayor Paul Simmons Deputy Mayor Jeff Arthur

1.2 Apologies & Absentees

Member for Barker	Mr Tony Pasin MP
Member for MacKillop	Mr Nick McBride MP
Member for Mount Gambier	Mr Troy Bell MP
City of Mount Gambier	Ms Sarah Philpot (CEO)
District Council of Grant	Mr Darryl Whicker (CEO)
Wattle Range Council	Mr Ben Gower (CEO)
PIRSA	Ms Peta Crewe
RDALC	Mr David Wheaton
LGA	Mr Stephen Smith
Kingston District Council	Ms Nat Traeger (CEO)

1. Note that the apologies be accepted.
2. Note Mayor Alison Nunan and CEO Mr James Holyman from District Council of Robe arrived at 10:15 am.

Moved: City of Mount Gambier

Seconded: Wattle Range Council

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.

No conflicts were disclosed

3.0 MINUTES OF PREVIOUS MEETING

Confirmation of the Minutes of the LCLGA General Meeting held in the District Council of Grant on 11 February 2022.

The LCLGA Board accepts the Minutes of LCLGA General Meeting held at the District Council of Grant on 11 February 2022.

Moved: Wattle Range Council

Seconded: Kingston District Council

CARRIED

4.0 MATTERS ARISING FROM THE MINUTES – ACTION SHEET

That the LCLGA Board note the business arising from the February General Meeting.

1. Note Item 7.4 regarding the advertisement of an independent member to the Risk and Audit Committee was delayed.

Moved: City of Mount Gambier

Seconded: Wattle Range Council

CARRIED

5.0 CORRESPONDENCE

Inwards and Outwards

Correspondence register to 29th March 2022.

That correspondence is received and noted by LCLGA delegates.

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 LCLGA Executive Officer.

Moved: City of Mount Gambier

Seconded: Kingston District Council

CARRIED

6.0 FINANCIAL REPORTS

The Executive Officer provided a verbal update on the current LCLGA's financial position.

It was recommended that the LCLGA Board receive and note the Report from the Executive Officer, the Draft Balance Sheet as of 31st January 2021 and the Draft Consolidated Profit and Loss Budget for the period 1st July 2021 to 31st March 2022.

Note the correction on the Profit and Loss that the date shows January and should be February.

Moved: Wattle Range Council

Seconded: Tatiara District Council

CARRIED

7.0 RECOMMENDATION REPORTS

7.1 Updated Terms of Reference

The Executive Officer provided a verbal update.

It is recommended that the LCLGA

1. Approve the updated TORs for the Roads & Management Group, Waste Management Steering Committee, Audit & Risk Committee and Tourism Management Group.
2. Amend the Tourism Management Group TOR membership period from 1 year to 4 years.

Moved: Wattle Range Council

Seconded: City of Mount Gambier

CARRIED

7.2 Wine Show Sponsorship

The Executive Officer provided a verbal update, seeking a decision on whether or not the LCLGA would sponsor the Wine Show.

It is recommended that the LCLGA Board

Approve the request for sponsorship of the Limestone Coast Wine Show.

Moved: Wattle Range Council

Seconded: City of Mount Gambier

CARRIED

7.3 Great Ocean Road Regional Tourism (GORT)

The Executive Officer provided a verbal update on the opportunities from forming an MoU with GORT.

It is recommended that the LCLGA Board

1. Note the report.
2. Endorse the establishment of a formal cross-border tourism alliance between Limestone Coast Local Government Association and Great Ocean Road Regional Tourism through a Memorandum of Understanding.
3. Authorise the LCLGA President to sign the Memorandum of Understanding.

Moved: District Council of Grant

Seconded: City of Mount Gambier

CARRIED

7.4 Regional Material Recycling Facility Update

The Executive Officer spoke to the report in the Agenda. He noted he would be briefing the CEOs on the project's next steps. A tender for a Commercial Advisor will be released soon for the next phase.

Mayor Excell commented that Tatiara District Council utilise services for waste and recycling to Adelaide and Murray Bridge which are potentially more cost-effective for the Council, and observed that changes to packaging laws in 2025 would also dramatically change the scenario for recycling.

The Executive Officer offered to attend Council meetings to provide a briefing to elected members on the project.

It is recommended that the LCLGA Board

Note the proposed pathway forward.

Moved: District Council of Robe

Seconded: Wattle Range Council

CARRIED

7.5 Draft Business Plan

The Executive Officer provided a verbal update on the draft business plan and noted the Risk and Audit Committee had reviewed the proposed budget.

Mayor Noll asked if provisions had been included in the Business Plan to move offices and if the issues with the current Office had been resolved.

The Executive Officer noted that a number of the issues associated with the Office had been fixed and that we were still looking for an office that wouldn't require a significant fit out. When a suitable office was found, this would be presented to the Board for a decision.

It is recommended that the LCLGA Board

1. Provide feedback to the Executive Officer on the 2022/23 Business Plan.
2. Approve the draft plan, with any suggested amendments, for release to our members for consideration.

The Executive Officer offered to attend Council meetings to present the business plan.

Moved: City of Mount Gambier

Seconded: District Council of Robe

CARRIED

7.6 Ministerial Audit Committee Exemption

The Executive Officer spoke to the report.

It was recommended that the LCLGA Board

Approve the lapsing of the Ministerial exemption from the requirement to have an Audit Committee of the Board.

Moved: Kingston District Council

Seconded: District Council of Robe

CARRIED

8.0 REPORTS

8.1 LCLGA President's Report

Mayor Erika Vickery OAM – Report attached to minutes.

8.2 Local Government Association of SA

Mr Stephen Smith was an apology for the LCLGA Meeting, so there were no updates from the LGASA. The LGASA OGM is to be held on 8 April 2022.

8.3 Executive Officer

8.4 Destination Development Manager

8.5 Starclub & Regional Sporting Academy

Workshop held after this meeting to discuss the future funding structure for StarClub.

8.6 Substance Misuse Limestone Coast Project Officer

Documents have been sent to the Federal Government to transfer from LCLGA to SMLC.

8.7 LCLGA Program & Policy Co-ordinator

It was recommended that the LCLGA Board receive and note the Reports for LCLGA President, Executive Officer, Destination Development Manager, Starclub & Regional Sporting Academy, Substance Misuse Limestone Coast Project Officer and Program and Policy Co-ordinator.

Moved: District Council of Robe

Seconded: Wattle Range Council

CARRIED

9.0 LCLGA SUB-COMMITTEE MINUTES

9.1 Roads and Transport Management Group

Minutes of meeting held on 8 February 2022.

9.2 Risk & Audit Committee Meeting

Minutes of the meeting held on 1 February 2022 and 15 February 2022.

It was recommended the LCLGA sub-committee minutes are noted.

Moved: District Council of Robe

Seconded: Kingston District Council

CARRIED

10. OUTSIDE ORGANISATIONS AND COMMITTEES

10.1 RDALC

A report from the RDALC CEO, Mr. David Wheaton, was tabled at the meeting.

A copy is attached at the end of these minutes.

10.2 LC Heritage Advisory Service

Report from Mr Ian Hamilton.

It was recommended that the LCLGA Board receive and note the Reports from the RDALC and LC Heritage Advisory Board.

Moved: City of Mount Gambier

Seconded: District Council of Robe

11. OTHER BUSINESS

Nil

12. CALENDAR KEY DATES & NOTICE OF MEETINGS

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10 February 2022	LCLGA Strategic Plan Meeting & Dinner	District Council of Grant
11 February 2022	LCLGA AGM & GM	District Council of Grant
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17 March 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
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8 April 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
19 May 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
17 June 2022	LCLGA GM	Naracoorte-Lucindale Council
21 July 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
12 August 2022	LCLGA GM	Kingston District Council
15 September 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
14 October 2022	LCLGA GM	City of Mount Gambier
28 October 2022	LGA AGM	LGA House, Adelaide
17 November 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
9 December 2022	LCLGA GM & Christmas Lunch	Wattle Range Council
9 February 2023	LCLGA Strategic Plan Meeting & Dinner	District Council of Robe
10 February 2023	LCLGA AGM & GM	District Council of Robe

13. MEETING CLOSED

Meeting closure at 10:55 am.

The next LCLGA General Meeting is to be held at Naracoorte-Lucindale Council on Friday, 17th June 2022. Acceptances and apologies to admin@lclga.sa.gov.au or Phone 8723 7310.

President's Signature

Date

LCLGA President's Report

Thank you to regional support at the opening of the Naracoorte Library.

Over the past weeks there have been many pre-state election meetings advocating for local government with the LGASA theme of "Local Voices for a resilient South Australia".

Federal election priorities are under the ALGA banner "Don't Leave local Communities Behind" and will continue as we move towards the federal election.

Both these advocacy papers compliment the LCLGA Advocacy policy.

Date	Activity
Monday 14th February	RDALC Board meeting @ Green Triangle Group Training
Thursday 17 February	TICSA McKillop Electorate Regional Roadshow – Talking Tourism with RAA, Nick McBride and Zoe Bettison
Wednesday 23rd February	SA Boundaries Commission – Town of Gawler and Tikeria proposals SA Grants Commission ALGA Information session ALGA Strategic Planning workshop
Thursday 24th February	Country Arts SA Governance and Finance Committee meeting Country Arts SA Board meeting at Renmark Restless Dance performance at Renmark Chaffey Theatre
Friday 25 February	LC Mayor's Catchup via zoom
Tuesday 1 March	LCLGA Risk and Audit Committee meeting
Wednesday 2nd March	SAROC Meeting – consideration of motions from councils for the LGA OGM
Friday 4th March	LCLGA Mayor's catchup via zoom
Tuesday 15 March	LCLGA Risk and Audit Committee meeting in Penola
Thursday 17th March	SAROC meeting at LGA House LGA Board and CEO Advisory Committee
Monday 21 March	LGA Board meeting
Friday 18 March	LCLGA Mayors catchup ABC Port Pirie Radio interview – re SAROC regional housing project
Tuesday 22nd March	ALGA board meeting pre meeting
Wednesday 23rd March	ABC Radio interview with Narelle Graham re Premier Peter Malinauskas' visit to Mt Gambier and his commitments to the Limestone Coast region
Thursday 24 March	ALGA (Australian Local Government Association) Board meeting at Old Parliament House in Canberra. The Agenda included presentations on disaster response by the Insurance Council of Australia, JLT Public Sector and National Recovery and Resilience Agency.

	<p>Heavy Vehicle Productivity - ALGA is working with local government associations to address their concerns relating to Heavy Vehicle Road Reform and the Heavy Vehicle National Law Safety and Productivity Program, including the proposed changes in heavy vehicle mass and height and the proposed data and technology framework.</p> <p>Any reforms will be slow to implement but could have a major impact on local government roads and associated infrastructure, human resources and ultimately, council budgets.</p> <p>ALGA continues to advocate for more collaboration, more meaningful consultation and the resources and support councils need to implement the proposed productivity reforms.</p> <p>Financial Assistance Grants – ALGA has undertaken financial analysis and modelling on Financial Assistance Grants (FA Grants) to be used during the Federal Election and for ongoing advocacy.</p> <p>Federal Election Campaign – “Don’t Leave Local Communities Behind”. Priorities are Financial Assistance Grants; Transport and Community Infrastructure; Building Resilience; Circular Economy; National Cabinet.</p>
Thursday 31st March	RDALC Strategic Planning workshop at Wynn’s Coonawarra

SAROC update: Regional Housing Crisis, Regional Medical Workforce and SAROC's Annual Business Plan

Dear regional mayors and councillors

The South Australian Regional Organisation of Councils (SAROC) committee met this week to discuss our work on a Regional Housing Policy Toolkit and sector advocacy for the regional health workforce.

These issues are outlined below, and I encourage you to take the opportunity to review the reports on our [Agenda](#) for further detail on these important advocacy priorities.

Councils are also invited to provide feedback on SAROC's draft Annual Business Plan 2022-23.

SAROC Chair Erika Vickery OAM

Regional Housing Policy Toolkit

In my previous update, I advised that following the State Election SAROC will hold a Regional Housing Crisis Roundtable, inviting relevant State Government representatives and representative Mayors from each of the Regional Local Government Associations.

At our meeting this week, SAROC received an update on the development of the Regional Housing Policy Toolkit we commissioned to provide councils with advice on what they can do to facilitate regional residential development and an advocacy agenda to take to other levels of government.

Leonie Boothby provided a verbal update on the findings of her extensive research and consultation with representatives of SA Government agencies, private sector developers and builders, and many local governments and Regional Development Australia (RDA) staff.

A draft advocacy agenda will be provided to assist local government preparations for the Regional Housing Crisis Roundtable and finalised toolkit materials will be presented to the May SAROC meeting.

Regional Medical Workforce

Councils recognise that many people living in regional areas are unable to access even the most basic primary care medical services in their local community and must travel significant distances to see a General Practitioner.

At our meeting, SAROC discussed a comprehensive Regional Health Workforce Literature Review prepared by the LGA, that outlines the unique challenges to accessing adequate health care. SAROC will commission a toolkit for regional and remote councils dealing with the challenge of attracting and retaining professionals to live and work in their community.

Draft SAROC Annual Business Plan 2022-23

SAROC recognises that to be a strong partner and voice representing the regions, it will need to continue to work in close collaboration with regional councils and Regional LGAs. SAROC has prepared a draft Annual Business Plan 2022-23. I will shortly write to all regional mayors inviting your feedback on this plan.

The Annual Plan is a key driver of SAROC's mission to provide leadership support, representation, and advocacy on behalf of regional South Australian Councils for the benefit of the community. SAROC will seek to build on what we have achieved together over recent years and

will collaborate with your Councils and the Regional LGAs to ensure that SAROC is a strong, united voice for regional councils.

NEXT MEETING

The next meeting of the SAROC committee will be held at LG House on Thursday, 19 May 2022.

RDALC REPORT TO LCLGA

JANUARY - FEBRUARY 2022

ABOUT US

Regional Development Australia Limestone Coast (RDALC) has evolved into the area's key regional development agency, focusing on the success and growth of businesses in the Limestone Coast. We do this by supporting and mentoring businesses in a way that maximises opportunities, reduces costs and builds economic resilience.

RDALC provides a free one-on-one business support service for business owners. We help with starting and operating a business, including business plan development and review, licensing and registration, recruitment (including connection to job seekers and accessing the skilled migration program), and information on (and referral to) State and Federal Government programs and grants. We also assist with developing marketing and communications strategies, and help operators further their online presence. This includes facilitating the delivery of the Government's Australian Small Business Advisory Services (ASBAS) workshops on a variety of digital topics.

RDALC also provides tailored support for businesses and organisations across our region that are seeking private investment as well as funding through grants. We provide economic impact analysis reports for applications, assist with the development of Information Memorandums and Investment Prospectus and assist with framing grant applications.

SMALL BUSINESS SUPPORT

From 1 January to 28 February 2021, **16** businesses/organisations accessed Regional Development Australia Limestone Coast's small business support services. A further **26** businesses/organisations were supported in their applications for investment (grants and funding).

the big picture

To date this financial year, RDALC has provided support to a total of **168** businesses/organisations.



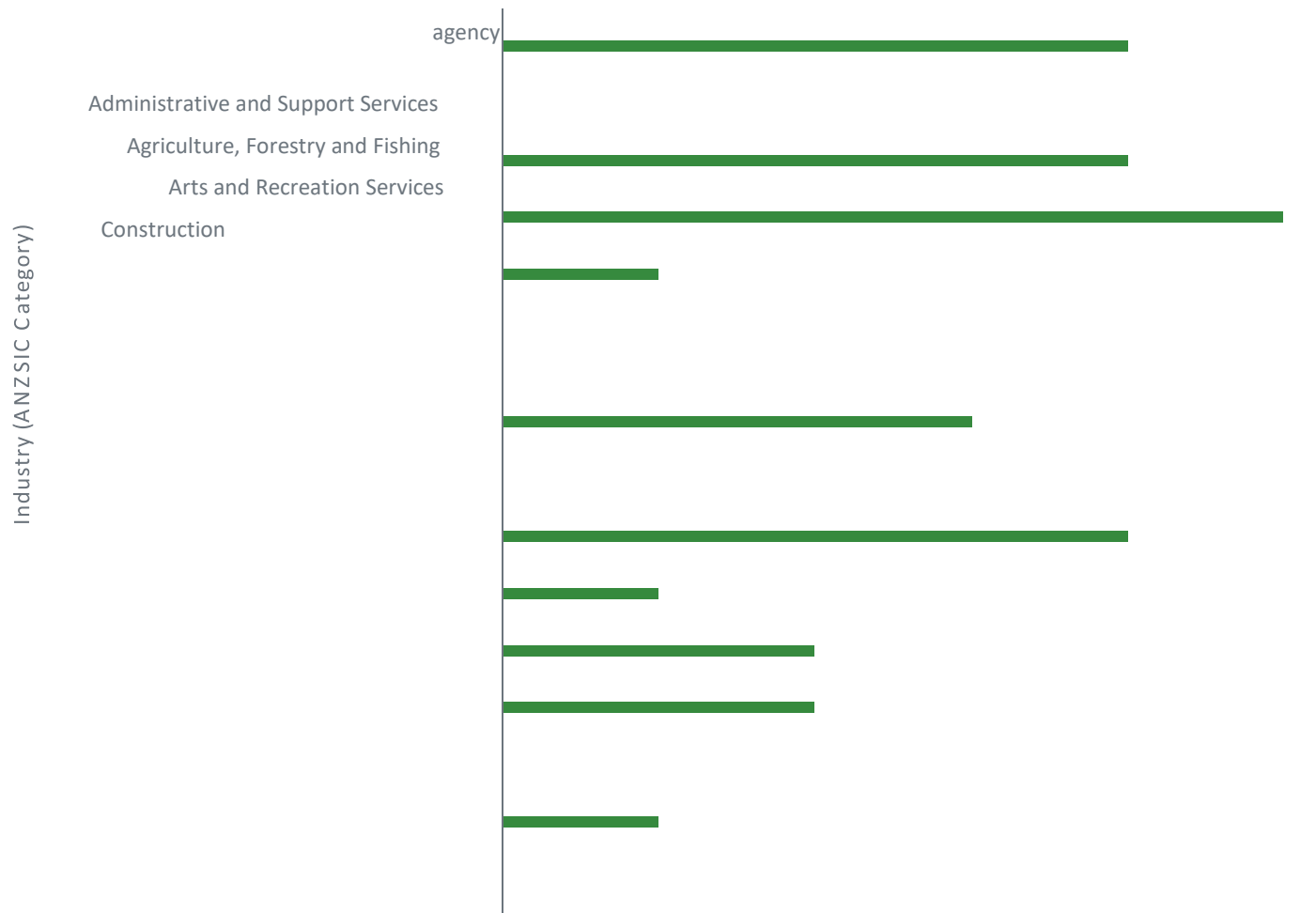
REGION READY

February saw the official announcement of our new program, funded under the South Australian Government's Accelerating Regional Employment pilot. The Region Ready program will support skilled workers into employment and build capacity in small to medium businesses to attract, develop and retain a skilled workforce in the Limestone Coast.

Region Ready will focus on supporting skilled migrants and domestic relocators into employment in the Limestone Coast by promoting job vacancies and connecting skilled workers with employers. The program will also support 25 employers to become 'employers of choice' through a free capacity building workshop and one-on-one case-managed support.

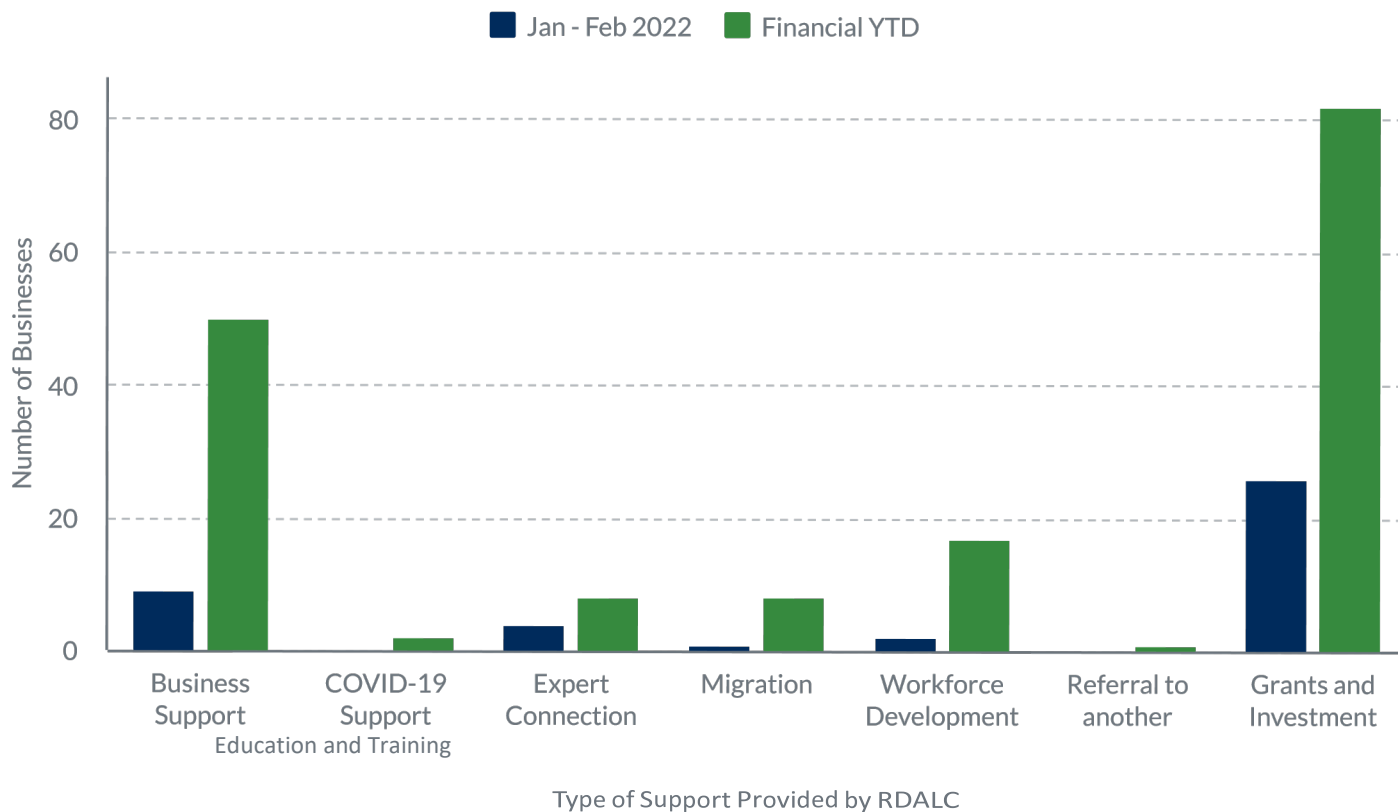
Additional small to medium businesses in the Limestone Coast will have the opportunity to engage with the program through access to our self-paced toolkit and web portal, as they work towards becoming employers of choice.

Running for 12 months, the program will also deliver 6 Specialist Seminars for the wider business community covering topics such as migration, apprenticeship and traineeship program, Safe Work and Fair Work.

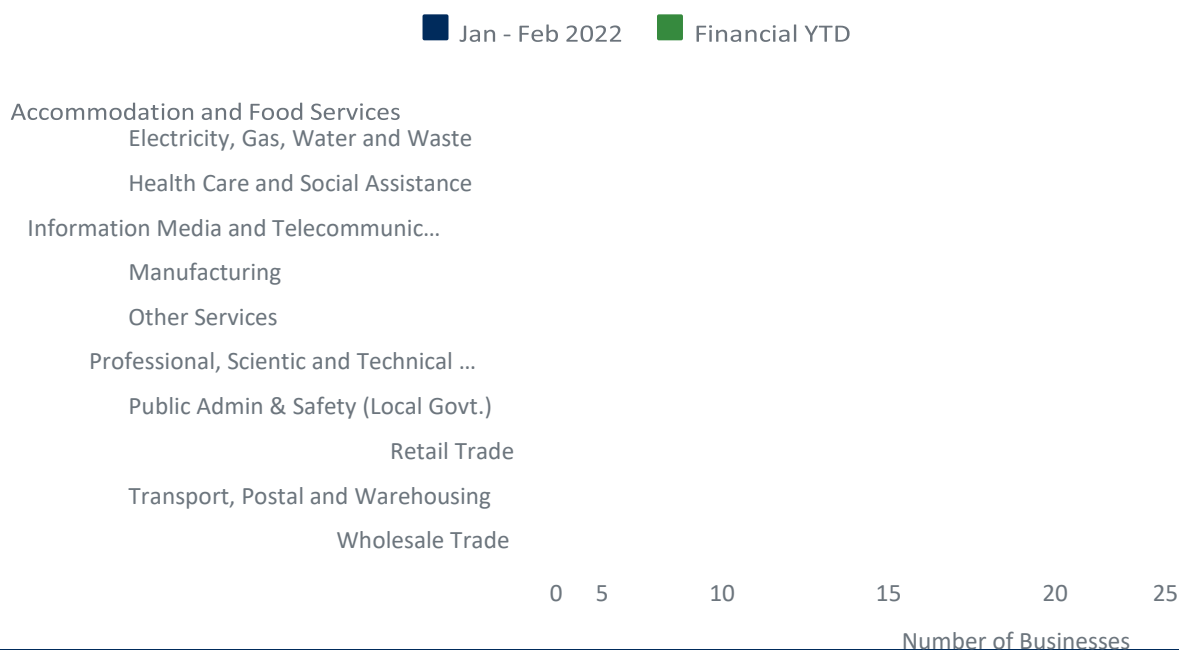




TYPE OF SUPPORT PROVIDED

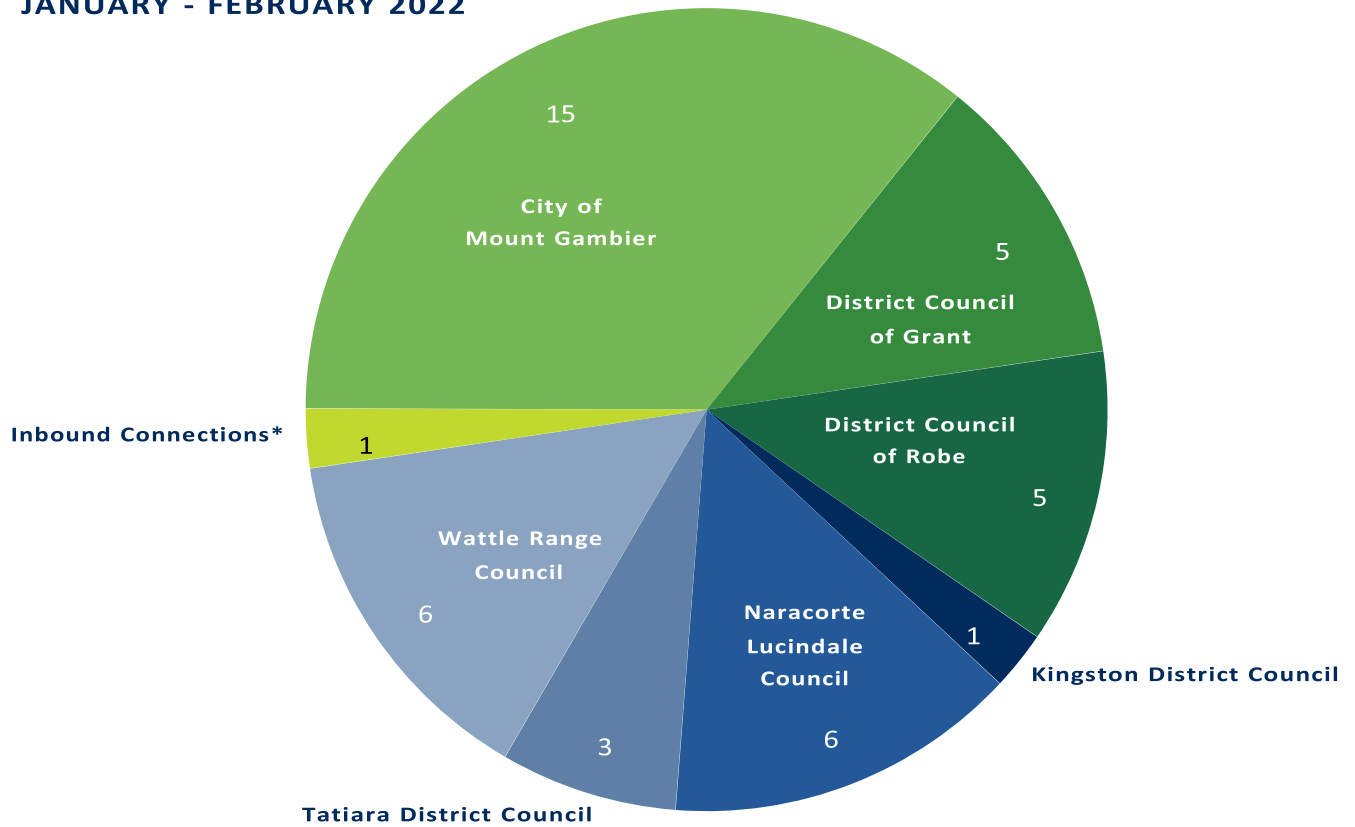


INDUSTRY RECEIVING RDALC SUPPORT

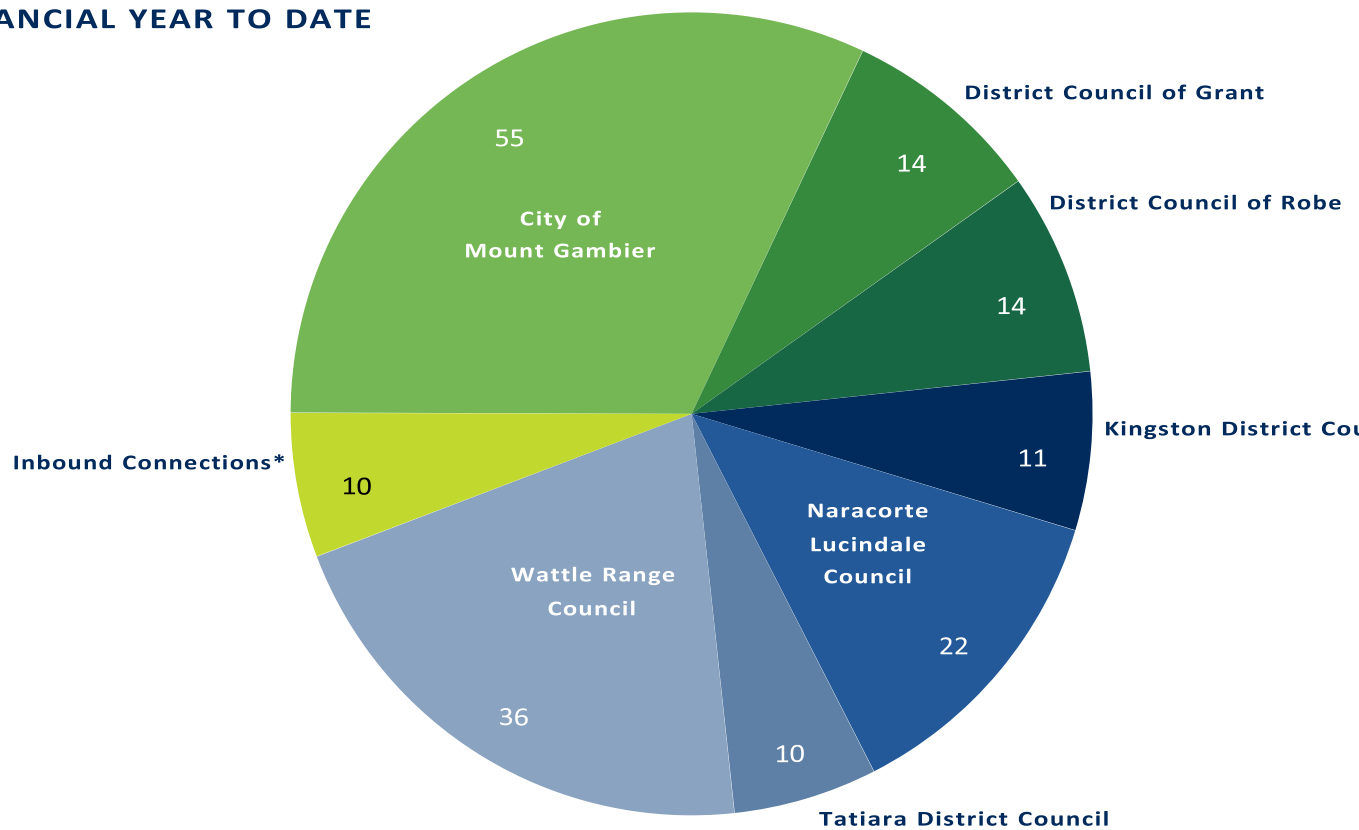


LOCATION OF BUSINESSES RECEIVING RDALC SUPPORT

JANUARY - FEBRUARY 2022



FINANCIAL YEAR TO DATE



* The inbound connections figure represents businesses that are not located in the Limestone Coast, but are either looking to expand into our region, or are collaborating on a project with a Limestone Coast business.

4.0 MATTERS ARISING FROM THE MINUTES – ACTION LIST

Item	4.0 ACTION LIST	Due Date	STATUS
	1st April 2022		
7.2	Advise the Limestone Coast Wine Show of our continuing sponsorship.		Completed
7.3	Execute the Tourism MoU with GORT		Completed
7.5	Executive Officer to circulate the Business Plan to members for approval and be available to present the Plan to Councils.		Completed
	11th February 2022		
7.2	Provide feedback on the LCLGA Rules of Association.	29/4/22	See paper in this agenda
	15th October 2021		
7.5	LCLGA to meet with the Commissioner and Minister to advise we are not forming a JPB.		No longer relevant with the current process and new Minister.
	12th February 2021		
7.8	New standard form for TOR template be issued to LCLGA Committees to be used to update and endorse current TOR's and bring back to the LCLGA board for approval.		Completed
	14th August 2020		
7.4	Risk and Audit Committee to recruit and appoint an independent member to the Risk and Audit Committee, with a maximum cost of \$3,000 pa and that the terms of reference are amended to allow an independent committee member.		Recruitment currently active, applications considered by the Risk and Audit Committee.

Key Correspondence to June 10th 2022

In/Out	Date	Subject	Name	Organisation
In\Out	01/04/2022	Yallum Park application for conservation work - letter of support query	Cathy Hughes	QuinceHQ
In	05/04/2022	SAROC Road Hierarchy Maps Now Online	John Olson	HDSAustralia
In\Out	14/04/2022	Request Letter of Support 022 Pines Enduro Event SATC 2022/23 Regional Event Fund	Emma Lamb	Pines Enduro
Out	22/04/2022	Crayfish Festival – Letter of Support	Tamara North	Wattle Range Council
Int	04/05/2022	Stakeholder Consultation - Sustainable Tourism Strategy 2030 for South Australia	Kathryn Galpin	SATC
In	04/05/2022	Setting your business-up for the future	Danielle Lannin	Aginovate
In	11/05/2022	Second National Action Plan - National Disaster Risk Reduction Framework	Sarah Ryan	LGASA
In	11/05/2022	LGA Board of Directors meeting		LGASA
In\Out	19/05/2022	Select tender - Commercial advisory services to assess the viability of a material handling facility for the Limestone Coast (and surrounding areas).	Various	Various
In	06/06/2022	Tourism contact	Merinda Lang	South Australian Tourism Commission
In\Out	07/06/2022	Limestone Coast Roads Renewal Working Group	Karen Lee-Jones	Dept. Infrastructure and Transport
In	07/06/2022	Regional Profile Limestone Coast	Merinda Lang	South Australian Tourism Commission
In	07/06/2022	Limestone coast ZEMC	Brad Flew	South Australian State Emergency Service
In\Out	08/06/2022	Limestone Coast LGA meeting with the Department for Infrastructure and Transport	Karen Lee-Jones	Dept. Infrastructure and Transport
In	08/06/2022	Correspondence from the Office for Recreation, Sport and Racing		Office for Recreation, Sport and Racing
In\Out	08/06/2022	LCLGA Sponsorship & Marketing Regional SA	Peter Medhurst	Australian Community Media
In	09/06/2022	Seeking your views on sustainable tourism in South Australia	Miranda Lang	South Australian Tourism Commission
Out	09/06/2022	Tourism Industry Networking Session	Heidi Guyett	LCLGA
In	09/06/2022	Thank you and Good bye from Callena	Calena Rawlings	Flinders University

6.0 FINANCE REPORT

BACKGROUND

This report is to the end of May 2022, notwithstanding there will still be some accruals and transfers from the liabilities account which will impact the P&L.

As seen in the cashflow chart below, the original plan assumed invoicing for members' fees in July. However, this invoicing was delayed due to the August Business Plan approval.

From the Balance Sheet, there is \$701,179 in assets and \$156,023 in liabilities leaving \$545,156 in net assets. This will reduce over the next month but is expected to be higher than the business plan forecast of \$325,000, noting that the actual starting members' equity was \$21,000 higher than forecast at the start of the financial year.

Please note in the February Finance report. The cash flow chart did not include a transfer from Project Liabilities to revenue to offset SMLC and SACC expenses. This has been corrected in the cash flow chart below, bringing the budgeted and actual cash flow closer than depicted in the February Finance Report.

SMLC transfer approval is still pending. However, with \$18,664 in SMLC Project Liabilities, we do not expect there will be significant SMLC Project Liabilities left by the EOFY, unless the transfer process is delayed and we receive the final grant.

Trade Debtors is understated by \$24k, which relates to the DC of Robes contribution to the Heritage advisor, which will be resolved before the end of the financial year.

As previously reported, IT and Computing costs are higher than expected but will be offset by grant income to cover setup costs for the Corporate Services Officer. However, even with this offset (\$12k) we are still over budget as we have incurred slightly higher than expected costs in transitioning to the Cloud and with the setup for a new staff members.

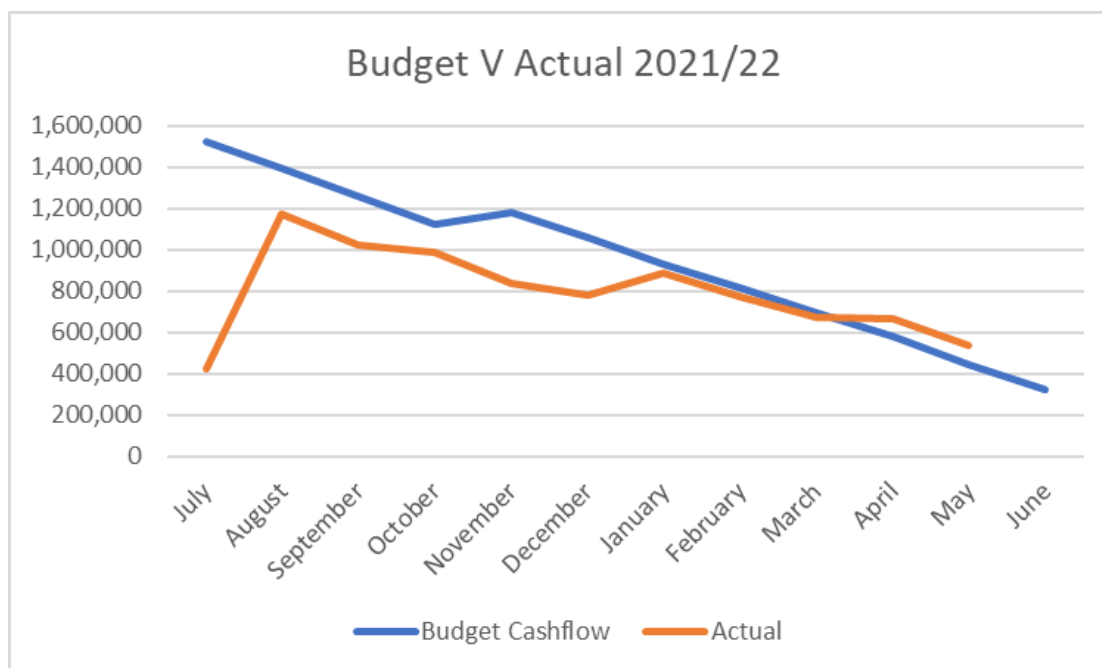
As we progress into the end of the financial year, we will do an audit of project expenditure to ensure the expenses have been allocated correctly. Any variation will impact expenditure categories and not the overall P&L. There is a higher risk than usual of this occurring due to changes in personnel and coding structures.

There has also been a delay in the MRF project as reported at the last Board meeting. The expected expenditure will still occur but in the following financial year and has been included in the 2022/23 Business Plan. Depending on the progress of part one of the commercial and risk analysis, we may wish to bring forward expenditure to complete the Business Case (part 2).

Wages are tracking lower than expected. This is partly due to not receiving additional funding to provide administrative support for the StarClub and delays in commencing the additional resourcing for the Destination Development Strategy.

Overall we are tracking as expected.

Chart 1 CashFlow Actual v Budget to May 2022



KEY ISSUES

Overall, the P&L is trending as expected; a few adjustments are required to bring minor project liability income across into the P&L.

Most of our costs are within budget, and we expect the IT budget to be exceeded by around \$16k, which is offset by a subsidy (\$13k) to assist with technology to support our Corporate Services Officer.

We will be reviewing the coding allocations to ensure costs are properly allocated. However, there will be no material impact on the overall P&L from this process.

Some slight delays in a couple of projects may impact overall project spend, which has been factored into the next Business Plan. The impact of these variations has allowed the financial viability path, projected in the 2021/22 Business Plan, to be applied as a nominal increase rather than real (5.5% lower).

Grant income may be lower than expected, partly due to transferring the SMLC project and not achieving the sought after funding for the Sports Academy. However, this difference shouldn't be a significant issue for the P&L as the income and costs net out.

RECOMMENDATION

It is recommended that the LCLGA Board;

1. Receive and note the finance report from the Executive Officer.

Moved,

Seconded,

Balance Sheet

As of May 2022

ABN: 42 930 727 010
Email: admin@lclga.sa.gov.au

Assets		
Cheque Account		\$26,867.86
Business Access Saver		\$250,000.00
Term Deposit 1 - 4960		\$226,063.43
Term Deposit 2 - 0560		\$33,749.01
Term Deposit 3 - 8860		\$143,674.29
Trade Debtors		\$20,824.86
Total Assets		\$701,179.45
Liabilities		
CREDIT CARDS		
Destination Development Manager - 3117	-\$1,669.04	
SMC - 4064	-\$831.90	
Executive Assistant - 5354	\$12.79	
Executive Officer - 4945	-\$2,811.20	
Total CREDIT CARDS		-\$5,299.35
GST LIABILITIES		
GST Collected	\$283.80	
GST Paid	-\$6,298.97	
Total GST LIABILITIES		-\$6,015.17
PAYROLL LIABILITIES		
PAYG Payable	\$15,162.07	
Leave Provisions	\$37,074.43	
Long Service Leave	\$36,973.00	
Salary Sacrifice	-\$1,224.81	
Total PAYROLL LIABILITIES		\$87,984.69
PROJECT LIABILITIES		
Substance Misuse LC	\$18,664.52	
SA Coastal Councils Alliance	\$59,612.65	
Total PROJECT LIABILITIES		\$78,277.17
ABN Withholdings Payable		\$1,076.00
Total Liabilities		\$156,023.34
Net Assets		\$545,156.11
Equity		
Retained Earnings	\$471,683.83	
Current Year Earnings	\$73,472.28	
Total Equity		\$545,156.11

LIMESTONE COAST LOCAL GOVERNMENT ASSOC

Level 1
9 Bay Road
Mount Gambier SA 5290

Profit & Loss

July 2021 To May 2022

	Actual (YTD)	Budgetted (Full Year)	Difference	%
INCOME				
Members Contributions	\$777,290	\$792,102	-\$14,812	-2%
Grants	\$344,210	\$462,000	-\$117,790	-25%
Grant (from liabilities)	\$191,189	\$150,000	\$41,189	
Participant Contributions & Sponsorship	\$27,621		\$27,621	
Sundry Income	\$15,756		\$15,756	
Interest	\$431	\$10,000	-\$9,569	-96%
Total INCOME	\$1,356,498	\$1,414,102	-\$57,604	-4%
EXPENSES				
Advertising & Marketing	\$686	\$1,800	-\$1,114	-62%
Audit & Accountants Fees	\$23,543	\$36,000	-\$12,457	-35%
Bank Fees	\$503	\$720	-\$217	-30%
Computing & IT	\$28,232	\$15,000	\$13,232	88%
Consultancy	\$5,060	\$6,000	-\$940	-16%
Occupancy	\$20,824	\$30,000	-\$9,176	-31%
Governance	\$0	\$18,000	-\$18,000	-100%
Insurances	\$14,450	\$12,000	\$2,450	20%
Printing/Stationary/Meetings	\$9,902	\$9,600	\$302	3%
Miscellaneous Expenses	\$6,359	\$6,000	\$359	6%
Postage	\$21	\$480	-\$459	-96%
Projects	\$383,558	\$454,127	-\$70,569	-16%
Seminars	\$610	\$6,000	-\$5,390	-90%
Subscriptions	\$1,965	\$1,800	\$165	9%
Telephones	\$6,963	\$8,040	-\$1,077	-13%
Training	\$1,516	\$10,988	-\$9,472	-86%
Travel/Accommodation/Meals	\$6,263	\$6,000	\$263	4%
Vehicles	\$52,474	\$67,856	-\$15,382	-23%
Programs & Policy	\$137,312	\$115,000	\$22,312	
Wages	\$582,784	\$733,752	-\$150,968	-21%
Total EXPENSES	\$1,283,026	\$1,539,163	-\$256,137	-17%
Net Profit/(Loss)	\$73,472	-\$124,561	\$198,534	-159%

7.1 RDALC FUNDING PROPOSAL & JOINT BOARD MEETING

BACKGROUND

FUNDING PROPOSAL

The LCLGA collects revenue from our members on behalf of the RDALC.

There has been a rich discussion, over several years, on how the contribution from the Limestone Coast Councils to the RDALC is used and the value we derive from it.

In 2021/22, we agreed that these funds would be used to assist small businesses and access other services.

At the recent LCLGA Board planning workshop, this was further discussed, and it was concluded that the small business services (current arrangement) and access to Federal Government channels were important to our members and community. However, there was also an appetite to shift the conversation into a more strategic space to ensure both organisations generated value for our community.

Attached is a letter from the RDALC to the LCLGA seeking our agreement to provide \$93,000 excl. GST and adjusted for CPI in funding. In their letter, they state the funding would assist the RDALC:

- Partner to update the Regional Growth Strategy
- Connect the region to federal government programs, including public access to grants finder and .iD subscriptions
- Small business Support
- Delivering the Limestone Coast Leadership Program.

The Business Plan, considered for final approval later in this agenda, included \$96,255 of funding for the RDALC and was escalated from the 93,000 based on the Dec to Dec All Cities Adelaide CPI.

JOINT BOARD MEETING

On the seventh of July, a Joint Board Meeting is planned with the Council CEOs also invited to attend. Whilst ostensibly, this meeting is to consider the Regional Growth Strategy and its status and requirements for updating, it is also an opportunity to consider how we work together in the future.

Discussions with the CEOs indicate that the Regional Growth Strategy doesn't need a significant rewrite, and we could probably update it ourselves. Instead, they were much more interested in developing regional priority projects with business cases prepared to pursue funding opportunities, particularly where that funding aligns with the developing Regionalisation Agenda.

A key issue was the ongoing engagement of the strategy; the prospectus did not meet our (LCLGA) needs to identify priority projects with developed business cases.

The status of the Regional Growth Strategy is essential as we develop the Regional Plan (Strategic Land Use). The interface between them will be important to ensure the long-term vision of the Regional Plan aligns with our strategies. Therefore, any review of the Regional Growth Strategy should consider how we can feed into the Regional Plan and avoid duplication.

In our recent presentation to Country Cabinet, we highlighted the growth opportunities and our advocacy agenda. The 2018-2026 Regional Growth Strategy priorities were still very relevant.

KEY ISSUES

FUNDING PROPOSAL

The RDALC have detailed how the sought-after funds will be used and are seeking approval from the LCLGA on the level of funding we are willing to provide. The service proposed is essentially the same as those provided in 2021/22, with an additional proposal to work with us on the Regional Growth Strategy and noting they are delivering the Leadership program (funded primarily by the State Government).

The request, dated the twenty-third of May 2022, is after we had already modelled our budgets and sought approval to release the draft Business Plan to our members for feedback and approval.

We have built into our Business Plan an increase in funding to the RDALC based on the Adelaide CPI (Dec 2021 to Dec 2022) as we model the financials in January and February each year.

JOINT BOARD MEETING

A workshop is arranged for the two boards to meet to consider the efficacy of the Regional Growth Strategy and future directions. This workshop is also an opportunity to consider our respective roles in economic growth and additional work that may be required.

The Regional Plan and Regionalisation opportunities will use this strategy to align Land Use Planning with the growth aspirations and directions of the strategy, and it will be an important document to show how sort-after funding creates sustainable growth opportunities for our community.

Ensuring the review is timely will be critical to ensure it can feed into the Regional Plan and support our engagement in Regionalisation.

RECOMMENDATION

It is recommended that the LCLGA Board:

1. Approve payment of \$96,255 to the RDALC as per their proposal and referenced to the Adelaide CPI Dec 2021 to Dec 2022, and
2. Provide feedback to the Executive Officer on the scope and sought-after outcomes from the July Joint Board workshop.

Moved,

Seconded,

Mayor Erika Vickery
President
Limestone Coast Local Government Association
9 Bay Road
MOUNT GAMBIER SA 5290

Regional Development Australia Limestone Coast Funding

Dear Mayor Vickery

As the 2021-22 financial year nears its end, I write to seek the continuation of Regional Development Australia Limestone Coast's local government funding.

With recent changes of our state and federal governments, I believe RDALC will have an important role in providing regional continuity and a conduit to decision makers. Established by Hon. Anthony Albanese MP, when he was Minister for Regional Development in 2010, the National RDA Program is currently funded until 30 June 2025. Similarly, the SA Minister for Regional Development, Hon. Clare Scriven MLC, recently affirmed the Malinauskas Labor Government's commitment to maintain funding to RDAs in South Australia until 30 June 2026.

With our future secure, I propose a continuation of the tripartite funding arrangements which were first put in place in South Australia in 2010 and seek a funding allocation based on the current baseline of \$93,000.00 plus CPI and GST. This will support RDALC to continue to deliver on its charter obligations and actively seek opportunities to engage and collaborate with LCLGA and its member councils, including but not limited to the following:

- Collaborate with LCLGA, with a view, to jointly fund and direct an update of the Limestone Coast Regional Growth Strategy.
- Connect the region to government programs and grant opportunities such as the Building Better Regions Fund and Regional Growth Fund. Including free public access to our Grants Finder and Economy .iD subscriptions (\$37,700 pa).
- Provide a Small Business Support service throughout the Limestone Coast which includes assistance with business development and operational concerns, capacity building, seeking grants and investment. Including workforce development and skilled migration, through delivery the SA Government's Regional Work SA and Region Ready initiatives.
- Deliver the next iteration of the Limestone Coast Leadership Program which informed and shaped the State Government's new Regional Leadership Development Program.

RDALC request that the LCLGA Board endorse the quantity of funding being sought as a component of its annual budget and business plan approval process.

Yours faithfully



Evan Flint
Chair

7.2 REGIONAL PLAN UPDATE

BACKGROUND

Sarah Philpott and Trevor Smart are the Limestone Coast representatives on the State Planning Commission's Regional Plan Reference Group.

Attached is a set of slides that are approved for distribution, which outlines the purpose, scope and timing of the development of Regional Plans.

There was a further meeting of LCCEOs with the Department to discuss the development of the Regional Plan for the Limestone Coast in terms of process, scope and timing.

Sarah and Trevor to provide a further verbal update at the meeting.

KEY ISSUES

The Regional Plan is a high-level Strategic Land Use plan for our region.

It should be an enabling plan that will allow for sustainable growth over the next 30 years, considering a wide range of drivers from community aspirations, climate, environmental, growth, cultural, sustainable development (possibly including sequencing), infrastructure etc.

RECOMMENDATION

It is recommended that the LCLGA Board:

1. Note the progress of the Regional Plan.

Moved,

Seconded

Regional Plans Introduction

Craig Holden - Chair, State Planning Commission

Sally Smith - Executive Director, Planning and Land Use Services

Brett Steiner - Acting Director, Growth Management (PLUS)

Tuesday 5 April 2022



Contents

Today's Discussion Topics

1	Regional Planning Background
2	Approach to the Regional Plans
3	Working Together



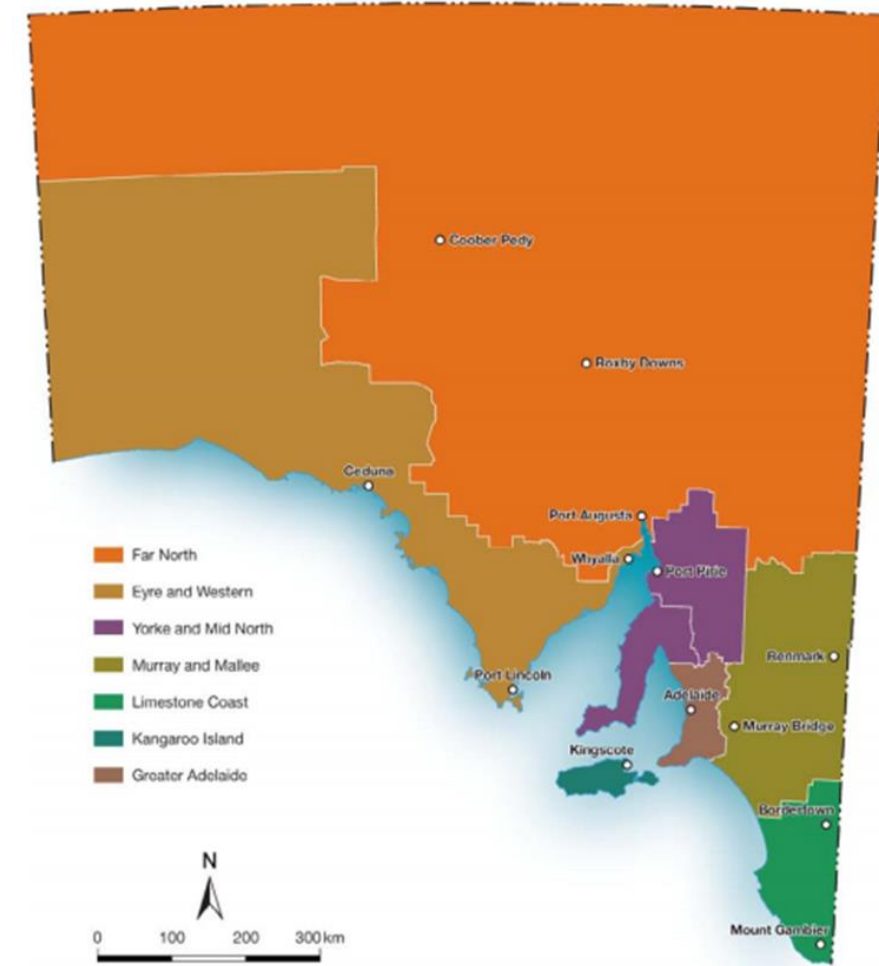
1. Regional Planning Background



Background – Planning Regions

7 Planning Regions for South Australia were proclaimed on 19 March 2020:

- Greater Adelaide (26 Councils)
- Limestone Coast (7 Councils)
- Eyre Peninsula (11 Councils)
- Murray Mallee (8 Councils)
- Yorke and Mid North (11 Councils)
- Kangaroo Island (1 Council)
- Far North and Western Region (4 Councils, OCA and Aboriginal Lands)





What is a Regional Plan?

Under Section 64 of the Act:

Region Plans **must** be **consistent** with any State Planning Policy and include:

- A long term vision of 15 to 30 years **including provisions about the integration of land use, transport infrastructure and the public realm**
- Maps and plans describing spatial patterns
- Contextual information - forward projections, statistical data and analysis
- Frameworks for the public realm and infrastructure
- Recommendations for the Planning and Design Code.

and **may**:

- Include structure plans, masterplans and concept plans
- Divided into sub-regions



What is a Regional Plan

Core job of a regional plan is to determine how **urban growth will be managed**:

- Where will houses and jobs go
- How will they be serviced
- What infrastructure do they need and how will it be provided
- Tests different growth scenarios
- **Numerically precise** - if you can't measure it, you can't manage it
- **Spatially specific** –need lines on maps underpinned by infrastructure investment
- Decisions about **urban form** (where will growth occur outside current urban growth boundary)



What is a Regional Plan

- **Immediate statutory weight** - plans should immediately mean something in terms of the rules for development (Planning and Design Code consequential amendment).
- **Whole-of-Government** - must be the Government's plan - particularly essential to get infrastructure agencies and utilities providers wired in.
- **Engagement and governance** - during preparation and implementation - involve those who will be relied upon to deliver.
- **Effective Probity and Governance** – ensure processes hold up to intense scrutiny (i.e. rezoning of greenfield land)

SPC Scope - Regional Plans will have content that:

1. Reflects whole of Government plans but has a strong focus on the future planning of land uses and the integrated delivery of critical transport and other infrastructure and the public realm.
2. Establishes a long term vision (30 years) with:
 - a. Immediate actions (0 to 5 years) proposed to implement these outcomes and targets through other instruments (e.g. Code Amendments).
 - b. Short to medium outcomes and targets identified (0-15 years).
 - c. Indicative medium to long term outcomes (16 – 30 years) identified that will be reviewed in future Regional Plan updates as new data and information becomes available.
3. Identifies sufficient land supply to support housing diversity, affordable living and employment growth.
4. Aligns with the Objects of the Planning, Development, and Infrastructure Act 2016, the Principles of Good Planning and is consistent with the State Planning Policies.

SPC Scope - Regional Plans will have content that:

5. Does not duplicate the State Planning Policies or other Government strategies or plans.

6. Contains clear principles for orderly development and the management of growth including a hierarchy of places to guide the form and intensity of settlements and the prioritisation of release of urban lands.

7. Remain relevant over time by providing scenario based directions or actions that respond to economic growth, investment scenarios or other opportunities.

8. Recommends specific amendments to the Planning and Design Code with cadastral defined spatial mapping and specific textual amendments wherever possible.

9. Includes precise performance indicators and targets with a consistent set of metrics to measure implementation and success.



SPC Scope - Regional Plans will have content that:

1. User-friendly and easy to understand, with the focus on maps, pictures and actions.
2. Interactive and digital by default being accessed via the SA Planning Portal.
3. Divided into four themes:
 - a) People, Liveability and Housing
 - b) Productive Economy
 - c) Natural Resources, Environment and Landscapes
 - d) Infrastructure and Transport
4. Transparent and accountable through good governance.





Country Plans – Look and Feel

- Not a hard copy book, gathering dust
- Digital document - GIS spatial tool – scenario based (e.g. low growth versus high growth)
- Ability to ‘turn on’ the particular growth front and bring up what is required
- Housed in PlanSA
- Regularly reviewed and updated as required (don’t set and forget)
- Spatial tool good for consultation (dropping pins and making comments etc, engaging in scenario planning)

Section 73 – Statutory Process

	Step	Responsibility	Explanation
	Preliminary	Commission	Develop Project Scope and Project Planning Prepare key stakeholders for the process
Step 1	Initiation	Commission	Formally approves scope & commences process. The Minister and Stakeholders are informed of initiation.
Step 2	Engagement Plan	Commission	Signs off -Engagement Plan -ensure consistency with the principles of the Community Engagement Charter.
Step 3	Draft Regional Plan	Department	The Draft Regional Plan and supporting documentation will be prepared for engagement.
Step 4	Engagement	Commission	The Commission conducts engagement in accordance with the Engagement Plan.
Step 5	Finalisation	Commission	Review of engagement responses and update and finalization of the Regional Plan, prepares and reports to the Minister on engagement.
Step 6	Approval	Minister	Considers information provided by Commission/
Step 7	Go-live	Department	Publish on the SA Planning Portal.
Step 8	Parliamentary Scrutiny	ERDC	Review of the Regional Plan and Engagement Report.

**Ongoing
Collaboration
with
Government
Agencies &
Councils**



2. Approach to the Regional Plans

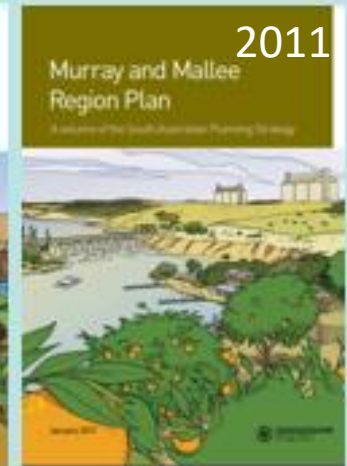
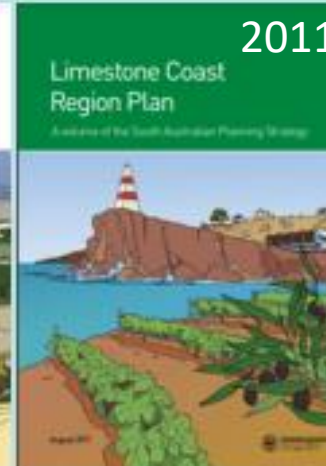
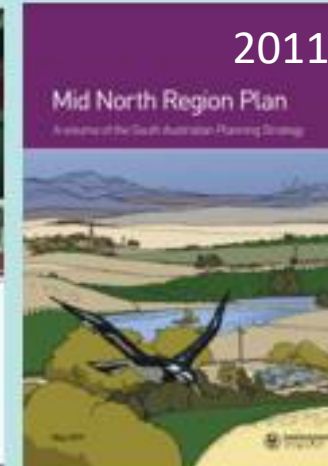
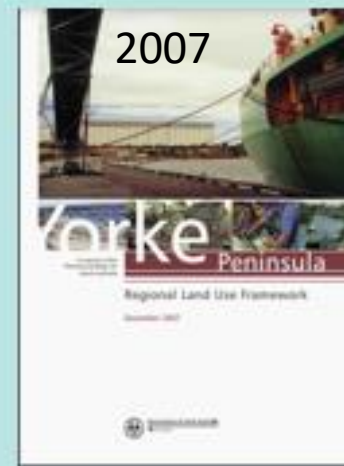
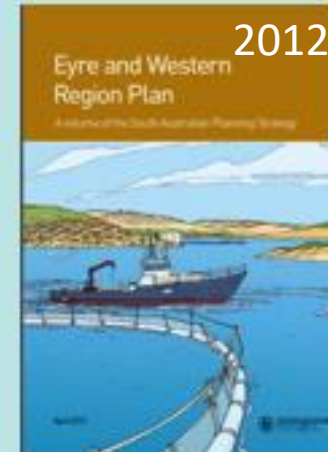


Previous Planning Strategies

Development Act 1993 -
8 Plans and 3 Masterplans
for Port Augusta, Mt Gambier
& Riverland

*Temporarily transitioned into
the new planning system as
interim Regional Plans*

2010 / 2017





New Approach

State Planning Policies (SPPs)

- Expression of state interests in planning
- **SOME** parts implemented through Regional Plans & the P & D Code



LCLGA Board Meeting June 2022

Regional Plans

(spatial application of the SPPs)

Principles for Statutory Instruments

Regional Plans should identify appropriate land for housing development and redevelopment in areas that are accessible and well-connected to services, employment and infrastructure. Housing demand should be well-understood and informed

Structure Plans, Masterplan, Concept Plans enable greater local detail

Planning and Design Code

- Section 75 Complying changes to the Code (potential accelerated rezoning pathway)
- Section 73 Code Amendment

LCLGA Board Meeting June 2022

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Scenario Planning – Point Lowly Desalination Plant

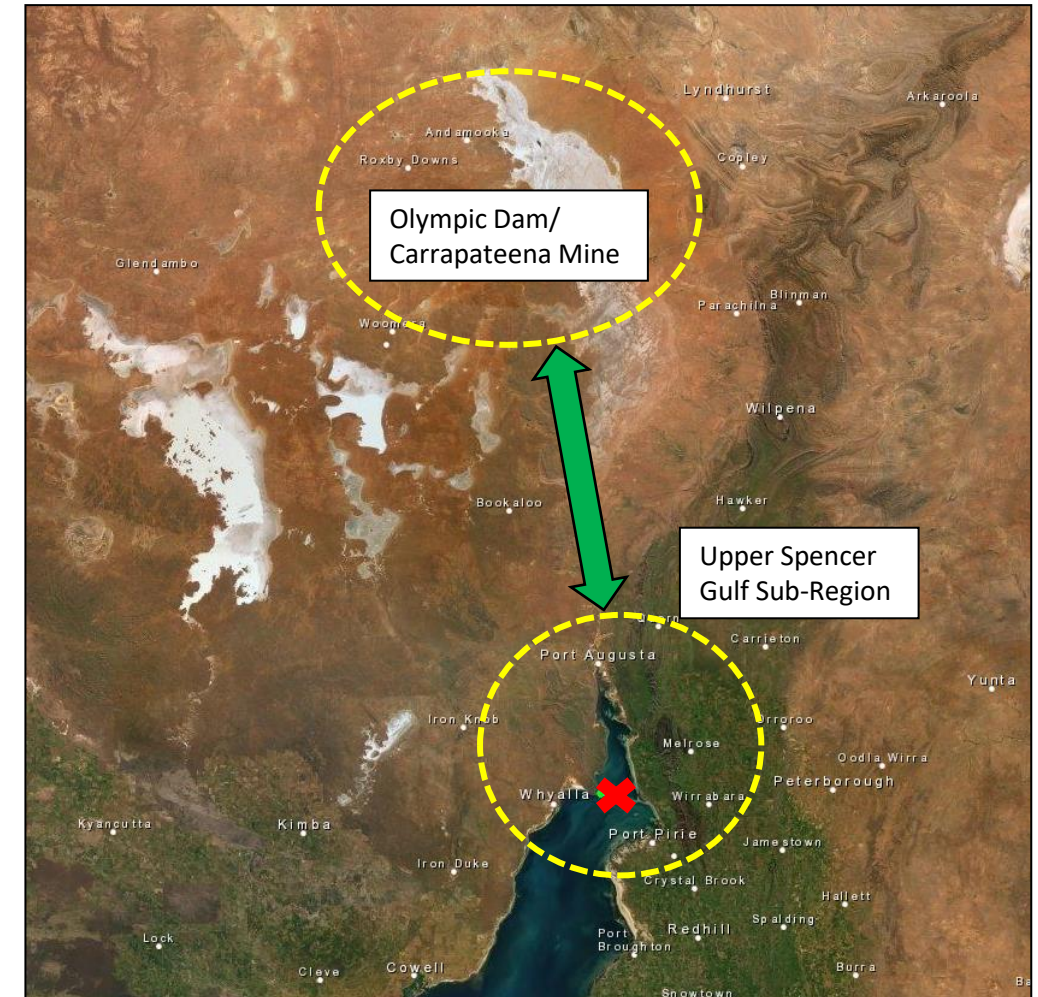
Scenario A – Project Commences

Outcomes:

- ~8000 construction jobs
- ~6000 ongoing jobs

Key Regional Plan considerations

- Supports ongoing operations and future works at Olympic Dam and Carrapateena Mine (Far North Regional Plan)
- Resolves water supply constraints for mining and agricultural sector (multi-regional)
- Acute transient construction population requiring temporary housing (Whyalla)
- Increased infrastructure and housing investment
- Enhanced population growth projections for impacted regions; particularly Eyre and Western Regional Plan
- Environmental considerations – impact of Desal Plant
- New housing and employment land



Pt Lowly: Material impact to Eyre and Western Regional Plan, flow-on effect to Far North, Mid North & Yorke Peninsula Plans

Scenario Planning – Point Lowly Desalination Plant

Scenario B – Project does not proceed

Outcomes:

- Existing water supply constraints continue
- Existing industry, employment opportunities to be reinforced

Key Regional Plan considerations

- Alternative vision for Eyre and Western Regional to be developed
- Whyalla central to broader regions economic strength – diversification of economy through renewable energy generation, green manufacturing and other sectors
- Protection of sensitive environmental settings re-emphasised and reinforced
- Prominence of agricultural sector to be acknowledged





3. Working Together



Growth Plans- Councils

Manage Growth in shorter term 0-5 years or the midterm 0-15 years

Structure Plans



Vision & broad spatial expression of desired development outcomes for an area of change.

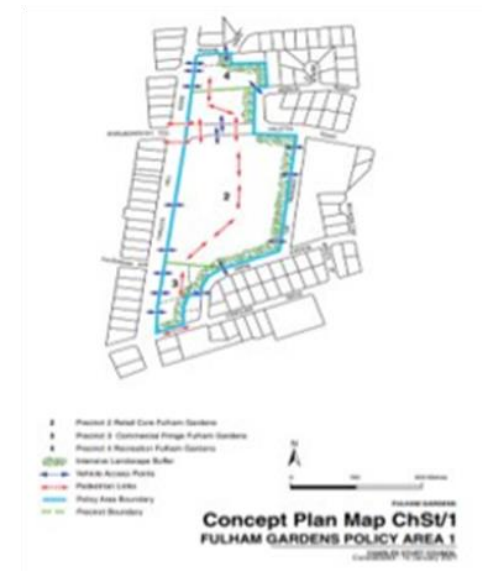
Master Plans



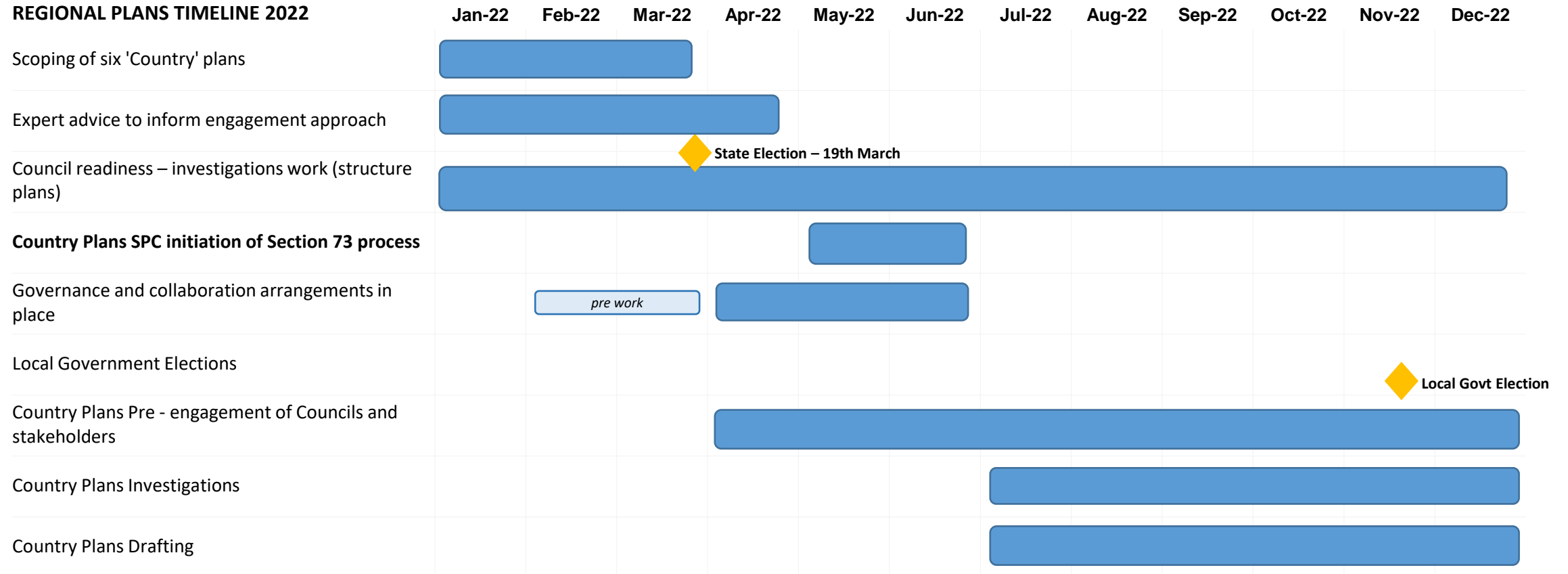
Provide a detailed road map and step to achieve a visions.

May include design guidance and built form objective

Concept Plans



Map primarily about infrastructure provision/staging / delivery of an area

REGIONAL PLANS TIMELINE 2022



END

7.3 BUSINESS PLAN

BACKGROUND

The Business Plan has been developed following the process approved by the Board in December 2021, as attached.

Following the release of the Draft Business Plan to our members in April, they have all considered it, and to date, it is my understanding each Council has accepted the proposed Plan.

The Executive Officer was available to present the Plan to any members who wanted the opportunity to work through the proposal. The Plan was presented to the City of Mount Gambier, Wattle Range Council and the District Council of Robe.

Once approved, the Plan will be implemented from the 1st of July 2022.

KEY ISSUES

The Business Plan is the twelve-month operationalisation of the Strategic Plan. This Business Plan is the third year of the five-year Strategic Plan.

The 2022/23 Business Plan is attached.

RECOMMENDATION

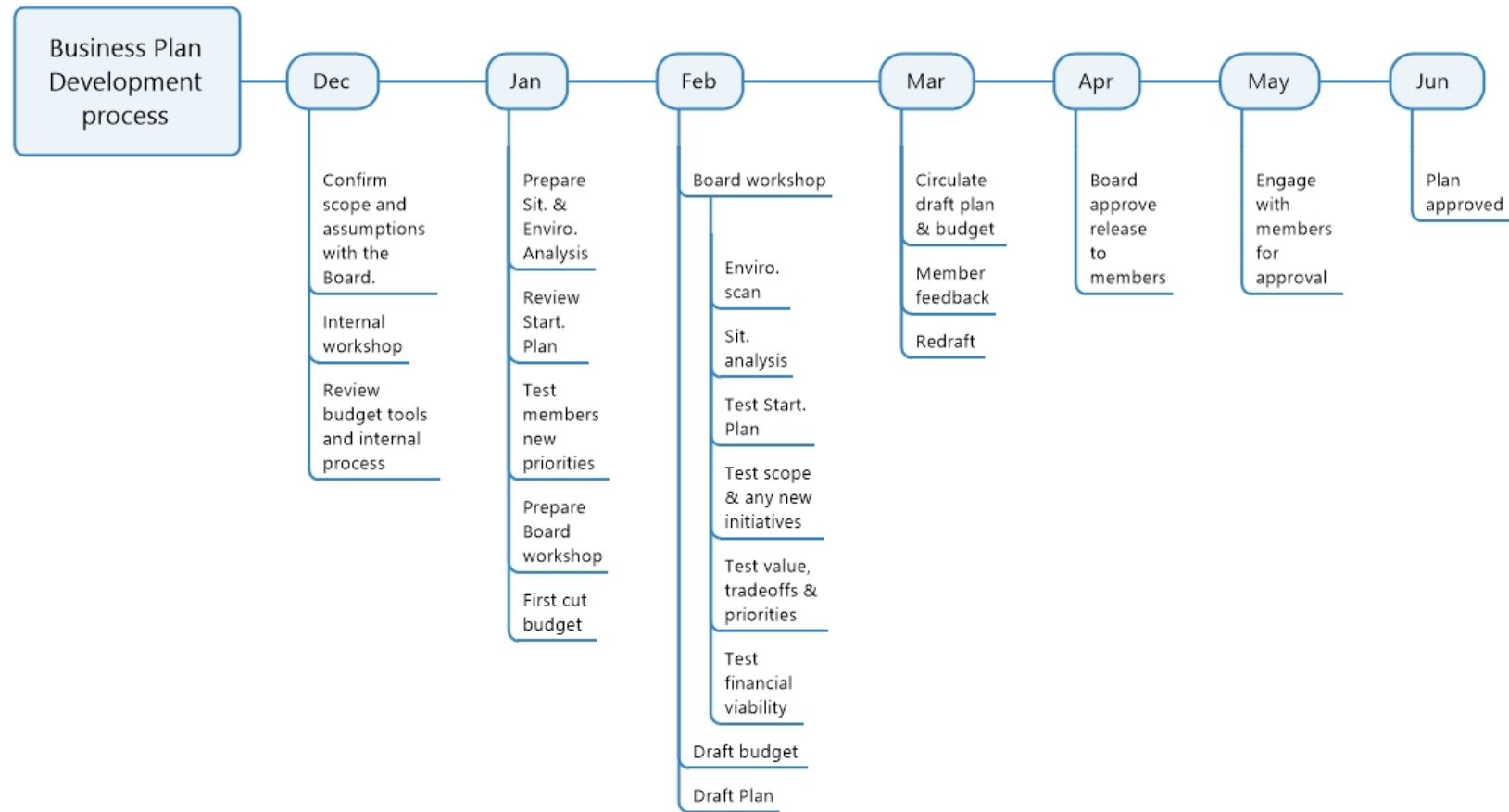
It is recommended that the LCLGA Board:

1. Approve the 2022/23 LCLGA Business Plan.

Moved,

Seconded

Business Planning Process



BUSINESS PLAN CONTEXT

The 2022/23 Business Plan is the 2022/23 operationalisation of the 2020/25 Strategic Plan, which was tested for validity with the Board in February 2022 at a strategic planning workshop. The ‘why’ for the LCLGA is "Collectively Building Stronger Communities". This Business Plan focuses on how we can work with our members to deliver our ‘why’ within a local government context.

Our members (in alphabetical order) are:

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

The LCLGA is a wholly-owned subsidiary of our members under the Local Government Act (1999). This ownership structure means our equity and liabilities belong not just to the LCLGA but also our members.

The LCLGA represents over 135 years of collaboration by our members to deliver regional projects, gain economies of scale and effective representation. Feedback within local government is our model is considered one of the most effective in SA and unique in Australia. Notwithstanding this, we recognise there is always an opportunity to improve our value proposition to our members.

The current operating environment continues to be highly volatile, as detailed in the external and internal operating environment sections of this business plan. This volatility is due to the COVID-19 pandemic, 2022 government elections (Local, State and Federal) and geopolitical tensions between democratic and totalitarian regimes.

The LCLGA recognises we will need to be flexible as we seek to deliver value to our members during this challenging and rapidly changing time.

There is a risk that in being flexible in meeting our member's needs and accepting new challenges, we become stretched in our resources, resulting in slippage of other programs. Therefore, the LCLGA will need to ensure appropriate decisions on trade-offs occur so we can continue to deliver value to our members.

Nevertheless, in reviewing the strategic context for the LCLGA, the fundamentals of our Strategic Plan continue to hold true.

One of our strengths is our size and membership base, which allows us to be flexible and agile to support and pursue opportunities on behalf of our members.

During 2015/20 the LCLGA came through a growth and planning period. The Strategic Plan (2020/25) horizon is a focus and delivery period in the key result areas of building stronger communities, a stronger economy and member capability.

We believe the focus areas in the current Strategic Plan remain valid and accept that strategies need to adapt to our new environmental context.

OUR ROLE

The LCLGA works with our members and achieves value by delivering projects, facilitating programs, being a conduit for communication, sponsoring projects, or programs, and undertaking advocacy. Our members provide the directions for our activities to ensure we are aligned with their priorities as contained in the approved Strategic and Business Plans.

Our "why" is collectively building stronger communities. Our why is within the context of the Limestone Coast and the sphere of Local Government.

EXTERNAL ENVIRONMENT

The 2020/25 Strategic Plan was developed, considering the existing and emerging factors that may influence our strategy. These factors, as identified by thought leaders such as CSIRO and Ernst and Young, are the ones that will most likely impact the delivery of our strategy for collectively building stronger communities.

The following are observations on changes to our strategic operating environment, which may impact the context and validity of the Strategic and Business Plan.

There continues to be a significant disruption to our operating environment due to the COVID-19 pandemic. The pandemic ramifications have translated into or amplified geopolitical tensions and accelerated changes that impact every aspect of our lives: trade, workforce, supply chains and their performance, diversity and equity, housing, regional employment, tourism, work/life balance, and cost of living to name a few.

The aspirations of totalitarian regimes and democratic countries are creating increased friction and, in the case of the Ukraine, an all-out war. These factors, coupled with the pandemic, are changing the way global supply chains operate and our thinking about sovereign and economic risk.

Layered across all of these dimensions is the added volatility of climate change and variability.

The trend for migration to regional centres is continuing, and this creates an opportunity and a challenge. The Limestone Coast has been seeking population growth to lower the working age of our population and invigorate our community, but we are also facing a housing shortage.

There has been a building boom with property prices increasing in the Limestone Coast, rental properties are scarce, and builders have forward bookings for up to three years in some locations.

However, the challenges in our supply chain are also delaying building activities as materials become scarce and much more expensive.

In all of our member's areas, access to affordable housing is a significant issue from a social and economic perspective. The lack of housing limits growth as many jobs cannot be filled due to the lack of accommodation, creating hardship for the most vulnerable in our community.

Housing and services such as medical and childcare also impact our ability to attract and retain skilled workers. In addition, we are aware of many people who would like to live and move to the Limestone Coast but are not able due to the lack of housing.

The recent State Election resulted in a change of government from a Liberal Government to a Labor Government. The Limestone Coast has been recognised explicitly as a region with a significant opportunity for growth that has been neglected by successive governments for many years.

The promises from the incoming Labor Government align strongly with the LCLGA's priorities and as contained in the Member for Mount Gambiers (Troy Bell MP) Future Plan for the region.

SITUATIONAL ANALYSIS

Over the last six years, the LCLGA has successfully delivered value to our members (as detailed in the Strategic Plan).

Despite continuing financial losses in recent years, the position of the LCLGA remains strong as we have strategically drawn down member's equity.

The Board has approved a \$200k project reserve in members' equity above minimum cash holdings. Minimum cash holdings have been approved at \$175k, which is when members will need to contribute resources if the LCLGA was to be wound up.

The Project Reserve allows the LCLGA to take on new projects for our members to take on new projects outside of the routine budget cycle. The intent is to restore the reserve capacity over time.

Compared to 2015/16, our annual financial capacity is now around 30% weaker due to a real reduction in members fees, increased costs, and loss of Rubble Royalty funding. In 2021/22, there was a REAL increase in members fees as part of a five-year financial viability plan.

There is a continued focus in the Strategic Plan to narrow and deepen our value proposition. We are currently committed to one incubator project, having completed one project in 2021/22 – the Leadership Project and transitioned another (Substance Misuse Limestone Coast) to an alternative organisation.

We have reduced the number of projects and programs from 2021/22 due to feedback from our members to focus on those activities that deliver member value. This narrowing in focus is a theme in our Strategic Plan and has been progressively embedded in Business Plans from 2020.

Our members have made a significant investment in the Destination Development Strategy; with these additional resources available, we have been steadily implementing the approved strategy.

The Sports Academy continues to support the development of young elite athletes in the region and build our sports' capability across all levels with significant success from Academy members at State and National levels. We also note the additional funds sought for the Academy from the Labor Government over the next four years.

The StarClub program has the highest participation rate of any region in SA and is one of the reasons we continue to achieve a higher per capita funding for sporting infrastructure than other regions. However, the future funding of this work is now subject to a new paradigm under the currently named Game On strategy, which provides an opportunity to expand the scope of activities with our community.

The Strategic Local Roads Program (SLRP) continues to be an important source of funding for Limestone Coast regionally significant roads which support economic, tourism and community activities. Improvements in the processes to assess routes have been identified as a key piece of work for 2022/23.

The Limestone Coast Regional Transport Plan may need further review in 2022/23 to ensure our Plan is consistent with the SAROC project to map priority across the state

With the review of the Limestone Coast Regional Transport Plan 2021/22, there is a potential funding shortfall from a planned \$19m to a required \$27m to deliver the high priority road upgrades by 2030.

The Department of Infrastructure and Transport has agreed to a joint technical working group to assess DiT Roads and maintenance priorities and to provide input into the effective governance and performance of the Green Triangle Freight Action Plan.

SITUATIONAL ANALYSIS (CONT).

Progress has been made in a regional approach to a Material Recovery Handling Project. The City of Mount Gambier agreed in 2021 to explore the viability of a regional solution following an LCLGA / BOD / UniSA feasibility study. This study showed a regional Material Recovery Facilities was feasible, especially if Western Victorian Councils were also part of the project.

In 2021 the Barwon South West Waste and Resource Recovery Group also did a study into the Optimal Regional Infrastructure Model for Western Victoria, which confirmed Mount Gambier as a

preferred site for servicing Western Victoria, along with Material Recovery Facilities in Ballarat and Geelong.

The next steps for the LCLGA are to undertake a commercial (risk and governance) review, which, if viable, would develop into a full business case to secure funding and Council support.

Advocacy is a core piece of work for the LCLGA. In 2022 we developed, for the first time, an advocacy agenda that was shared with Local Members, the LGASA and other local candidates. Our advocacy agenda will be the basis of engaging with the new government on our agreed priorities.

DELIVERING VALUE

Our members agree that our focus should become narrow and deep to deliver value, which becomes even more critical in a resource-constrained environment.

This means we will apply our resources to those strategies that provide the greatest value to our members; and not take on additional responsibilities without considering the trade-offs (time, \$, risk or lost value from not doing another project).

The process used to create focus and value in this business plan uses the following approach:

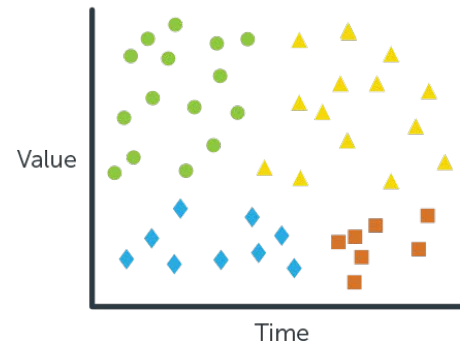
1. Should we be responsible for implementing the strategy?
2. What is the relative value of the proposed work?
3. What is the trade-off, and is this acceptable?

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?

Our members, via the Board and CEOs, were asked which of our activities are strongly aligned with our "why" and Values and provide the greatest benefits to them in the context of our situation and changes in the external environment.

Our members' responses continued a theme of narrowing down and going deeper to deliver value and transition our incubator projects to alternative operating environments once our commitments are met.

Our members were asked what we should 1. Keep Doing, 2. Stop Doing, 3. Start Doing, and 4. Improve.

KEEP DOING (IMPROVE MARKED WITH AN *)

Advocacy*

Implement the approved advocacy program and increase our profile in the media in pursuing that program and ensure we have access and relationship with key Ministers in the new government.

Destination Strategy

Continue implementing the approved Destination Development Strategy (DDS), with a review of the value delivered for the increased investment at the end of 2022/23.

Regional Waste Solution *

Progress the work on the Regional Materials Recycling Facility, in particular, 1) develop and test the governance, commercial, and risk models with participants, stakeholders and regulators to identify barriers and ascertain if a regional solution is realistic. Then, 2) develop a business plan and seek approvals and funding and 3) subject to funds and approvals, proceed to project implementation.

There needs to be better involvement of our member CEOs and communications on the development and progress of this project which is seen as a priority by our members.

\$160,000 has been allocated from members' equity across 2021/24 financial years to progress this work.

Roads Strategy (*)

The Regional Roads Strategy and Database was updated in 2020/21 and continues to be a critical strategy to access funding for priority road upgrades, with over \$16 million secured for local roads since the strategy was developed.

With the development of a State database of eligible SLRP roads and improved data on the connectivity of regions, ensuring the Limestone Coast Regional Transport Plan aligns with the State database will be critical to future funding applications.

There is an opportunity to also improve the strategies definitions and guidance to members on the required evidence to support the inclusions of roads in the database for future SLRP funding. This work is included in this Business Plan.

KEEP DOING (CONT).

Regional Plan

The LCLGA plans to work with our members and the department to develop the Limestone Coast Regional Plan. The amount of work and support needed is not yet clear, noting we have offered to work with the department and our members on the community engagement aspects of the Plan's development.

StarClub

Starclub is considered an important program in the region by our members to support sporting clubs, particularly in the current Covid-19 environment.

ORSR funding is not available for StarClub in the future. However, funding is available for programs aligned with the “Game On” strategy, which seeks to increase participation in sport, especially from diverse groups that normally do not have the opportunity for participation, young teens who often leave the sport at this age; and to increase the sustainability of regional sport and volunteerism.

An application is being developed to seek funding to sustain support for our regional clubs across the region. The outcome of this process will be included in the business plan, and the scope and type of program will be adjusted to suit the available resources.

South Australia Coastal Councils Alliance (SACCA)

We support the administration of SACCA. The program is driven by an Executive Steering Committee and the SACCA Executive Officer.

Heritage Advisory Services

The Board approved a three-year contract to provide Heritage Advisory Services throughout the Limestone Coast. Managing this contract continues to be a priority.

RDALC Relationship (*)

Seek to redefine the RDALC relationship to focus on Limestone Coast regional outcomes.

KEEP DOING (CONT).

Sports Academy

Develop a Strategic Plan for the LCRSA.

Continue to develop and deliver the program within the available resources.

STOP DOING IN 2022/23

Resource Sharing, Shared Services and Shared Procurement

This was seen by our members as being in the domain of the Council CEOs to drive. LCLGA to support as needed and to continue to seek efficient opportunities as requested by members and when we see an opportunity, for example, accessing the Localis system to gain lower costs from a shared purchasing agreement.

Regional Health And Wellbeing

The Regional Health and Wellbeing Plan has been completed, and there is a minor role for LCLGA until there is a need to review the Regional Plan.

Climate Adaptation

Whilst acknowledging this is a critical issue for our community and our planet, in the context of the role of the LCLGA, this was not considered a priority for the 2022/23 Business Plan.

Red Meat Cluster (RMC)

The Red Meat Cluster has not been able to replace its Chair and, in the absence of industry support, will be wound up

Substance Misuse Limestone Coast

This project should have moved from the LCLGA to the SMLC organisation by the end of 2021/22.

Leadership Program

The three-year program was completed in 2021/22 and has been taken on by the RDALC in a revised format which has secured \$2m to support the development of similar Leadership Programs across regional SA.

STOP DOING IN 2022/23 (CONT).

Road Safety

Lack of funding and changes in institutional arrangements means this is no longer a program we deliver.

Coastal Connections

Lack of funding means this is a program we do not currently deliver.

START DOING

LGASA Relationship

There is an opportunity to renew and strengthen our relationship with the Officers in the LGASA, and the LCLGA is well-positioned to facilitate that work.

Renew the economic growth strategy and engagement

The Limestone Coast Regional Growth Strategy is still current, but the Economic Development Group need refocusing. Clarifying and understanding the role of Local Government in economic development in the Limestone Coast and then implementing the agreed processes is a priority.

Newly elected member induction

Following the Local Government Elections, there is an opportunity for the LCLGA to work with its members on an induction to Local Government in the Limestone Coast.

This feedback has been incorporated into the 2022/23 business plan.

KEY RESULT AREA'S

The Strategic Plan identifies three key result areas to focus on and support our "why" of collectively building stronger communities.

They are building:

- Sustainable Communities
- Stronger Economy
- Member Capability

BUILDING SUSTAINABLE COMMUNITIES

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

Over the 2022/23 year, the focus is on building sustainable communities in a COVID-19 recovering, new State Government and unsettled geopolitical environment (in a local government context).

The objectives and proposed strategies in the Strategic Plan focus on advocacy, Sports Academy, Regional Plan, Game On Strategy, SACCA and Heritage Advisor,

Long Term Objectives

Strategic Plan by 2025

1. The regional climate adaptation strategy outcomes are achieved
2. Government policy and investment reflect our member's priorities
3. Regional health plan outcomes are achieved
4. Incubator projects are successful and self-sustaining

Short Term Objectives

Business Plan – 2022/23

1. Our networks, members and stakeholders are connected and engaged
2. Incubator project outcomes have transitioned to alternative governance and operational arrangements
3. Regional participation in sports is strengthened
4. A new Regional Plan is developed for the Limestone Coast

Performance Indicators

1. The extent to which the government listens and incorporates Limestone Coast priorities in decision making
2. Member rating of our effectiveness in keeping them and stakeholders connected
3. Incubator project outcomes delivered with future governance and organisational requirements developed
4. Our members value heritage Services

Strategy	Tactics	Approach	Timing	Responsible
Engage with stakeholders	<ul style="list-style-type: none"> • LGASA and SAROC meetings • Regional Executive Officers meetings • DiT Roads Working Group and Green Triangle Freight Strategy • Local Members (regular engagement) • Key Stakeholders (SA Gov and Industry) • Create a social media presence to share stories 	Communication and advocacy	Every month Every two months Every quarter As required and as opportunity presents As required and as opportunity presents Ongoing	Executive Officer
Star Club / Game On	• Deliver the program to over 300 clubs in the Limestone Coast.	Program	Ongoing	Game On Officer
Limestone Coast Regional Sports Academy	• Projects delivered as planned including transitional arrangements	Project and sponsorship	Ongoing	Project Manager
Heritage Advisory Services	<ul style="list-style-type: none"> • Manage the provision of contracted services. • Review the services and allocation of work – report to Board 	Project	Ongoing with a review in Feb-23	Executive Officer
Access funding for our region, members and stakeholders	<ul style="list-style-type: none"> • Work with partners to develop proposals to access funding • Work with RDALC to access supporting evidence for proposals 	Project	Ongoing	Executive Officer and Project Managers
Implement a proactive advocacy program (Duplicated across all KRA's)	<ul style="list-style-type: none"> • Deliver the approved advocacy program • Respond to advocacy priorities from members as needed 	Advocacy	Ongoing Ongoing	Executive Officer
Auspice the delivery of the South Australian Coastal Councils Alliance	<ul style="list-style-type: none"> • Supervise the project coordinator and expenditure • Support the Executive Committee 	Program	Ongoing Ongoing	Executive Officer

Table 1: Building Sustainable Communities

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).

The economic advantages of our region are unchanged. We continue to be mostly unaffected by drought and have higher levels of water security than many regions in Australia. We have soil with little degradation, and we have not had fire or flooding to the same extent as some other areas in Australia, and our ocean resources are in reasonable shape when compared to other areas.

Some of our main industries are vulnerable to continuing geopolitical tensions that play out as restraining trade, such as our Fishing, Viticulture, Forestry and Tourism industries.

We also have a diverse economy which means we are generally more resilient to shocks than other regional areas in Australia.

Growth enabling factors such as migration, affordable housing and access to capital are potential constraints to growth as the long-term implications from Covid-19 become clearer.

The new State Government has recognised the significant opportunity for growth in the Limestone Coast with strategic investment in infrastructure and growing our regionals capability.

The opportunities that may arise from the National Farmer Federation (NFF) Regionalisation Agenda are fully explored.

Longer-Term Objectives

Strategic Plan by 2025

1. The outcomes of the regional growth strategy and action plan are achieved
2. Waste is a source of economic growth and competitive advantage
3. Regional land-use planning is effective and agile
4. The required investment in regional road infrastructure is achieved
5. The value of tourism to the region continues to increase
6. Mutually beneficial cross border partnerships are developed

Short-term Objectives

Business Plan – 2022/23

1. Destination marketing strategy achieves its planned for outcomes
2. Regional Roads Strategy required funding is achieved
3. A viable waste option is developed
4. Regional Economic Growth Strategy Reset
5. Collaboration opportunities on cross border projects

Performance Indicators

1. Regional Plan that meets our needs is developed
2. Our members are successful in attracting funds for projects
3. Federal and State Members support our member's advocacy priorities
4. Regional roads projects are approved and sought after funding achieved
5. DDS objectives are achieved
6. A decision is made on the suitability of a Regional MRF.

Strategy	Tactics	Approach	Timing	Responsible
Reset the Economic Growth Strategy	<ul style="list-style-type: none"> • Review the economic growth strategy and outcomes with the CEO's • Clarify working group governance (at officer and Board level) • Engage with stakeholders and working group on required changes • Undertake agreed activities / projects 	Program and Project	Aug-22 Aug-22 Ongoing TBD	Executive Officer
Monitor and update the Regional Transport Strategy and database	<ul style="list-style-type: none"> • Regularly meet to monitor the Regional Transport Strategy • Review definitions and provide training to committee members • Road's funding applications prepared and submitted 	Program	Ongoing Sep-22 Dec-22 to Apr-23	Executive Officer and Working Group Chair
Assess the viability and deliverability of a regional waste solution	<ul style="list-style-type: none"> • Assess the political, regulatory, risk and governance aspects for a regional cross border MRF • Develop a business case to support funding and gain commitment • seek commitments and funding to progress and deliver the project 	Program	Jul-22 Sep-22 Feb-23	Executive Officer
Destination Marketing Strategy	<ul style="list-style-type: none"> • Implement the approved strategy 	Program	as per the approved plan - ongoing in 22/23	Destination Manager
Assist in the delivery of a Regional Plan	<ul style="list-style-type: none"> • Work with the government and our councils to coordinate the Limestone Coasts engagement with the Plan's Development. 	Project	To be determined with the department and Councils	Executive Officer
Green Triangle Freight Action Plan	<ul style="list-style-type: none"> • Attend meetings and link into the DiT Roads Working Group 	Advocacy	Ongoing	Executive Officer
RDALC	<ul style="list-style-type: none"> • Facilitate joint Board meetings to establish regional economic development priorities 	Program and Advocacy	Third ¼ 2022 and First ¼ 2023	Executive Officer
Cross Boarder Partnerships	<ul style="list-style-type: none"> • Facilitate a Cross Border CEO Forum 	Project	Oct-22	Executive Officer
DiT Roads Planning Collaboration	<ul style="list-style-type: none"> • Establish and schedule DiT & LCLGA Roads Groups 	Program	Ongoing - meetings every 1/4	Executive Officer

Table 2: Building a Stronger Economy

BUILDING MEMBER CAPABILITY

Building our capability focuses on linking and developing the ability of our members to work together, share resources, stay informed, and gain insights and efficiencies.

Noting the drive for shared resources and procurement is driven by our members, the LCLGA is happy to assist and support as required.

Where opportunities arise for efficiencies, such as Heritage Advisory Services or Regional Subscription to Localis, the LCLGA will seek to deliver this advantage to our members.

The work in this area includes the analysis of impacts of government policy, the development of submissions and making representations or preparing and delivering presentations to consultations.

Longer-Term Objectives

Strategic Plan – 2020/25

1. Members can access scarce or hard to source skills and expertise
2. Members' capabilities are increased through collaboration, knowledge sharing and skills
3. Local employees' skills and expertise are developed and retained in the region
4. Members are well-positioned to respond to the requirements of the Local Government Review Bill.

Objectives

Business Plan – 2022/23

1. Opportunistic resource sharing and funding arrangements (including grants) achieved
2. Members are linked, and knowledge is shared via forums and meetings
3. Working relationship with the LGASA is effective.
4. Newly elected members are connected and understand the regional perspective of their role.

Performance Indicators

Business Plan

- 1) Elected members are supported in improving their knowledge and networks
- 2) Members rate forums, committees and working groups highly
- 3) The relationship with the LGASA is effective
- 4) LCLGA communications are effective for members
- 5) Policy submissions, representations and presentations represent our members' interests.

Strategy	Tactics	Approach	Timing	Responsible
Deliver member forums	<ul style="list-style-type: none"> • Board meetings • CEO Forums • Chair Forums • Member briefings • Member working groups 	Facilitation	Every two months Every three months and every two weeks Every two weeks As required As required	Executive Officer
Members communications	<ul style="list-style-type: none"> • Redesigned web site incorporating the performance dashboard • New elected members induction 	Com's and project	Aug-22 Jan-23	Executive Officer
Enhance the LGASA relationship	<ul style="list-style-type: none"> • Regular meeting LGASA CEO • CEO's and ExO takeup roles at LGASA to ensure LC representation • Engage with LGASA and SAROC in person to develop relationships 	Facilitation	Twice a year Ongoing	Executive Officer
Provide analysis, advice, draft submissions, and make representations on policy	<ul style="list-style-type: none"> • Keep engaged and aware of issues that impact our members • Develop submissions as agreed with members 	Advocacy	Ongoing	Executive Officer

Table 3: Building Member Capability

FINANCE OVERVIEW

The LCLGA derives its funds from three sources. They are members' subscriptions, grants and specific project or program funding.

The LCLGA continues in 2022/23 to receive \$42,000 from the LGASA to support regional capacity-building activities, and this is very much appreciated.

The LCLGA has been strategically reducing its cash reserves through a real reduction in members subscriptions over the last five years. Members have also benefited from the cessation of Rubble Royalty payments with a net reduction in income to the LGASA as a result.

The combined impact of the loss of Rubble Royalty refunds, no real increase in subscriptions for a number of years and increasing costs is a reduced annual position of 30% compared to 2015. The real increases in 2021/22 as part of the financial viability plan have helped reduce the rate of decline in member's equity.

There are three projects or activities within our budget where costs are "pass-through". These are included in our membership fees but make no impact on the LCLGA bottom line.

1. RDALC, \$96,255.
2. Heritage Advisory Services, \$76,849.
3. South Australian Coastal Alliance, \$8,000.

This means that 22% of subscriptions are passed through expenses.

The Destination Development Strategy (DDS) is in its first year of implementation, so the added value is still being demonstrated. Therefore, we have held the member's subscriptions to the 2021/22 levels for 2022/23.

The StarClub and Sports Academy budgets have previously been considered jointly as they share costs and resources, with a \$10,000 contribution from members' equity, in addition to members' contributions to StarClub. While it is assumed this will continue in 2022/23, both programs are subject to new funding applications. Like the DDS, the projects will be scaled accordingly if the grants funds are lower.

In our programs, we have included in the budget \$25,000 for the Roads and Transport Management Group to prepare the Special Local Roads Program (SLRP) submissions for the 2023/24 financial year, review definitions, and provide staff training on the SLRP process.

We have included funds to progress the regional waste solution (\$80k). Noting there has been a delay in the 2021/22 program, notwithstanding this, to complete the planned work, the estimated cost is \$80k, based on the costs incurred in assessing the commercial, risk and governance requirements for the Barwon and Ballarat MRF projects.

Overall we are forecasting a net loss of \$79,927.

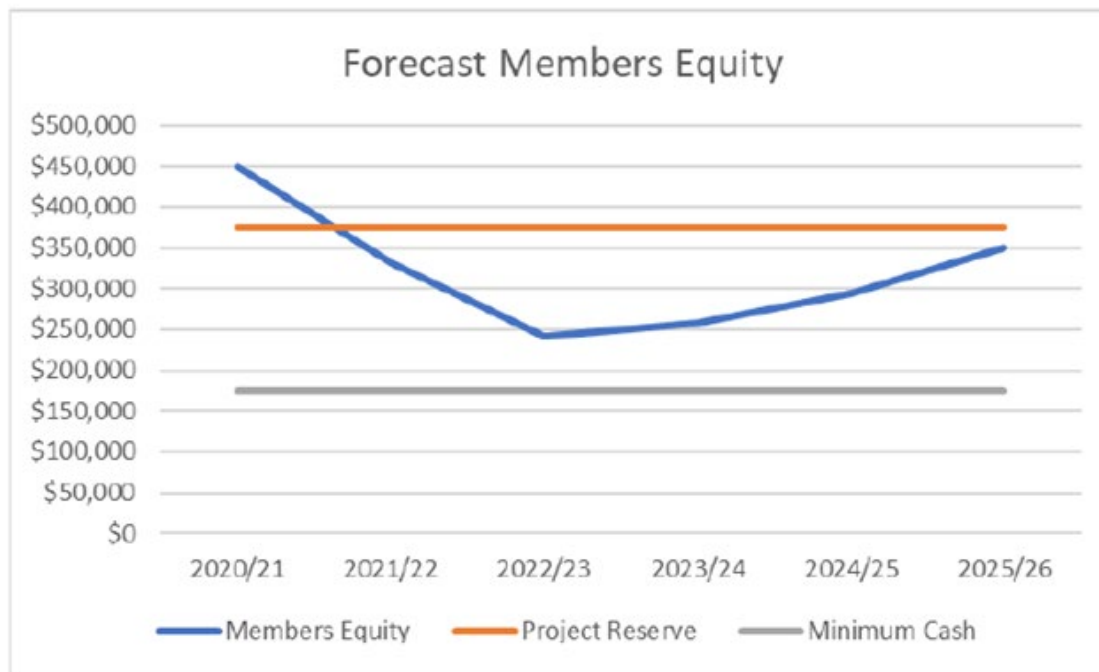
FINANCIAL VIABILITY

In 2021 the Board adopted a five-year financial viability plan. This Plan followed several years of a REAL decrease in members fees.

Cash reserves have been strategically reduced through successive losses. The Board has adopted a position that the LCLGA should have sufficient members' equity to:

1. Cover liabilities should the association be wound up and
2. Provide a project reserve of \$200k above minimum cash holdings to provide flexibility for the LCLGA to take on projects without needing to raise a project levy on members outside of normal budgeting cycles.

When using the project reserve, the approach is to restore that capacity over time, is shown below.



FINANCIAL VIABILITY (CONT).

In the 2021/22 Business Plan, it was forecast that members' equity would fall to \$325,000 at the end of 2021/22 and further to \$227,000 by the end of 2022/23.

There has been a delay in the waste project; it is assumed the expenditure will still occur over the 2021/23 financial years.

The outcome of the Heritage Advisory Service contract was higher than expected (about \$13k higher) as approved by the Board. We absorbed this cost in 2021/22 as the contract was approved after the budget had been set and are planning to continue that in the 2022/23 financial year. This has been partly due to efficiencies and delays in the Waste Project.

We have also included a CPI (Adelaide) Dec to Dec adjustment on salaries (3.5%).

ASSUMPTIONS

The Business Plan has the following assumptions:

- That member's 2022/23 subscriptions are at the level forecast in the 2021/22 Business Plan
- Almost all costs are known, otherwise increased by CPI
- Fuel costs have been increased by 20%
- We remain in our current office. If a suitable alternative becomes available, this would be addressed as a separate process with the Board
- Wages are increased by CPI (Adelaide) Dec to Dec: 3.5%
- Destination Strategy contributions held at 2021/22 levels
- No increase in SACCA contributions
- RDALC contribution is \$96,255
- Closing member's equity is \$325,000 at the end of 2021/22
- Project oncosts are recovered at 20%
- Superannuation is increased to 10.5%
- Interest is decreased to \$5,000
- Minimum cash holdings are \$175,000
- A \$200k "project reserve" is planned for above minimum cash holdings
- The project reserve can be used and replenished over time.
- Efficiencies have been used to fund the increases in costs from CPI and Heritage Services
- SMLC Project has fully transferred out of LCLGA
- SACCA, Heritage, and RDALC are pass-through costs that have no bearing on the LCLGA profit and loss
- Includes known grants
- LCRSA and StarClub is subject to new funding rounds, and we have assumed similar support to previous years
- Training is based on 1.5% of salary costs
- If there is a requirement for a Local Government induction, it will be funded through equity or recovered from members

PROPOSED SUBSCRIPTIONS TO DELIVER THE 2022/23 BUSINESS PLAN

2022/23								
MEMBER CONTRIBUTIONS	Subscriptions	Tourism	StarClub	Programs	SACCA*	RDALC*	Heritage*	Total
City of Mount Gambier	\$82,137	\$58,388	\$12,178	\$17,921	\$1,143	\$25,546	\$32,573	\$229,886
District Council of Grant	\$39,985	\$28,424	\$8,095	\$8,724	\$1,143	\$12,436	\$3,265	\$102,073
Wattle Range Council	\$65,828	\$46,794	\$11,898	\$14,362	\$1,143	\$20,473	\$13,705	\$174,203
Naracoorte Lucindale Council	\$44,969	\$31,966	\$8,536	\$9,811	\$1,143	\$13,985	\$7,110	\$117,520
District Council of Robe	\$17,734	\$12,606	\$1,665	\$3,869	\$1,143	\$5,516	\$13,046	\$55,578
District Council of Tatiara	\$38,779	\$27,566	\$7,757	\$8,461	\$1,143	\$12,061	\$3,868	\$99,635
District Council of Kingston	\$20,055	\$14,256	\$3,817	\$4,376	\$1,143	\$6,238	\$3,281	\$53,165
Total	\$309,487	\$220,000	\$53,946	\$67,524	\$8,000	\$96,255	\$76,849	\$832,060

For comparisons, the forecast subscriptions in the 2021/22 Business Plan are provided below, noting these were forecast as real, and we have been able to treat them as nominal due to some efficiencies and the delayed investment in the Regional MRF.

FORECAST SUBSCRIPTIONS 2021/22 BUSINESS PLAN

MEMBER CONTRIBUTIONS	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
City of Mount Gambier	\$180,168	\$219,226	\$229,886	\$241,160	\$249,280	\$257,709
District Council of Grant	\$78,159	\$96,986	\$102,073	\$107,458	\$111,309	\$115,309
Wattle Range Council	\$134,499	\$165,757	\$174,203	\$183,141	\$189,549	\$196,204
Naracoorte Lucindale Council	\$90,065	\$111,748	\$117,520	\$123,630	\$128,004	\$132,548
District Council of Robe	\$43,469	\$53,157	\$55,578	\$58,135	\$59,990	\$61,914
District Council of Tatiara	\$75,875	\$94,668	\$99,635	\$104,893	\$108,651	\$112,556
District Council of Kingston	\$40,435	\$50,560	\$53,165	\$55,921	\$57,895	\$59,945
Total	\$642,670	\$792,102	\$832,059	\$874,338	\$904,678	\$936,186

The sought-after member subscriptions are the same as forecast in the 2021/22 Business Plan.

CHANGE FROM 2021/22 FORECAST

CHANGE IN SUBSCRIPTIONS		
MEMBER CONTRIBUTIONS	Forecast Change	Actual Change
City of Mount Gambier	\$10,660	\$10,660
District Council of Grant	\$5,087	\$5,087
Wattle Range Council	\$8,446	\$8,446
Naracoorte Lucindale Council	\$5,772	\$5,772
District Council of Robe	\$2,421	\$2,421
District Council of Tatiara	\$4,967	\$4,967
District Council of Kingston	\$2,605	\$2,605
Total	\$39,958	\$39,958

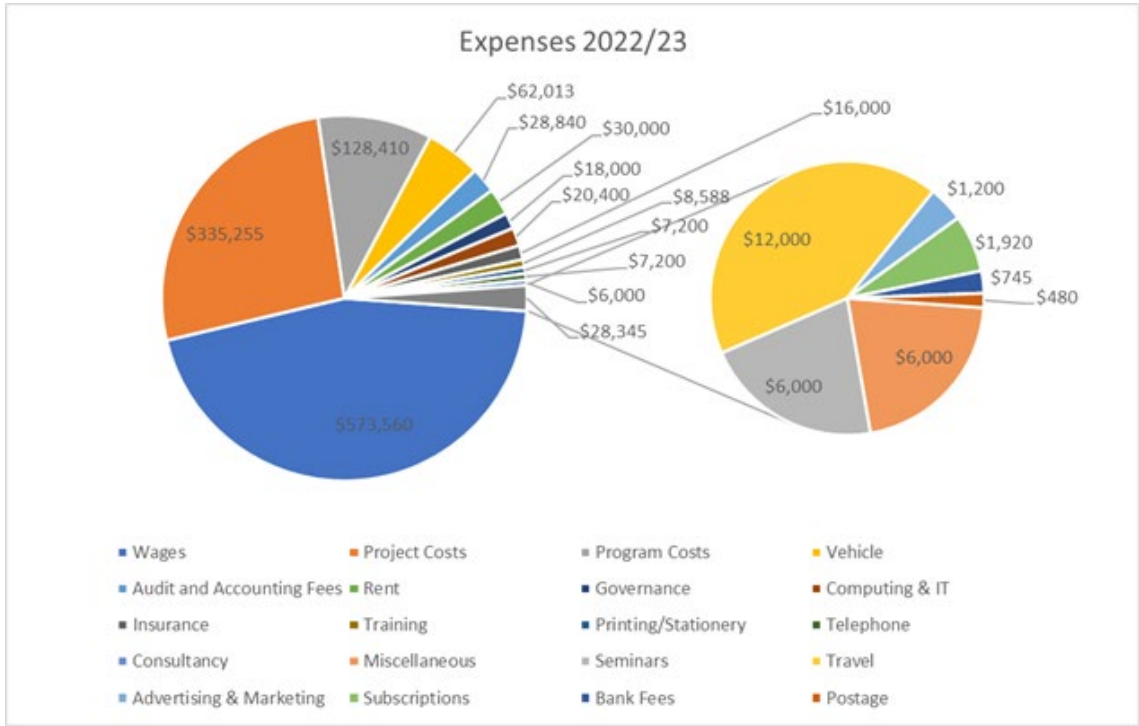
EXPENSES

EXPENSES	2022/23	2021/22	Change
Wages	\$573,560	\$733,272	-\$159,712
Project Costs	\$335,255	\$454,127	-\$118,872
Program Costs	\$128,410	\$115,000	\$13,410
Vehicle	\$62,013	\$67,856	-\$5,843
Audit and Accounting Fees	\$28,840	\$36,000	-\$7,160
Rent	\$30,000	\$30,000	\$0
Governance	\$18,000	\$18,000	\$0
Computing & IT	\$20,400	\$15,000	\$5,400
Insurance	\$16,000	\$12,000	\$4,000
Training	\$8,588	\$10,988	-\$2,400
Printing/Stationery	\$7,200	\$9,600	-\$2,400
Telephone	\$7,200	\$8,040	-\$840
Consultancy	\$6,000	\$6,000	\$0
Miscellaneous	\$6,000	\$6,000	\$0
Seminars	\$6,000	\$6,000	\$0
Travel	\$12,000	\$6,000	\$6,000
Advertising & Marketing	\$1,200	\$1,800	-\$600
Subscriptions	\$1,920	\$1,800	\$120
Bank Fees	\$745	\$720	\$25
Postage	\$480	\$480	\$0
Total	\$1,269,812	\$1,538,683	-\$268,871

Major variations include:

- Salaries and Project expenses are lower due to the cessation of the Leadership Program and SMLC.
- Program costs increase due to an increased provision for Roads Planning Training and resources to revitalise our internet.
- Vehicle costs are lower due to the cessation of the SMLC vehicle lease.
- Computing and IT costs are expected to increase based on our experience in 2021/22
- Insurance costs have increased but may be lower based on fewer vehicles.

We are expecting to see an increase in travel costs as Covid-19 restrictions relax.



PROFIT AND LOSS

This Plan continues the expected losses with a slow recovery over five years. As a result, we are forecasting a loss of \$80,000 and closing members equity of \$245,000, which is slightly favourable compared to the 2021/22 forecast.

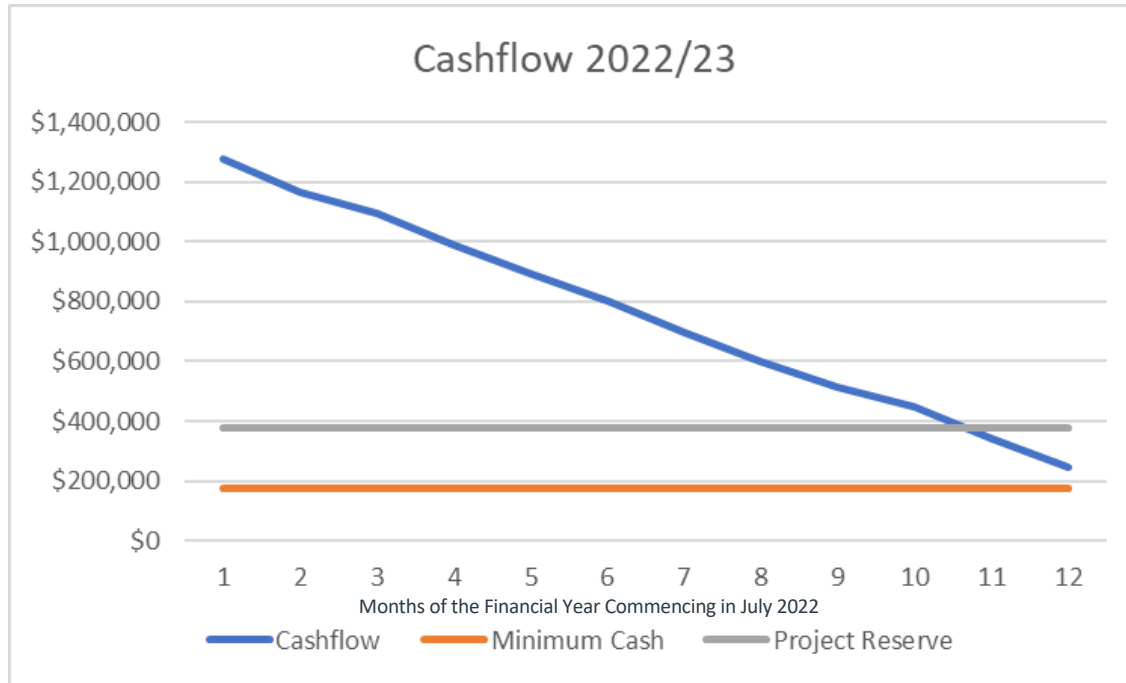
INCOME	Total
Members Subscriptions	\$832,060
Grants	\$262,325
Other	\$90,500
Interest	\$5,000
Total	\$1,189,885

EXPENSES	2022/23
Wages	\$573,560
Project Costs	\$335,255
Program Costs	\$128,410
Vehicle	\$62,013
Audit and Accounting Fees	\$28,840
Rent	\$30,000
Governance	\$18,000
Computing & IT	\$20,400
Insurance	\$16,000
Training	\$8,588
Printing/Stationery	\$7,200
Telephone	\$7,200
Consultancy	\$6,000
Miscellaneous	\$6,000
Seminars	\$6,000
Travel	\$12,000
Advertising & Marketing	\$1,200
Subscriptions	\$1,920
Bank Fees	\$745
Postage	\$480
Total	\$1,269,812

Net	-\$79,927
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CASHFLOW

We expect to see members' equity rise to \$1,276,000 before decreasing to \$245,000.



PROJECTS

Income

PROJECTS	Members	Grants	Other	Expenses	Net
Destination Development Strategy	\$220,000	\$94,325	\$48,000	\$373,029	-\$10,704
Star Club	\$53,946	\$56,000	\$0	\$70,345	\$39,601
Sports Academy	\$0	\$70,000	\$42,500	\$154,345	-\$41,845
Total	\$273,946	\$220,325	\$90,500	\$597,719	-\$12,949

The grant income is subject to a grant process that has undergone significant change, and we don't have clarity on what grant monies we may receive.

Although the DDS is showing a \$10k loss, we expect that, based on previous years, we will be able to secure some additional funding for this project.

PROGRAMS

Income

PROGRAMS	Members	Grants	Other	Expenses	Net
Roads	\$63,600	\$0	\$0	\$37,092	\$25,000
Waste		\$0	\$0		\$80,000
Revitalise the LCLGA Website		\$0	\$0		\$10,000
Economic Growth Strategy		\$0	\$0		\$5,000
Red Meat Cluster		\$0	\$0		\$1,200
Total	\$63,600	\$0	\$0	\$37,092	\$121,200

PASS-THROUGHS

Income

PASS THROUGH	Members	Grants	Other	Expenses	Net
Heritage advisory services	\$76,849	\$0		\$76,849	\$0
RDALC	\$96,255	\$0		\$96,255	\$0
SACCA	\$8,000	\$0		\$8,000	\$0
Total	\$181,104	\$0	\$0	\$181,104	\$0

7.4 QUALIFIED INDEPENDENT PERSON FOR CEO PERFORMANCE REVIEW

BACKGROUND

Under section 102A of the Local Government Act, the performance of the CEO of a Council must be reviewed by a qualified independent person as follows.

102A—Chief executive officer—performance review

- (1) A council must review the performance of its chief executive officer—***
 - (a) at least once in each year that the chief executive officer holds office as chief executive officer; and***
 - (b) if relevant, before reappointment of the chief executive [officer](#).***
- (2) The council must obtain and consider the advice of a qualified independent person on a review under subsection (1).***
- (3) In this section—***

"qualified independent person" means a person who is—

- (a) not a member or employee of the council; and***
- (b) determined by the council to have appropriate qualifications or experience in human resource management.***

The extent that this requirement extends to an Executive Officer of a wholly-owned subsidiary is unclear; nonetheless, an independent review of the performance of executives is good practice.

The LCLGA has partnered with Kingston and Robe Councils to test the market for a suitable supplier to provide the performance review service and achieve some economies of scale from the market.

Three quotes were obtained from:

- Albrighton Consulting & Training Services
- McArthur
- Perks People Solutions

Their proposals were assessed against the following criteria:

- Methodology – 20%
- Experience – 55%
- Price – 25%

All consultants were assessed as being able to undertake the work, and McArthurs were recommended based on capability and value for money.

The Executive Officer remuneration committee agreed that future reviews should be conducted in a similar manner to that required of Council CEOs.

KEY ISSUES

With changes in the Act CEO performance, reviews by Councils need to consider the advice from a qualified independent reviewer.

We have assumed this requirement extends to an Executive Officer in a subsidiary organisation.

It is good practice to have advice from an independent reviewer when assessing the performance of an organisation's leader.

The LCLGA took the opportunity to partner with DC Kingston and DC Robe to generate a potentially better value bid from suppliers for this work.

There is provision for this work in the budget.

RECOMMENDATION

It is recommended that the LCLGA Board:

1. Appoint McArthur for three years to provide independent advice on the Executive Officer's performance to the LCLGA Board.

Moved,

Seconded

7.5 LCLGA CHARTER REVIEW

BACKGROUND

The LCLGA Chart should be reviewed every four years.

Feedback was sought from the Board on the Charter following the February 2022 board meeting, where there was a paper seeking feedback.

The Charter was reviewed in light of the feedback received, decisions and comments made by the Board at various meetings and from comparing our Charter with the Murrylands and Riverland LGA Charter, which was the most recent Regional LGA Charter reviewed.

The current LCLGA Charter is still valid, with little difference between ours and Murrylands outside of slight differences in format and language.

It is not proposed to rewrite the Charter on the basis of style but to include those updates that reflect recent decisions or to address gaps.

The proposed changes in the LCLGA Charter are:

clause	current	proposed
1.3	LCLGA is a regional subsidiary established pursuant to Section 43 of the Local Government Act 1999 by the ...	LCLGA is a regional subsidiary established pursuant to Section 43 of the Act the ...
1.6..6	printing and publishing any newspapers, periodicals, books, leaflets, or other like writing;	printing and publishing any newspapers, periodicals, books, electronic communications , leaflets, or other like writing;
3.7 (f)	appoint representatives to other organisations	approve the honorarium for the President
5.1.5	All cheques must be signed by a person or persons authorised by resolution of the Board.	Delete the clause as we don't use cheques.
5.4.2	A proposed Annual Business Plan and budget detailing the estimated subscriptions, revenues, costs and Project Fees for the ensuing financial year shall be submitted by the Executive Officer to the Board by 30 June in each financial year.	A proposed Annual Business Plan and budget detailing the estimated subscriptions, revenues, costs and Project Fees for the ensuing financial year shall be submitted by the Executive Officer to the Board by 30 April in each financial year.
6.10.2	Where the Constituent Councils are unable to resolve a matter within twenty one (21) days of the matter being presented to them, the matter will be referred by the Board to the President of the Institute of Arbitrators and Mediators Australia (or his/her nominee) for the appointment of an arbitrator.	Where the Constituent Councils are unable to resolve a matter within twenty one (21) days of the matter being presented to them, the matter will be referred by the Board to the Chair of the Resolution Institute Australia (or his/her nominee) for the appointment of an arbitrator.
6.11.3	The Board may establish advisory committees consisting of or including persons who are not Board Members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference which must be given by the Board to the advisory committee.	The Board may establish advisory committees consisting of or including persons who are not Board or elected members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in terms of reference which must

		be given by the Board to the advisory committee.
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1.3 ESTABLISHMENT – change the Local Government Act 1999 to the Act as it has been previously defined as the Act.

1.6 POWER AND FUNCTIONS OF LCLGA

1.6.6 add electronic communications.

3.7 ANNUAL GENERAL MEETING

3.7 (f) remove "appoint representatives to other organisations" as we can do this at any time.

We do need a new clause which is to trigger the approval of the honorarium for the President. There is no trigger for the honorarium, which should be done annually at the AGM. It is proposed to replace the deleted clause and insert this new one (as above).

5.4 ANNUAL BUSINESS PLAN AND BUDGET

5.4.2 Change the date to 30 April to bring it in line with the approved Business Plan process and to allow sufficient time for members to include any impact in their budgets.

6.10 DISPUTES BETWEEN CONSTITUENT COUNCILS

6.10.2 The President of the Institute of Arbitrators and Mediators Australia (or his/her nominee) for the appointment of an arbitrator refers to an organisation that no longer exists. It has been replaced by the Resolution Institute of Australia.

6.11 COMMITTEES

6.11.3 the inclusion of elected members is consistent with recent changes to the TOR and clarifies when Committees are operational and technical in nature.

The proposed updated Charter is attached for approval.

KEY ISSUES

The Charter should be reviewed every four years.

There was no material deficiency in the current Charter apart from an outdated reference for mediation and the need to include a trigger for the President's Honorarium.

RECOMMENDATION

It is recommended that the LCLGA Board:

1. Approve the updated LCLGA Charter in attachment A.

Moved,

Seconded,

**LIMESTONE COAST
LOCAL GOVERNMENT ASSOCIATION**

CHARTER

June 2022

1. INTRODUCTION

1.1 Name

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

1.2 Interpretation and Definitions

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

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

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

"Board" means the Board of Management of LCLGA;

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

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

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

"Constituent Council" means those Councils named in Clause 1.3;

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

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

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

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

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

"Project fee" means a charge imposed by LCLGA on the Constituent Councils in accordance with Clause 5.2;

“Meeting” includes an ordinary and a special meeting of the Board;

“Minister” means the Minister for the time being responsible for the administration of the Act;

“Subscription” means those monies the Constituent Councils are liable to contribute to LCLGA in accordance with Clause 6.2;

The term “person” shall include a corporate body;

The term “singular” includes the plural and vice versa;

A reference to the masculine includes the feminine and vice versa;

The headings to the Charter are for convenience only and do not form part of the Charter;

References to clauses are to clauses of the Charter;

Any reference to a section(s) is a reference to a section of the Act and includes any section that substantially replaces that section and deals with the same subject matter.

1.3 Establishment

LCLGA is a regional subsidiary established pursuant to Section 43 of the ACT by the -

1.3.1 City of Mount Gambier;

1.3.2 District Council of Grant;

1.3.3 Kingston District Council;

1.3.4 Naracoorte Lucindale Council;

1.3.5 District Council of Robe;

1.3.6 Tatiara District Council;

1.3.7 Wattle Range Council.

1.4 Local Government Act 1999

This Charter must be read in conjunction with Schedule 2 to the Act. LCLGA shall conduct its affairs in accordance with Schedule 2 to the Act except as modified by this Charter as permitted by Schedule 2.

1.5 Objects and Purpose of LCLGA

LCLGA is established to -

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

1.6 Powers and Functions of LCLGA

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

LCLGA will have those powers, functions and duties delegated to it by the Constituent Councils from time to time that include but are not limited to -

- 1.6.1 Subscribing to, becoming a member of or co-operating or contracting with any other association or organisation whether

within or outside the area of the Constituent Councils whose purposes are wholly or in part similar or complimentary to the objects and purposes to LCLGA, and on such terms as LCLGA deems appropriate;

- 1.6.2 entering into contracts or arrangements with any Government agency or authority which are incidental or conducive to the attainment of the objects and exercise of the powers of LCLGA;
- 1.6.3 appointing, employing, remunerating, removing or suspending officers, managers, employees and agents of LCLGA;
- 1.6.4 entering into any kind of contract or arrangement;
- 1.6.5 raising revenue through Subscriptions and Project Fees from Constituent Councils (and Affiliates), by arrangements with sponsor organisations, by arrangement or contract with any other organisation or person and by any other means not inconsistent with the objects and purposes of LCLGA;
- 1.6.6 printing and publishing any newspapers, periodicals, books, , electronic communications, leaflets, or other like writing;
- 1.6.7 establishing such committees as it deems necessary and to define the terms of reference of such committees which may include to steer projects or to pursue geographic or functional interests of LCLGA, the Constituent Councils or specific groups of the Constituent Councils;
- 1.6.8 delegating any of LCLGA's powers, functions and duties to persons or committees and changing or revoking such delegations, save for any of the powers set out in section 44 of the Act (where such powers are applicable to a subsidiary);
- 1.6.9 appointing any elected member, officer or employee of a Constituent Council or any other person to be a member of any duly appointed committee;
- 1.6.10 acquiring, holding, dealing with and disposing of any real or personal property;
- 1.6.11 opening and operating bank accounts;
- 1.6.12 accumulating surplus funds for investment purposes;
- 1.6.13 investing any of the funds of LCLGA in accordance with section 139 of the Act, provided that:
 - (a) in exercising this power of investment LCLGA must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
 - (b) LCLGA must avoid investments that are speculative or hazardous in nature.

- 1.6.14 borrowing money;
- 1.6.15 giving security for the discharge of the liabilities of LCLGA; and
- 1.6.16 doing all other things that are necessary or incidental or conducive to the attainment of the objects and purposes, the furtherance of the interests and the exercise, performance or discharge of the powers, functions or duties of LCLGA;

1.7 Property

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

1.8 Borrowing Money

LCLGA has the power to borrow money subject to the following.

- 1.8.1 If LCLGA intends to borrow money LCLGA must make a proposal in writing to all Constituent Councils outlining the amount of money proposed to be borrowed, the terms and conditions of the loan and the purpose to which the money will be put;
- 1.8.2 The Constituent Councils will vote on the proposal;
- 1.8.3 To authorise the borrowing of money by LCLGA, there must be an absolute majority of the Constituent Councils in favour of the borrowing.

1.9 Delegation by LCLGA

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

- 1.9.1 The power to impose charges including the power to impose a Project Fee or Subscriptions;
- 1.9.2 The power to borrow money or obtain any other form of financial accommodation;
- 1.9.3 The power to approve expenditure of money on the works, services or operations of LCLGA not set out or included in a budget approved by LCLGA or where required by this Charter approved by the Constituent Councils;

1.9.4 The power to approve the reimbursement of expenses or payment of allowances to members of the Board of Management;

1.9.5 The power to adopt financial estimates and reports.

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

1.10 **National Competition Policy**

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

2. **STRUCTURE**

2.1 LCLGA is a body corporate and is governed by its Charter. The Board has the responsibility to manage the business and other affairs of LCLGA ensuring that LCLGA acts in accordance with this Charter and any relevant legislation.

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

2.3 All Board meetings shall be open to the public unless an order is made by the Board in accordance with this Charter. Members of the public may upon approval of the Board address the Board on issues on the agenda of the Board meeting but will not have voting rights and may not debate issues.

2.4 The Board will be entitled to make decisions in accordance with the powers and functions of LCLGA established in this Charter.

3. **BOARD OF MANAGEMENT**

The Board is responsible for managing all activities of LCLGA and ensuring that LCLGA acts in accordance with this Charter.

3.1 **Membership of the Board**

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

3.1.2 Each Constituent Council will be entitled to appoint one elected member to be a Board Member and may at any time revoke this appointment and appoint another elected member on behalf of that Constituent Council.

- 3.1.3 Subject to this Charter a Board Member shall be appointed for a term specified in their instrument of appointment not exceeding the term that the Board Member continues as an elected member of the Constituent Council or until the conclusion of the next periodic Local Government Election following their appointment, whichever term is lesser, at which time they will be eligible for re-appointment by the Constituent Council.
- 3.1.4 Each Constituent Council may appoint two elected members of the Constituent Council to be Deputies, either of whom may act in place of that Constituent Council's Board Member if the Board Member will be unable to be present at a meeting of the Board. The Constituent Council may revoke the appointment of a Deputy and appoint another elected member as Deputy at any time.
- 3.1.5 In the absence of a Board Member, the Deputy Board Member has all of the rights and responsibilities of the Board Member.
- 3.1.6 Each Constituent Council must give notice in writing to LCLGA of the elected members it has appointed as a Board Member and Deputy Board Members and of any revocation of any of those appointments.
- 3.1.7 In the event that a Board Member or a Deputy Board Member appointed pursuant to this Clause is unable to attend a meeting, any other elected member of the Constituent Council present at the meeting may, upon application, be accepted by the meeting as the proxy for the absent Board Member or Deputy Board Member for the purposes of that meeting.
- 3.1.8 A Constituent Council may invite any of its elected members or employees to attend meetings of the Board and those so invited may be heard but only a Board Member may exercise a vote.
- 3.1.9 The provisions regarding terminating the appointment of a Board Member as prescribed in the Act apply to all Board Members. In addition to those provisions, the appointment of a Board Member shall terminate -
- (a) upon the Council who appointed him/her ceasing to be a Constituent Council; or
 - (b) if the Board Member ceases to be an elected member of the Constituent Council which appointed him/her;
 - (c) upon the happening of any other event through which the Board Member would become ineligible to remain as a Board Member.

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

3.1.10 The Board may by a two thirds majority vote of the Board Members present (excluding the Board Member subject to this Clause 3.1.10) make a recommendation to the relevant Constituent Council requesting that the Constituent Council terminate the appointment of a Board Member in the event of:

- (a) any behaviour of the Board Member which in the opinion of the Board amounts to impropriety;
- (b) serious neglect of duty in attending to the responsibilities of a Board Member;
- (c) breach of fiduciary duty to LCLGA or the Constituent Council(s);
- (d) breach of the duty of confidentiality to LCLGA or the Constituent Council(s);
- (e) breach of the conflict of interest provisions of the Act; or
- (f) any other behaviour that may, in the opinion of the Board, discredit LCLGA or the Constituent Councils.

If any vacancy occurs in the membership of the Board it must be filled in the same manner as the original appointment under Clause 3.1.2. The person appointed to fill the vacancy will be appointed for the balance of the term of the original appointment and at the expiry of that term shall be eligible for re-appointment.

3.2 Functions of the Board

The Board is responsible for the administration of the affairs of LCLGA.

The Board must ensure that LCLGA achieves the objectives the purposes set out in this Charter.

In addition, the Board has the following functions:

- 3.2.1 The formulation of strategic plans aimed at improving the activities of LCLGA.
- 3.2.2 To provide input and policy direction to LCLGA.
- 3.2.3 Monitoring, overseeing and evaluating the performance of the Executive Officer of LCLGA.
- 3.2.4 Ensuring that ethical behaviour and integrity is maintained by LCLGA and its Board Members in all activities undertaken by LCLGA.
- 3.2.5 Ensuring that the activities of LCLGA are undertaken in an open and transparent manner, save as otherwise permitted by this Charter.

- 3.2.6 Assisting in the development of Annual Business Plans.
- 3.2.7 Exercising the care, diligence and skill required by the Act that a prudent person of business would exercise in managing the affairs of other persons.

3.3 Propriety of Members of the Board

- 3.3.1 The provisions regarding conflict of interest prescribed in the Act apply to all Board Members in the same manner as if they were elected members of a Council.
- 3.3.2 Board Members are not required to comply with Chapter 5, Part 4, Division 2 (Register of Interests) of the Act.
- 3.3.3 Board Members must at all times act in accordance with their duties of competence and confidentiality and individual fiduciary duties including honesty and the exercise of reasonable care and diligence with respect to the performance and discharge of official functions and duties as required by Chapter 5, Part 4, Division 1 of the Act and Clause 23 of Part 2 of Schedule 2 to the Act.

3.4 President and Vice President of the Board

- 3.4.1 The Board will elect from the Board members a President and Vice President at the Annual General Meeting of the Board.
- 3.4.2 Where there is more than one nomination for the position of President or Vice President, the election shall be decided by ballot.
- 3.4.3 Subject to legislation and any provision in this Charter to the contrary, the President and Vice President shall hold office from the Annual General Meeting at which they are elected until the next Annual General Meeting unless he/she resigns or is removed from office by the Board or is no longer eligible to act as a Board Member.
- 3.4.4 In the event that:
 - (a) the President ceases to be a Board Member for any reason whatsoever, the Vice-President will be appointed to the role of President and the Board Members may elect from their members a person to hold the office of Vice-President until the next election;
 - (b) the Vice-President ceases to be a Board Member for any reason whatsoever, the Board Members may elect from their members a person to hold the office of Vice-President until the next election;

- (c) both the President and Vice-President cease to be a Board Member for any reason whatsoever, the Board Members may elect from their members persons to hold the offices of President and Vice President until the next election.

3.5 Powers of the President and Vice President

- 3.5.1 The President shall preside at all meetings of the Board.
- 3.5.2 In the event of the President being absent from a meeting, the Vice President shall preside over meetings of the Board.
- 3.5.3 In the event of the President and Vice President being absent from a meeting, the Board shall appoint a member from those present, who shall preside for that meeting or until the President or Vice President is present.
- 3.5.4 The President shall have a deliberative vote but no second or casting vote.
- 3.5.5 The President and the Vice President individually or collectively shall have such other powers as may be decided by the Board.

3.6 Meetings of the Board

- 3.6.1 The Board may determine procedures, in addition to but not inconsistent with those specified in this Charter, to apply at or in relation to its meetings.
- 3.6.2 Ordinary meetings of the Board must take place at such times and places as may be fixed by the Board or the Executive Officer of LCLGA from time to time, and in any event not less than two (2) times per financial year.
- 3.6.3 An ordinary meeting of the Board will constitute an ordinary meeting of LCLGA. The Board shall administer the business of the ordinary meeting.
- 3.6.4 For the purposes of this sub-clause, the contemporary linking together by telephone, audio-visual or other instantaneous means ("telecommunications meeting") of the Board Members, provided that at least a quorum is present, is deemed to constitute a meeting of the Board.
- 3.6.5 Each of the Board Members taking part in the telecommunications meeting, must at all times during the telecommunications meeting be able to hear and be heard by each of the other Board Members present.
- 3.6.6 At the commencement of a telecommunications meeting, each Board Member must announce his/her presence to all other Board Members taking part in the meeting. A Board Member

must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has previously notified the President of the meeting.

- 3.6.7 Notice of ordinary meetings of the Board (including the Annual General Meeting) must be given by the Executive Officer to each Board Member and Chief Executive Officer of the Constituent Councils at least four (4) weeks prior to the holding of the meeting either by post to the Constituent Council's address or by post to any other location, or via any other means of giving notice (e.g. facsimile or email) as nominated by the Board Member in writing addressed to the Executive Officer of LCLGA.
- 3.6.8 Notice of a meeting for the purpose of making a recommendation to the Constituent Councils to wind up LCLGA will be sent to Board Members and the Chief Executive Officers of the Constituent Councils at least eight (8) weeks before the date of the meeting.
- 3.6.9 Any three (3) Constituent Councils may by delivering a written request to the Executive Officer of LCLGA require a special meeting of the Board to be held. On receipt of the request, the Executive Officer shall send a notice of the special meeting to all Board Members and Chief Executive Officers of the Constituent Councils at least three (3) days prior to the date of the special meeting in the manner provided for in this Charter. Such notice shall specify the date, time and place of the special meeting and be signed by the Executive Officer, and contain, or be accompanied by, the agenda for the meeting.
- 3.6.10 The request by any Constituent Council to the Executive Officer of LCLGA requiring a special meeting to be held must be accompanied by the proposed agenda for the meeting and any written reports intended to be considered at the meeting (and if the proposed agenda is not provided the request is of no effect).
- 3.6.11 The President may convene a special meeting of the Board at the President's discretion without complying with the notice requirements prescribed in this Charter provided always that there is a minimum one (1) hour notice given to Board Members.
- 3.6.12 The President shall convene other meetings of the Board as the Board may direct.
- 3.6.13 **Quorum**
 - (a) The prescribed number of Board Members will constitute a quorum at a meeting and no business will be transacted at a meeting unless a quorum is present.

- (b) The prescribed number of Board Members means a number ascertained by dividing the total number of Board Members for the time being in office, by two (2) ignoring any fraction resulting from the division and adding one (1).

3.6.14 **Voting**

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

3.6.15 A majority of the Board Members present at a meeting of the Board may adjourn the meeting from time to time and from place to place.

3.6.16 Subject to the provisions of this Charter, meetings of the Board must be conducted in a place open to the public.

3.6.17 All Board Members must at all times keep confidential all documents and any information provided to them on a confidential basis for their consideration prior to a meeting of the Board.

3.6.18 The Board may order that the public be excluded from attendance at any meeting under provisions contained in section 90 of the Act.

This Clause does not apply to:

- (a) a Board Member; or
 - (b) any other person permitted by the Board to remain in the room.
- 3.6.19 Where the Board has considered any information or a matter in confidence it may subsequently resolve to keep minutes and/or any other documents considered during that part of the meeting confidential in accordance with Section 91 of the Act.
- 3.6.20 Where an order is made under this Charter, a note must be made in the minutes of the making of the order and of the grounds on which it was made.
- 3.6.21 The Executive Officer must cause minutes to be kept of the proceedings at every meeting of the Board and present the minutes at the next meeting of the Board for confirmation and adoption.
- 3.6.22 Where the Executive Officer is excluded from attendance at a meeting of the Board pursuant to this Charter, the person presiding at the meeting shall cause the minutes to be kept.
- 3.6.23 Subject to this Charter a person is entitled to inspect, without payment of a fee:
 - (a) minutes of a Board Meeting;
 - (b) reports to the Board received at a meeting of the Board;
 - (c) recommendations presented to the Board in writing and adopted by resolution of the Board.
- 3.6.24 Subject to the Act and this Charter and to any direction of the Constituent Councils the Board may determine its own procedures for voting, which must be fair and contribute to free and open decision making.

3.7 Annual General Meeting

The Annual General Meeting will:

- (a) be held on a day or days in the period from 1 January to 30 April in each calendar year;
- (b) receive LCLGA's Annual Report which may incorporate reports from committees and any representatives reports from other organisations;
- (c) receive the audited financial statement for the preceding financial year;
- (d) acknowledge the appointment of Board Members;

- (e) elect the:
 - (i) President; and
 - (ii) Vice President;
- (f) approve the honorarium for the President; and
- (g) consider any other business requiring consideration by the Board Members in general meeting.

4. **EXECUTIVE OFFICER**

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

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

- 4.8 A written record of all delegations and sub-delegations must be kept by the Executive Officer at all times.

5. **MANAGEMENT**

5.1 **Financial Management**

- 5.1.1 LCLGA shall keep proper books of accounts, and reconsider its budget in accordance with the requirements of the Local Government (Financial Management) Regulations 2011 and all applicable Australian accounting standards.
- 5.1.2 LCLGA's books of account must be available for inspection by any Board Member or authorised representative of any Constituent Council at any reasonable time on request.
- 5.1.3 LCLGA must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.
- 5.1.4 LCLGA shall appoint no less than two Board members, the Executive Officer, the President and the Vice President as authorised operators of the bank accounts. A minimum of two authorised operators must be required to deal with the bank account at any one time.
- 5.1.5 All cheques must be signed by a person or persons authorised by resolution of the Board.
- 5.1.6 Any payments made by Electronic Funds Transfer must be made in accordance with procedures approved by the external Auditor.
- 5.1.7 The Executive Officer must act prudently in the handling of all financial transactions for LCLGA and must provide quarterly financial and corporate reports to the Board and if requested, the Constituent Councils.

5.2 **Project Fees**

- 5.2.1 LCLGA may charge Constituent Councils or any of them for a specified activity or activities in the form of Project Fees.
- 5.2.2 A Project Fee must be imposed by the Board at an ordinary meeting or an Annual General Meeting.
- 5.2.3 The Executive Officer must give notice to Constituent Councils of the purposes of a Project Fee at least four (4) weeks prior to an ordinary meeting of the Board. The notice shall be given at least eight (8) weeks prior to an Annual General Meeting.

- 5.2.4 In the event that a Constituent Council does not wish to participate in an activity or activities, that Council may elect to be excluded from that activity or activities.
- 5.2.5 The Executive Officer must give notice of the Project Fees to all affected Constituent Councils.
- 5.2.6 A Project Fee will not be binding on Constituent Councils until the expiration of one calendar month from the date of the notice.
- 5.2.7 A Constituent Council that objects in writing to the imposition of the Project Fee within one month of the date of the notice shall be exempt from payment of the Project Fee until its objection is considered at a general meeting of the Board.
- 5.2.8 A general meeting must, after consideration of the objection of a Constituent Council to a Project Fee, confirm or vary the Project Fee on that Council or exempt that Constituent Council from payment of the Project Fee
- 5.2.9 The President may convene a special general meeting to consider an objection to a Project Fee.

5.3 Audit

- 5.3.1 The Board must appoint an external auditor in accordance with the Local Government (Financial Management) Regulations 2011, as amended from time to time.
- 5.3.2 The external Auditor shall hold office until the appointment is rescinded by a resolution of the Board.
- 5.3.3 The external Auditor will have the same powers and responsibilities as set out in the Act in relation to a Council.
- 5.3.4 The audit of financial statements of LCLGA, together with the accompanying report from the external Auditor, shall be submitted to both the Board and the Chief Executive Officers of Constituent Councils.
- 5.3.5 The books of accounts and financial statements shall be audited at least once per year.
- 5.3.6 Subject to approval from the relevant Minister, LCLGA is not required to establish an audit committee.

5.4 Annual Business Plan and Budget

- 5.4.1 LCLGA shall prepare an Annual Business Plan linking the core activities of LCLGA to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period; and

- 5.4.2 A proposed Annual Business Plan and budget detailing the estimated subscriptions, revenues, costs and Project Fees for the ensuing financial year shall be submitted by the Executive Officer to the Board by 30 April in each financial year.
- 5.4.3 The proposed annual Business Plan and the budget detailing the estimated subscriptions, revenues, costs and Project Fees may be altered by the Board and shall be adopted by the Board subject to such alterations as the Board agrees upon after 31 May for the ensuing financial year and before 31 August for the current financial year.
- 5.4.4 The proposed annual Business Plan and the budget must be referred to the Constituent Councils at least eight (8) weeks prior to the date of the meeting at which the budget is to be adopted.
- 5.4.5 A Constituent Council may comment on the Annual Business Plan and the budget in writing to the Executive Officer at least fourteen (14) business days before the meeting at which the budget is to be adopted or through its Board Members at that meeting.
- 5.4.6 The Board must provide a copy of the adopted budget to the Chief Executive Officers of each Constituent Council within five (5) business days after the budget is adopted.
- 5.4.7 The Board will reconsider the Business Plan and budget at least three times during the financial year in line with the provisions of Regulation 7 of the Local Government (Financial Management) Regulations 2011.
- 5.4.8 LCLGA shall consult with the Constituent Councils prior to amending the Annual Business Plan and budget.

5.5 Prudential Requirements

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

5.6 Strategic Management Plan

- 5.6.1 LCLGA shall prepare and implement a Strategic Management Plan.
- 5.6.2 The Strategic Management Plan will:
 - (a) identify LCLGA's objectives over the period;
 - (b) identify the principal activities that LCLGA intends to undertake to achieve its objectives;

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

5.6.3 LCLGA may amend its Strategic Management Plan at any Board meeting, but must review the Strategic Management Plan at least once every five (5) years.

5.7 Reporting

5.7.1 LCLGA must submit to the Constituent Councils, at least once in each operating year and prior to 31 August of the subsequent financial year, a report on the work and operations of LCLGA detailing achievement of the aims and objectives of its Annual Business Plan and incorporating the audited Financial Statements of LCLGA and any other information or report as required by the Constituent Councils.

5.7.2 The Board shall present a balance sheet and full financial reports to the Constituent Councils at the end of each financial year in accordance with the Local Government (Financial Management) Regulations 2011.

6. MISCELLANEOUS

6.1 New Members

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

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

6.2 Subscription

- 6.2.1 Every Constituent Council shall be liable to contribute monies to LCLGA each financial year.
- 6.2.2 Subscriptions are to be applied equitably to Constituent Councils under such terms and conditions determined by the Board.
- 6.2.3 The amount of each Constituent Council's subscription will be decided at an ordinary meeting and will be due and payable within one month of a written request from the Executive Officer for payment.
- 6.2.4 If a Council becomes a Constituent Council after the first day of July in any year, the subscription payable by that council for that financial year will be calculated on the basis of the number of months remaining in that financial year.
- 6.2.5 The subscription payable by an Affiliate shall be decided at the time Affiliate status is granted and may be determined by the Board at the Annual General Meeting.

6.3 Standing Orders

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

6.4 Disqualification

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

6.5 Withdrawal

- 6.5.1 Subject to any legislative requirements, including but not limited to Ministerial approval, a Constituent Council or an Affiliate may resign from LCLGA at any time by giving three months notice in writing of such withdrawal to the Executive Officer provided that its subscription of the current year and other monies outstanding prior to the date of its giving notice of withdrawal have been paid to LCLGA.

- 6.5.2 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council to contribute to any loss or liability incurred by LCLGA at any time before or after such withdrawal in respect of any act or omission by LCLGA prior to such withdrawal.

6.6 Insurance and Superannuation Requirements

- 6.6.1 LCLGA shall register with the Local Government Mutual Liability Scheme and comply with the Rules of that Scheme.
- 6.6.2 LCLGA shall advise the Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of LCLGA.
- 6.6.3 If LCLGA employs any person it shall register with the Local Government Superannuation Scheme and the Local Government Workers Compensation Scheme and comply with the Rules of those Schemes.

6.7 Winding Up

- 6.7.1 LCLGA may be wound up by the Minister acting upon a unanimous resolution of the Constituent Councils or by the Minister in accordance with Schedule 2, Part 2, clause 33 (1)(b) of the Act.
- 6.7.2 In the event of a winding up of LCLGA, any surplus assets after payment of all expenses shall be returned to Constituent Councils in proportion to the subscription paid in the financial year prior to the passing of the resolution to wind up.
- 6.7.3 If there are insufficient funds to pay all expenses due by LCLGA on winding up, a levy shall be imposed on all Constituent Councils in proportion to the subscription paid in the financial year prior to the passing of the resolution to wind up.
- 6.7.4 In the event of a winding up of LCLGA, an Affiliate shall not be entitled to participate in a distribution of surplus assets and shall not be liable to pay a levy if there are insufficient funds to pay all expenses.

6.8 Direction by Constituent Councils

- 6.8.1 The establishment of LCLGA does not derogate from the power of the Constituent Councils to jointly act in any manner prudent to the sound management and operation of LCLGA, provided that the Constituent Councils have first agreed by

resolution of each Constituent Council as to the action to be taken.

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

6.9 Alteration and Review of Charter

- 6.9.1 This Charter will be reviewed by the Constituent Councils acting in concurrence at least once in every four (4) years.
- 6.9.2 This Charter may be amended by unanimous resolution of the Constituent Councils. The amended Charter must be ratified at a meeting of the Board.
- 6.9.3 Notice of a proposed alteration must be given by the Executive Officer to all Constituent Councils at least four (4) weeks prior to the Council meeting at which the alteration is proposed.
- 6.9.4 The Executive Officer must ensure that the amended Charter is published in the Gazette and a copy of the amended Charter provided to the Minister.

6.10 Disputes Between Constituent Councils

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

6.11 Committees

6.11.1 The Board may establish a committee of Board Members for the purpose of:

- (a) enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
- (b) exercising, performing or discharging delegated powers, functions or duties.

6.11.2 A member of a committee established under this Clause holds office at the pleasure of the Board.

6.11.3 The Board may establish advisory committees consisting of or including persons who are not Board Members or elected members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference which must be given by the Board to the advisory committee.

6.11.4 A member of an advisory committee established under this clause holds office at the pleasure of the Board.

6.11.5 The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

6.12 Common Seal

6.12.1 LCLGA shall have a common seal upon which its corporate name shall appear in legible characters.

6.12.2 The common seal shall not be used without the express authorisation of a resolution of LCLGA and every use of the common seal shall be recorded in the minute book of LCLGA.

6.12.3 The affixing of the common seal shall be witnessed by the President or Vice President and the Executive Officer or such other person as LCLGA may appoint for the purpose.

6.12.4 The common seal shall be kept in the custody of the Executive Officer or such other person as LCLGA may from time to time decide.

6.13 Circumstances Not Provided For

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

7.6 INCUBATOR PROJECT

BACKGROUND

The LCLGA has assumed responsibility for a range of projects in the past which have had loose connections to the purpose of the Association but represented value to our community.

To ring-fence the risks, obligations and to focus the governance arrangements, we have called these projects “incubator projects”.

The phrase incubator also highlights that they are projects that we are helping develop to test the sustainability of their value proposition.

As previously explored in strategic planning, the path to eventual strategic failure is having a business model that only focuses on BAU optimisation and adaptation. The imperfect solution seems to be strategic models that embrace strategic and scenario planning with a culture of experimentation, continuous learning and a willingness to disrupt yourself and others.

The idea of incubator projects fits well with the concept of experimentation and disruption.

In the case of our incubator projects, the idea for each of them was generated externally.

The idea of incubator projects is also a new idea in terms of Regional LGA's (possibly state and national LGA's as well).

One of the learnings with each of the incubator projects we have delivered is the nature of the governance arrangements has created tension and sometimes differing views around responsibility, benefits, recognition and risk allocation.

The idea of “incubator projects” warrants further consideration if the Board has an appetite for this type of model in the future.

While understanding and supporting the strategic push to become more narrow and deeper in generating value for our members, if there is a well-defined process to identify and support incubator projects that generate their own resources, we should consider how we would take on new projects under this banner.

Further developing our thinking about the process, governance and risk allocation for any future incubator project would be prudent. We may even (if approved by the Board) have a process to formally seek EOI's for future incubator projects.

KEY ISSUES

Experimentation and learning are critical to future success.

The LCLGA has provided a vehicle for several projects that provide community benefit but have a loose connection with our objectives within the local government context.

The projects have all generated significant value and learning for our community.

Some of the tensions with each project relate to a lack of clarity on scope, risk allocation, and different ideas on control and accountability. These have been resolved, but it would have been better to have these issues addressed at the start of the project.

Incubator projects should not be existing projects that are struggling to survive or are simply seeking additional resources. They should be a new idea that potentially creates value for our members and/or our community, with an opportunity to access external resources to test the concept.

RECOMMENDATION

It is recommended that the LCLGA Board:

- Approved the Executive Officer to develop a process for the sourcing and management of incubator projects.

Moved,

Seconded

Carried

7.7 RAI REGIONALISATION – REBALANCING THE NATION

BACKGROUND

The City of Mount Gambier took the initiative to engage with the NFF and former government to position the Limestone Coast Region as one of the top 20 regions in Australia poised for growth in Australia.

The National Farmers Federation (NFF) presented a compelling case that Regionalisation was more than just an economic and social argument; it was a strategic necessity to diversify and strengthen our national economy.

The Premier of SA has also recognised the significance of regions, particularly the Limestone Coast, as essential to strengthening the SA economy.

The Federal Government is still somewhat unclear on its approach to Regionalisation except that it sees jobs in renewable energy and recognises the skills shortages as a critical issue in regional centres.

The Regional Australia Institute (RAI) is another actor seeking to grow and define the narrative on what Regionalisation means. The RAI is currently undertaking consultation to develop a 10-year framework for Regionalisation. Their paper “Rebalancing the Nation” is released for consultation, with submissions due by the 24th of June 2022.

The RAI has identified the following themes for Regionalisation:

- Population
- Jobs and skills
- Livability
- Productivity and innovation
- Sustainability and resilience.

It is in our communities interest to leverage and continue to engage in the evolving narrative on the opportunities from Regionalisation. In particular, the Regional Plan and Regional Growth Strategy should be aligned with this narrative.

The RAI consultation has two ways we can engage with it; the first is via a questionnaire, and the second via a written submission. We propose to respond to both.

The questions the RAI are asking are:

1. What sort of Australian lifestyle do we want for our children and grandchildren?
2. What aspect of regional Australia must be preserved and protected in an era of change?
3. Can we increase regional Australia’s rate of population growth and do so sustainably?
4. What are the best leavers or combinations of levers to achieve this?
5. What are the actions to address the skills gap in regional Australia?
6. What actions can be taken to fill regional job vacancies?
7. What are the main livability concerns in your region?
8. What strategies are currently being, or should be. Implemented to address these?
9. What are the best ways to unlock the economic potential of regional Australia?
10. What are the impediments to economic growth and investment in regional Australia?

In developing our response, we will seek input from our members and draw on existing strategies, such as the Regional Growth Strategy.

One of the aspects the RAI questions don't seem to address is the economic value of investing in the regions as a combination of growth, strategic economic diversity and avoided costs in cities.

However, the NFF touches on these issues when discussing the discount rate for project net present value analysis; and the thresholds that favour continued investment in dense populations.

The RAI consultation paper can be found at <<https://regionalaustralia.org.au/Web/Web/Research-Policy/Regionalisation-Framework.aspx>>.

KEY ISSUES

The Australian economy is metro-focused and has attracted the lion's share of infrastructure funding. Regions can play a much more significant role in the Australian economy with strategic investment and access to expertise to generate growth.

The City of Mount Gambier and the Limestone Coast have been identified as one of the top 20 regions in Australia with potential for significant growth.

Many players are getting involved in the narrative of Regionalisation. It is important we seek to influence this narrative for the benefit of our community.

The RAI is seeking to develop a Regionalisation Framework to provide a structure for Regionalisation Policy and decision-making for the next ten years.

The LCLGA is developing a submission to the RAI consultation. We will seek feedback from our members via the CEOs on the questions posed and drawing on other strategies to frame a response, such as the Regional Growth Strategy.

RECOMMENDATION

It is recommended that the LCLGA Board:

1. Approves the Executive Officer to work with the LCLGA Councils in developing and making a submission to the RAI Rebalancing the Nation consultation paper.

Moved,

Seconded

8.1 PRESIDENTS REPORT

Report to be tabled at the Board meeting

8.2 LGASA BOARD, SAROC DRAFT MINUTES & REGIONAL UPDATE

LGASA Board and SAROC draft minutes from recent meetings can be found at the Local Government Association of South Australia website at <https://www.lga.sa.gov.au/about-lga/lga-meetings/committees>.

Attached is a new LGASA briefing paper, “Regional Topical Report,” which is an update on their activities.



LGA Regional Topical Report – June 2022

Purpose	This LGA Regional Topical Report is provided to Regional LGAs as an information update on LGA activities and is current at the time it is supplied.	
Forthcoming Regional LGA meetings	3 June	Eyre Peninsula LGA (Andrew Johnson)
	8 June	Spencer Gulf Cities (Clinton Jury)
	10 June	Legatus (Stephen Smith)
	17 June	Limestone Coast LGA (Michael Arman)
	24 June	Southern & Hills LGA (Nathan Petrus)

Issues covered:

- Federal election outcome
- SAROC business
 - SAROC's Annual Business Plan 2022-23
 - SAROC – advocacy issues update
 - Regional Housing – advocacy and toolkit
 - Regional Housing - roundtable
 - Regional Health Workforce
 - Regional Planning
 - Rating Equity
 - Regional local roads – mapping and priorities
 - Borrow pits
- Sector wide updates
 - Local government elections
 - CWMS Program review
 - Special Local Roads Program
 - R&D Funding Round
 - Revised Draft LGA Council Member Training Standard Consultation
 - LG Equip/Governance
- LGA business
 - Call for items of business
 - LGA Elections – timeline

Federal election outcome

The LGA looks forward to working productively with Albanese's Labor Government and our South Australian members of parliament including Senator Penny Wong who was sworn in as Minister for Foreign Affairs on Monday.

Thank you to regional councils and Regional LGAs for supporting the LGA's and Australian Local Government Association's (ALGA) Federal Election campaign. The local government sector secured several significant commitments from the major parties during the campaign period, and we will be working with ALGA over the coming months to ensure these remain a priority for the new government.

Relevantly, Labor committed to a \$750 million extension to the Local Roads and Community Infrastructure Program, a new \$200 million a year Disaster Ready Fund as recommended by the Productivity Commission, and a promise of fair increases in Financial Assistance Grants.

We look forward to seeing Labor's commitment to restore local government representation to National Cabinet, as a key opportunity for councils to be heard at the national level.

SAROC business

The LGA's South Australian Regional Organisation of Councils (SAROC) committee brings member councils and Regional LGAs together to provide regional advocacy, policy initiation and review, leadership engagement and capacity building in collaboration with the LGA for the benefit of regional South Australian councils and their communities.

Regional LGAs are also a critical part of SAROC committee, and we work closely together to promote and facilitate information sharing, communication and collaboration between regional councils.

SAROC's Annual Business Plan 2022-23

Following consultation with member councils and the Regional LGAs, SAROC has developed an Annual Business Plan for 2022-23. SAROC has developed a focused plan that maintains momentum on current regional priorities. This plan was endorsed by the LGA Board of Directors at its meeting in June 2022.

SAROC recognises that to be a strong partner and voice representing the regions, it will need to continue to work in close collaboration with regional councils and Regional LGAs. SAROC will seek to build on what we have achieved together over recent years and will work with councils and the Regional LGAs to ensure that SAROC is a strong, united voice for regional councils.

SAROC – advocacy issues update

Regional Housing – advocacy and toolkit

SAROC recognises that housing shortages impact regional communities' ability to attract workers to their areas, as well as impacting low income and vulnerable people. This can affect employment opportunities, economic growth and investment.

SAROC is developing advocacy for State and Federal Government policies that develop a roadmap for increasing regional housing supply that includes better incentives for private development in regional areas and alternative funding models for affordable housing projects and associated infrastructure, including a process to secure government funds.

It is also developing an online Local Government Regional Housing Support Framework – for individual councils to consult when considering local interventions.

At its meeting on 26 May, SAROC received a final report from Leonie Boothby & Associates, which will inform the development of the Regional Housing Policy Toolkit. In developing the report, Leonie Boothby & Associates consulted South Australian Government agencies, RDAs, and other stakeholders involved in residential development and construction.

The Committee expressed their gratitude for the detailed work produced by Leonie Boothby and her team, which has positioned regional councils at the forefront in formulating solutions to regional housing shortages.

The report provides valuable insights into the major barriers inhibiting regional housing development and provides options and recommendations to inform LGA / SAROC policy advocacy to other levels of government. The report includes recommendations to partner with relevant stakeholders – particularly State Government agencies and RDAs – to continue to develop practical, viable solutions.

The insights, options and recommendations contained in the report will also inform the LGA's development of materials to be taken to the Regional Housing Roundtable on 27 June (see below).

The report is attached to the 26 May SAROC Agenda and regional councils are encouraged to provide any feedback to Dr Tom Counce, Acting Director Policy at: Thomas.Counce@lga.sa.gov.au

Regional Housing - roundtable

On 27 June 2022, SAROC will hold a Regional Housing Roundtable with senior State Government representatives from the Department for Trade and Investment, Renewal SA, PIRSA, SA Housing Authority and the Department for Treasury and Finance.

To ensure a focused roundtable, attendees from South Australian councils have been confirmed with invited mayors and CEOs from councils across each Regional LGA. The purpose of the roundtable is to enable local government to speak about the impacts that housing affordability and availability is having on communities from both a social and economic perspective and to outline some of the causes and importantly the steps they have taken to address the issue.

It will also enable the State Government agency representatives to provide advice as to how the State Government is currently or intending to respond to the regional housing crisis and provide their thoughts on other actions that could be undertaken.

Many regional councils have provided valuable information as to the impacts housing availability and affordability was having on their towns and regions, particularly the social and economic impacts.

LGA contact: Thomas.Counce@lga.sa.gov.au

Regional Health Workforce

Councils are encouraged by development of the SA Rural Health Workforce Plan 2019-24 but want to see further State and Federal Government action that includes a holistic approach to retaining medical professionals in regional areas.

Continue to support the LGA's advocacy to establish a formal role for the local government sector to shape state-wide and community-based initiatives to better address medical workforce shortages in regional areas.

SAROC has commissioned Dr Kristine Peters to develop a Regional Health Workforce Toolkit for councils, which is scheduled for completion in September 2022.

Once completed, SAROC will explore ways to support councils to utilise the toolkit for regional and remote councils facing a health workforce shortage; and who are having challenges in attracting and retaining health professionals to live and work in their community.

To inform this work, the LGA Secretariat has undertaken research and consultation with regional councils to investigate the key issues surrounding the recruitment of a sustainable health workforce, with a focus on general practitioners (GPs) and actions by local government which have previously been successful in attracting GPs. The work conducted to date includes:

- The drafting of a literature review, incorporating academic research and research reports.
- A survey of local government.
- Consultation with other stakeholders who have conducted research in this area and experts on health workforce recruitment and retention.
- A webinar with representatives from SA Health and the Rural Generalist Program.
- A submission to the Senate inquiry into the 'provision of general practitioner and related primary health services to outer metropolitan, rural and regional Australians'.
- Review of the submissions to the Senate inquiry.

The research conducted so far has found that there is a key issue in the attraction of GPs in regional and remote SA. It has found that liveability of areas in need of GPs, including addressing housing needs, must be a focus in addition to remuneration packages and state and federal government support.

LGA contact: Laura.Hodgson@lga.sa.gov.au

Regional Planning

The Local Government Regional Planning Committee (LGRPC), which comprises representatives from each of the planning regions held its first meeting on 5 April, it is a senior officer-level committee with responsibility for supporting the delivery of Regional Plans by providing two-way communication between Regional LGAs, their councils and communities, and the State Government.

The object of the LGRPC is to:

- Support the delivery of Regional Plans as described in the Planning, Development and Infrastructure Act 2016.
- Provide advice on and represent the interests of the respective Local Government Associations, member councils and their communities.
- Ensure Regional Plans are reflective of regional Local Government and community interests. • Provide a platform to communicate progress on preparation of Regional Plans to regional councils and to seek input at key stages.
- To provide advice and assist with delivery of effective consultation processes with regional communities. The Committee will be meeting again on 10 May to consider the engagement approach to regional planning.

CEO Planning Forum

The LGA engaged with Planning and Land Use Services to undertake two local government CEO forums, one for metropolitan CEOs and one for regional CEOs. The forum with regional CEOs was held on 27 May, both the Minister for Planning and the Chair of the State Planning Commission attended. A

broad range of issues were discussed including regional planning and economic development, staff accreditation and staff shortages and the health and wellbeing of staff.

SAROC will continue to engage with the State Planning Commission during the review of the Regional Plans to facilitate the collaboration between the State Planning Commission and councils. It will also continue to provide support to councils during the review of and consultation on the Regional Plans.

The Chair of the State Planning Commission is scheduled to attend the next SAROC meeting in July 2022.

LGA contact: Stephen.smith@lga.sa.gov.au

Rating Equity

LGA President Angela Evans and CEO Clinton Jury met recently with Local Government Minister Brock, to discuss legislative options for fair rating of electricity generators. The issue has also been pursued at officer level including a meeting in May between the LGA Secretariat and the Office of the Valuer General (OVG), where practical options for implementing a fair rating scheme were explored.

The LGA Secretariat will continue working with the OVG, the Office of Local Government, the Mines and Energy Department and the Department of Treasury and Finance, to maximise the support within State Government for a new Bill that will deliver fair rates for electricity generators.

LGA contact: Andrew.lamb@lga.sa.gov.au

Regional local roads – mapping and priorities

SAROC seeks to facilitate coordination between regional LGAs to enable a cross regional approach to support funding applications to State and Federal Government based on an agreed priority list.

The Legatus Group delivered the [SA Regional Local Road Priorities report](#) to the SAROC meeting in May 2022. A “Login” link to access QGIS Cloud has been provided to all Regional LGAs for distribution to their members of their region’s roads or transport advisory group and/or their region’s board.

A working group will be established comprising representatives from LGA Secretariat, the Department for Industry and Transport, the Local Government Transport Advisory Panel and Regional LGA EOs to assist with reviewing the recommendations.

LGA contact: Lea.bacon@lga.sa.gov.au

Borrow pits

SAROC has advocated for appropriate consideration of council borrow pit activities within the Mining Act and relevant regulations.

The LGA Secretariat and Local Government Risk Services (LGRS) have held discussions with SafeWork SA regarding council borrow pit activities.

These meetings and subsequent correspondence have confirmed how SafeWork SA consider the Act and regulations to apply to council activities in rubble raising in regional areas for roads maintenance programs.

New SafeWork SA interpretation clarifies that the requirement for a mine manager would only be active as and when there were operational mining or processing activities taking place at the site. This would allow for a competent works operative to be designated as the mine manager for the site they are going to work on at that point in time, alleviating the need for them to be considered as a manager of multiple sites and the council and regulator having to go through this gazettal process every time a pit is opened or closed.

LGRS are preparing an education program to be rolled out as councils are informed about this outcome.

LGA contact: Lea.bacon@lga.sa.gov.au

Sector wide updates

Local government elections

The LGA is supporting members with a range of resources ahead of the November 2022 council elections, including marketing, training, and governance materials. We are currently working closely with ECSA on the project through a Council Election Working Group. Through this group the LGA are advocating for early engagement with councils in the election process to support planning processes.

The LGA have commenced work on the council elections advertising campaign in collaboration with ECSA, using an evidence-based approach to achieve effective outcomes. At the same time, some early communication artwork has already been made available to councils to ensure we are able to meet council communication deadlines. Work on a strategy and Model Communications Plan is underway to support the advertising campaign.

Further, the LGA has undertaken consultation and liaison with representatives from identified underrepresented sections of the community. This year, a focus of the marketing activity will be to target women, young people, people with disability, First Nations and culturally and linguistically diverse communities. The LGA will seek to leverage leaders in these communities to increase representation of these groups during the nominations phase.

Information about the resources to be available, along with any of the impacts from Local Government Reforms will be made available to members in a timely manner.

LGA contact: Karen.teaha@lga.sa.gov.au

CWMS Program review

The LGA has been working with the Office for Local Government on the mid-term review of the current CWMS Funding Deed between the Minister for Local Government and the LGA. The 10-year Funding Deed requires a mid-term review of the CWMS Program by 30 June 2022.

The draft mid-term review report was recently completed and endorsed by the LGA Board of Directors on 19 May 2022, and the report includes recommendations on future CWMS schemes to be prioritised over the next 5 years and changes that could be made to the CWMS Funding Deed to improve the effectiveness of the Program.

The report has been provided to the Minister for Local Government for his consideration.

LGA contact: nathan.petrus@lga.sa.gov.au

Special Local Roads Program

The LGA Board adopted a Special Local Roads Program Discussion Paper to inform future directions of the SLRP, and in particular progress improvements to the governance and operations of the program.

Responding to the 2020 Hudson Howell review into the program and the complaint received from Yorke Peninsula Council, the Discussion Paper explained how SLRP remains relevant to the local government sector as a funding mechanism for local roads of regional significance, but there is a need to improve how the program is administered and increase awareness of how the program operates.

The Discussion Paper included an action plan with seven priority actions to be implemented in 2022 that will significantly improve the governance and operations of the SLRP, and address some key risks associated with this program.

These include developing new Terms of Reference for the Local Government Transport Advisory Panel (LGTAP) and reviewing all SLRP policies and procedures in advance of the 2022 grant round.

The LGA will also be moving the administration of the SLRP entirely in house in 2022 through the employment of a SLRP Coordinator.

LGA contact: Michael.arman@lga.sa.gov.au

R&D Funding Round

The LGA Board has adopted the Annual Business Plan for the R&D Scheme for 2022/23, with funding priorities being:

1. Homelessness and Housing
2. Climate and Environment
3. Financial Sustainability and Cost Pressures
4. Managing Reforms
5. Community Awareness of Local Government
6. Community Wellbeing and Inclusion.

Regional LGAs and councils are encouraged to apply via an external funding call that opened on 3 June for an LGA Board decision in September, and project commencement from November.

LGA contact: Michael.arman@lga.sa.gov.au

LG Equip/Governance Update

Overview

- The major emergency declaration ceased on 24 May 2022. As a consequence, notices issued by the Minister under section 302B of the *Local Government Act 1999* will cease to have effect on 21 June 2022. From that time, council meetings **will not** be able to be conducted via electronic means.
- Further reforms will commence on 30 June 2022, relating to the 'council member cap', simplification of the representation review process and commencement of the requirement for all councils to have a directly elected Mayor from the 2026 election
- A submission has been lodged in response to the ESCOSA proposed Framework and Approach for the recently commenced Strategic Management Plan Advice Scheme (section 122 of the *Local Government Act*).
- The first three papers in the Asset Management Information Papers project have been released.

Detail

Cessation of the major emergency declaration and electronic council meetings

The major emergency declaration underpinning the Ministerial Notices made under Section 302B of the *Local Government Act 1999* was revoked on Tuesday 24 May at 12:25pm. As a consequence, all

Notices made under section 302B will cease to have effect 28 days from the 24th of May (i.e. the last day the Notices will be in effect will be 21 June 2022) and council meetings will no longer be able to be conducted via electronic means.

It is important to note that the 302B Notices are the only mechanism to allow for council meetings to be conducted electronically. From 21 June there is no legislative provision that allows for this and councils cannot set their own policy in relation to electronic council meetings.

There is no prohibition in relation to conducting information or briefing sessions electronically, subject to compliance with requirements set out in section 90A. In addition, councils who have set up appropriate procedures may conduct committee meetings electronically under Section 90(7a) of the Local Government Act.

Please also remember that all of the other temporary variations and suspensions made by the Notices will cease as of 21 June. Councils who have adopted the LGA template variations are not required to immediately modify the relevant documents, however, councils should seek to update the documents to reflect the cessation of the major emergency as resources allow.

At the LGA AGM held on 29 October 2020 an item of business requested the LGA lobby the State Government to review the legislation to include provisions for attendance at council meetings and informal gatherings by electronic means. Consultation was undertaken with member councils with general support expressed for the ability to conduct meetings electronically in certain circumstances and with a range of limitations, rather than a blanket support for council meetings to be able to be convened electronically.

Preliminary discussions were held with the Office of Local Government (OLG) in 2020, as part of progressing the above item of business. However, in light of both the major emergency declaration in place and the status of local government reforms progressing through Parliament at the time, the State Government preferred to defer the issue.

More recently, the matter has been raised with OLG and there is a willingness to discuss amendments to the Local Government Act in relation to the conduct of council meetings, noting that it would be a substantial piece of work and warrants careful consideration (i.e. it is not just a matter of 'continuing' or 'extending' current emergency arrangements. The current arrangements are only possible because of the declared emergency).

The LGA will consult with member councils on the potential scope of future amendments when this issue is pursued. This is likely to occur in 2023, after the majority of local government reform amendments have commenced.

Reform commencements

The second commencement proclamation and associated regulations were published in the Government Gazette on 23 December 2021.

The Proclamation set six commencement dates for various local government reforms ranging from 6 January 2022 to 30 November 2023.

The next round of provisions will commence on **30 June 2022**. These relate to:

- Insertion of section 11A, which prescribes that a council may not be comprised of more than 13 members unless the council is granted an exemption certificate from the Electoral Commissioner in connection with its most recent representation review.

- Amendments to section 12—Composition of wards, which simplifies the requirements of the representation review process
- Amendments to section 51—Principal member of council, which remove the ability to appoint a Chairperson and require that all councils have a directly elected Mayor
- Amendments to section 93—Meetings of elections, which change the way in which public notice must be given in relation to a meeting of electors.

The Governance team is currently finalising explanatory text to be published on the [Commencement and timelines and LGA Resources](#) page of the LG Reform website.

As further provisions commence or updated information becomes available, this will be distributed via the [LG Reform website](#), LGA President/CEO Email Updates and Latest News items.

LGA Submission - ESCOSA Strategic Management Plan Advice Scheme

The LGA made a submission to the ESCOSA proposed Framework and Approach for the recently commenced Strategic Management Plan Advice Scheme (SMP Advice Scheme). The submission:

- Expresses support for a high-level, top down approach to the SMP Advice Scheme, which focuses on decision making in the context of council Long Term Financial Plans and Infrastructure & Asset Management Plans;
- Notes concern with the extensive historical data intended to be referenced and analysed by ESCOSA, acknowledging your advice that ESCOSA has now gathered this data and will not require councils to provide directly;
- Highlights the significant cost burden to councils in relation to the proposed Draft Framework and Approach;
- Discusses the purpose of the advice, which is not about 'rates' but rather is intended to consider councils' SMPs more generally, including all revenue sources available to councils. In particular, the submission notes that use of 'CPI-constrained' rates is not supported, nor is the assessment of council's financial performance via a narrow focus on 'average rates per rateable property';
- Provides an alternative and balanced proposal for the SMP Advice Scheme, which has been discussed with both the LGA Board and the broader LG sector and received favourably

The Secretariat understands that a number of councils also made direct submissions to ESCOSA. ESCOSA are currently considering all submissions and have advised that a final SMP Advice Scheme Framework and Approach will be available late July 2022.

Behavioural Management Framework

Minister Brock has endorsed a 'final draft' of the Behavioural Standards for Council Members. This document will inform the establishment work of the Behavioural Standards Panel, which is currently in the process of developing Practice Directions and Guidelines to support its operations.

The Behavioural Standards for Council Members will be formally approved and published in the Government Gazette to coincide with the commencement of the council member conduct management framework, proposed for November 2022. The Secretariat understands a copy of the 'final draft' Standards will be made available on the Office of Local Government website shortly.

The Secretariat will commence consultation shortly on the Behavioural Management Policy (BM Policy). The consultation process will include consideration of a Model Behavioural Support Policy. All councils are required to adopt a BM Policy and it is anticipated that transitional regulations will

designate the LGA BM Policy as the relevant policy for all councils from the commencement of the new council term. Councils will then have a period of time to review and adopt a BM Policy.

Community Engagement

The Minister is yet to undertake consultation on the proposed Community Engagement Charter (CEC). The LGA provided a proposed CEC to the former Minister for Local Government in November last year. It is understood that a range of changes have been made to the proposed CEC that will form the basis of public consultation by the Minister.

Asset Management Information Papers (AMIP) project

The first three Asset Management Information Papers are now available to LGA member councils.

The LGA is currently undertaking a project, in collaboration with the Institute of Professional Works Engineers Australasia (IPWEA), aimed at enhancing asset management capacity and capability in the local government sector through the provision of a suite of information papers.

The total suite of information papers will consist of 13 papers, they will be uploaded to the LGA member site as they are completed.

The three papers released are:

AMIP No 2 - [Asset Management System \(Policy, Strategy and Plan\)](#)

AMIP No 4 - [Levels of service](#)

AMIP No 8 - [Financial Projections for Long Term Financial Plans \(LTFP\)](#)

LGA member councils can access these papers from the Financial Sustainability Resources page, under the heading titled [Asset Management Information Papers](#).

Resources

[LGA Submission – ESCOSA Strategic Management Plan Advice Scheme](#)

[Confidentiality Guidelines \(supported by Model Confidential Items Register-Word format and Model Confidential Items Register-Excel format\)](#)

[Access to Council and Committee Meetings and Documents – Guideline and Model Code of Practice](#)

AMIP No 2 - [Asset Management System \(Policy, Strategy and Plan\)](#)

AMIP No 4 - [Levels of service](#)

AMIP No 8 - [Financial Projections for Long Term Financial Plans \(LTFP\)](#)

Annual Business Plan resources:

- [Statement on Expected Rate Revenue - Example](#)
- [Statement on Expected Rate Revenue - Suggested Template](#)

LGA contact: nathan.petrus@lga.sa.gov.au

LGA business

Call for items of business

Proposed items of business for the October LGA Annual General Meeting must be received by Friday 12 August 2022. Items may be submitted by councils and Regional LGAs.

The AGM considers items of strategic importance to local government and the LGA. All proposed items of business are considered by SAROC, GAROC or the LGA Board before proceeding to a General Meeting.

LGA contact: Lea.bacon@lga.sa.gov.au

LGA Elections – timeline

At the March 2022 LGA Board meeting the following information on the upcoming LGA President, SAROC Committee and GAROC Committee election process and timelines was noted.

- The current term of the President, SAROC, GAROC, and subsequently Board members, expires at the AGM, which is scheduled to be held on 28 October 2022.
- calling of nominations for the office of President, SAROC and GAROC members must occur by no later than 3 months prior to the AGM before the officers are due to retire.
- ballot papers are required to be distributed at least 6 weeks prior to the AGM.
- an election is due to be commenced prior to 27 July 2022 with ballot papers due to be sent out prior to 16 September 2022.
- The SAROC Terms of Reference enable the functions of the CEO to be delegated to an Executive Officer of a Regional LGA.
- to be eligible for the position of President, the nominee must be a current Council Member of a SAROC member council and must be a current member of the SAROC Committee and have undertaken that position for a period not less than 1 year. Applying this criteria, eligible nominees for the position of President are:
 - Mayor Peter Matthey OAM (Regional Council of Goyder – Legatus Region)
 - Mayor Bill O'Brien (Light Regional Council – Legatus Region)
 - Mayor Richard Sage (District Council of Grant – Limestone Coast Region)
 - Mayor Erika Vickery OAM (Naracoorte Lucindale Council – Limestone Coast Region)
 - Mayor Peter Hunt (Berri Barmora Council – Murraylands & Riverland Region)
 - Mayor Caroline Phillips (District Council of Karoonda East Murray – Murraylands & Riverland Region)
 - Mayor Moira Jenkins (City of Victor Harbor – Southern & Hills Region)
 - Mayor Keith Parkes (Alexandrina Council – Southern & Hills Region)
 - Mayor Brent Benbow (Port Augusta City Council – Spencer Gulf Cities Region)
 - Mayor Clare McLaughlin (Whyalla City Council – Spencer Gulf Cities Region)

- the President only needs to be nominated by a member council, and not necessarily the council which they are a member of.
- Each Member of the Regional Groupings within SAROC and GAROC may nominate a candidate for membership of the respective bodies provided that a person nominated is a representative of a member on the relevant regional grouping and is a current council member.
- A nomination of a person must be made by resolution of the Member and received within the timeframe specified by the CEO in the call for nominations. A nomination must be signed by the candidate indicating his or her willingness to stand for election.
- The LGA Board has agreed to provide nominees with the contact details of councils and council elected members from the LGA database to assist in communicating with the sector during the election campaign.

LGA contact: Ashlea.Iyall@lga.sa.gov.au

8.3 EXECUTIVE OFFICER REPORT

BACKGROUND

The LCLGA has continued to deliver the Business Plan 2021-22 while also pivoting as the environment changes and opportunities arise.

It was especially pleasing to present with the Mayors and CEOs to the Cabinet to reinforce our advocacy priorities. Following up Cabinet will be important to ensure we don't lose the momentum generated from the presentation and focus on the Limestone Coast.

Recruitment has started for the Destination Development Manager. In the meantime, the Executive Officer will need to take on some additional responsibilities to ensure the current activities do not lose momentum.

The Commercial Advisor Tender has closed and is currently being assessed. If within budget and suitable, we will make a recommendation to the CEO's for approval.

SLRP Proposals have been completed, as well as, our advice to LGTAP to confirm our region's priorities.

Engaging with the Cross Border Shires will ramp up again to assess the performance of MoU's, follow through on discussions with Southern Grampians Shire on a possible Tourism MoU and to work with Luke Wilson on a Cross Border CEO's forum. This forum was previously planned but did not proceed due to continually changing requirements for Covid-19.

Work has commenced revamping our web page, which will also include a dashboard for our members to see our progress in various projects. We are aiming to create a platform which is less data-intense, easier to maintain and works as a linking page to other sites, such as our members and projects.

While completing the 2021/22 Business Plan priorities, we will also be preparing for the end of the financial year and commencing implementing the Business Plan in 2022/23.

The key activities during the last two months include:

- Acting Chair Regional Tourism Chairs Forum – for the SATC and Chaired the first meeting with the Minister for Tourism. This role will transfer to an industry operator once an election is held.
- CEO and Mayors Forums
- Limestone Coast CEO Meeting
- Ac.Care – Board meetings, Strategy Committee Meetings (I am the Chair), Risk and Audit Committee Meetings, Investment Advisor Tender Selection and investment strategy workshop, Weekend Board Development Workshop and meeting with the Ac.Care Indigenous Staff
- Regional LGA Forum
- SLRP Roads workshop and confirmation of regional priorities from the approved Regional Transports Plan
- SAROC Business Plan Workshop
- Sports Academy Grant Preparation – before the process was put on hold
- Attended UniSA Graduation
- Commercial Advisor Tender released and tender panel meeting to confirm evaluation weightings
- RAI workshop

- RAI, RDALC meeting to discuss the Economic Growth Strategy
- Business plan finalisation and presentation to the City of Mount Gambier, District Council of Robe and Wattle Range Council
- SAROC meeting – attended and submitted a regional report
- UniSA meeting to discuss Regionalisation
- LGFSG review workshop
- Meeting NSW and Vic Cross Border Commissioners
- Regular meeting RDALSA
- Meeting with Liz MacCinnion – water research
- Meeting with Wendy Fennell – opportunities for electric Trucks
- Meeting Veolia – unsolicited presentation on the financial viability for a regional mini MRF
- Attended the Joint AHKFI and Murray Malley ZEMC meeting via teams
- Zoom briefing on the SAROC Regional Housing Policy Toolkit
- Meeting Mayor Martin and discussions with President Vickery on the Country Cabinet Presentation
- Attended Ministerial and TickSA launch for Tourism Industry development support
- Recruitment Destination Development Manager
- DiT Regional Roads Priorities workshop
- Waste Management Working Group Meeting
- Attended Naracoorte Library Opening (just before the last Board meeting)
- Performance review meeting LCLGA Remuneration Committee
- Presented to Cabinet.

The focus for the next period:

- Implementing the business plan, including
 - Destination Development
 - Waste MRF – award tender and commence risk and commercial analysis.
 - Roads – setting up the new DiT committee and engaging in GTFAP
 - Sports Academy and StarClub submissions
- The transition of the SMLC project
- Completing the shift to Cloud for LCLGA data and systems
- Progressing the Advocacy Agenda with the new government and federal government
- Operationalisation of the 2022/23 Business Plan
- Joint RDALC and LCLGA Boards workshop to finalise directions for the review of the Economic Growth Strategy
- EOFY preparation
- Completing the recruitment of a new Destination Development Manager and independent member of the Risk and Audit Committee, conduct a Risk workshop with the Committee.

8.4 DESTINATION DEVELOPMENT PROGRAM

OBJECTIVES

The Destination Development Program is gaining momentum, despite ongoing uncertainty in the market due to consumer confidence and long-term business hardship. The objectives remain as:

- Short-Term Objective: Maintain industry support and access to support programs and funding opportunities as the sector emerges from CoVid19. Complete the full region rollout of Localis - our regional solution for data collection.
- Medium-Term Objective: Increase engagement with industry to ensure readiness as we merge from the pandemic and international borders open.
- Longer-Term Objective: Deliver the Destination Development Strategy.

PROGRAM HIGHLIGHTS

- Industry sentiment surrounding labour shortages remains exceptionally high, with some businesses choosing to close due to shortages and their own fatigue. A select group of industry representatives met with the tourism minister to express concern and share thoughts on what types of assistance is required and what worked during the pandemic.
- Our first Limestone Coast Industry Networking Function was held in Cape Jaffa on Tuesday 7th June, with over 80 people attending – the largest participation from across the region in over ten years. This was an opportunity to share our progress in delivering the Destination Development Strategy and significantly how operators can get involved in promoting the region by leveraging our developed digital assets. The event was also an opportunity for the industry to network with each other to build cross-promotional opportunities. We plan to rotate these events each quarter across the region to coincide with our seasonal changes with the next scheduled for September 2022.
- Our schedule of blogs on the official destination website continues to support our rationale of creating long-lasting digital content that pushes our searchability on google higher. The latest edition is focused on our wellness offerings within the Limestone Coast. The demand for connecting to nature and nurturing is high amongst consumers.

<https://visitlimestonecoast.com.au/blog/wellness-experiences-in-the-limestone-coast/>

- Our online community continues to track upward. However, official reporting is provided quarterly, so it will be presented at the August meeting.
- We have been able to bring forward enhancements for our official website with the integration of ATDW Listings which will present experiences and accommodation to potential visitors and have the ability for that visitor to book instantly from their search. This conversion is critically important to push Limestone Coast up the consumer consideration line and ultimately making it easier to book a trip to our region.
- With the opening of the international borders, we participated in 2 important trade events In April & May. The first s hosted by the Australian Tourism Export Council with 50 x 12min appointments. The Australian Tourism Exchange was a hybrid event with 212 x 15min appointments. It was pleasing to note the high level of awareness the Limestone Coast enjoyed during these appointments – a result of 15 years of attending and participation plus our constant communication during the pandemic. The task of following up with all those appointments has begun.

- We supported three local events in the SA Regional Event Funding program and await news from the minister's office.
- Also of note, we have secured Illuminate's Digital Garden for a second year, with strong support from SA Tourism Commission and the City of Mount Gambier. This will be held in Mount Gambier from 5th – 25th August 2022.

COMING UP

- We will be attending the Adelaide Caravan & Camping Show from 27th to 31st July with Great Ocean Road Tourism, Wimmera Mallee Tourism, Southern Grampians & Glenelg Shire Council.
- We will have two outdoor Billboards placed in the Western District of Victoria – Nhill & Coleraine until December 2022. We will rotate the creative to coincide with seasonal themes.
- A series of industry capability workshops will run across the region, including ATDW training for the industry but also offering a Visitor Information Centre specialist masterclass. We will also partner with TicSA to deliver workshops – we are surveying the industry to determine the theme of these workshops.
- SA Tourism Commission is developing a Sustainable Tourism Strategy and will be looking to engage stakeholders in the region. Please keep an eye out for correspondence and if relevant, consider participating.

Project YTD Profit & Loss.

	Actual YTD	Budget FY	Variance
Income	\$302,990	\$304,000	-\$1,010
Expenditure	\$293,738	\$306,000	-\$12,262
Net	\$9,252.08	-\$2000	
Expected Carry Over			

Project Risks

Risk	Probability	Consequence	Control
CoVid19 Pandemic 'Emergency – Public Health, Bushfires, Drought)	High	High International and domestic border closure affecting Melbourne to Adelaide Touring, combined expenditure impact is valued at \$155M. High Consumer confidence to book ahead.	Build flexibility in activities that can be re-allocated. Currently re-directing regional promotion and activity to domestic, increasing digital activity to reach targeted audiences. Support industry to access funding and recover through business capability and capacity.
Fragmentation	High High	High Duplication of messages and inefficient use of limited resources. High Multiple organisations approaching state and federal government, advocating for tourism sector.	Major Marketing Campaign planned to bring together all stakeholders under an umbrella theme however allows for niche messaging. LCLGA to play a leadership role and create stakeholder connections to create 'one voice'
Resources	Medium	High Lack of alignment of internal tourism resources could create duplication and inefficiencies. Difficulty recruiting new staff.	Established a Limestone Coast Visitor Servicing Network (via Zoom) to improve communication and information sharing. Recruiting via seek and linked in.
Strategic Support	Low	Low Attendance and participation at Tourism Management Group meetings reduces and strategic insight and contribution is low.	Low Ensure Tourism Management Group Meetings are timely, relevant, and succinct. Terms of Reference are in place.

8.5 STARCLUB AND REGIONAL SPORTS ACADEMY

OBJECTIVES - STARCLUB

To ensure clubs in the region:

- comply with State and Federal Legislation
- are financially stable through prudent self-management and have access to appropriate funding
- maintain and build on membership, players and volunteers within the club.
- can access training and education opportunities for Clubs, Members and Associations
- are supported to secure grants and funding

OBJECTIVES – SPORTS ACADEMY

The objectives of the Sports Academy are to:

- identify regional talent
- educate and develop youth in the region
- provide pathways to State and National representation
- develop the skills of regional coaches

KEY HIGHLIGHTS – STARCLUB

The State Government has approved a six-month extension of Funding for the SFO Program. This means the program can continue until the end of 2022. The SFO met with the Minister of Sport, the Hon. Katrine Hildyard MP during Country Cabinet. The Minister seemed supportive of both the Field Officer and Academy programs, and the LCLGA will continue to work with the ORSR and Government to secure funding for both programs.

The SFO Program ran Child Safe Officer Courses across the region in April. These courses educated clubs on how to protect children and members at their clubs in line with the Child Safety Legislations in place. These courses are provided to clubs free out of the SFO Program-Budget. We are hoping to run three more courses later this year.

The STARCLUB Field Officer continues to work with many clubs across the region on grant submissions, strategic planning, coach and volunteer Education and governance requirements for Sporting Bodies.

KEY HIGHLIGHTS – SPORTS ACADEMY

The Academy recently had five athletes receive SASI Scholarships. two Hockey and three Cycling. Three of these athletes are fully Inducted SASI athletes, two of which are able to stay in our region and complete a traineeship and apprenticeship until the end of this year. They are able to do this and not have to relocate to Adelaide because the LCRSA is able to provide the Skill training, Gym support and Education required by SASI. This is a fantastic achievement by the athletes and outstanding recognition of the quality of our program.

Our Pioneers Basketball Program boys team were successful recently against the Warrnambool and Districts Representative side. We are in the process of finalising games and tournaments for both

Boy's and Girl's Programs in the coming months. Four of our Academy athletes represented the Pioneers Senior Men's team in Round One this year when the team was struck down by COVID.

The Academy athletes contributed to a brilliant win. Again this shows the benefit of the training our athletes are receiving and the benefit of the program to the Pioneers.

As mentioned above, the Academy was lucky enough to have some time with the Minister to discuss the future of the program. The Government is very supportive of the Academy and would like to see it grow in other regions. The importance of State Sporting Organisations (SSO's) and Local Government support was expressed by the Minister as a key factor in the ongoing viability of the program. The Academies SSO partners have committed to future involvement, and the SFO will work with them over the next few months as we build a proposal to take to the Government for long-term funding.

Our Academy athletes are doing amazing things in their chosen sport. The LCLGA encourages members to look at the Academies Facebook page to see some of these outstanding achievements.

<https://www.facebook.com/LCRSA>

Figure 1: Year To Date Project P&L

	Actual YTD	Budget FY	Variance
Income	\$208,596	\$221,500	-\$12,904
Expenditure	\$218,737	\$241,099	-\$22,362
Net	-\$10,141	-\$19,599	
Expected Carry Over and			

Project Risks

Risk	Probability	Consequence	Control
Funding loss	M	H	Programs would dissolve
Access to facilities	L	H	Maintain strong relationships with councils and facility management
Delivering programs to young adults and pre-teen children	M	H	Ensure child safe policies and procedures are adhered to
The program grows too quickly beyond staffing levels leading to program standard deterioration.	H	H	Secure required funding, keep the program sized to available resources; and operate the program efficiently.
A program loses its reputation for supporting elite athletes.	M	H	Ensure the recruitment and participation monitoring has the proper focus on elite potential and elite participation.

8.6 SUBSTANCE MISUSE LIMESTONE COAST

OBJECTIVES

- Build community awareness of addiction issues
- Provide training for frontline community service workforce and families
- Supporting secondary schools to imbed evidence-based alcohol and other drug education into the curriculum
- Community and stakeholder engagement
- Establishing community partnerships to reduce isolation in the region
- Consult with Western Region Alcohol and Drug Service (WRAD)
- Establish an active and diverse Board representing community interests to build the development of infrastructure incorporating a community-based model to address alcohol and other drug issues
- Establishment of a legal entity, website, and facilities for the Board

KEY HIGHLIGHTS

- SMLC Board has been planning with the Commonwealth Department of Health and LCLGA EO the novation of the current Grant Agreement to SMLC.
- Tony Pasin MP has announced a further two-year Federal funding for SMLC
- SMLC has facilitated free training from 360-Edge to 46 Limestone Coast front-line professionals working in the AOD and allied sectors. The comprehensive evaluation data clearly shows the training was relevant, and attendees' knowledge, skills and confidence in providing interventions dramatically increased.
- SMLC has been disseminating the Planet Youth data across the region in network meetings and community-setting workshops, with future workshops in the planning stages.

SMLC regularly meets with the following Networks:

- Alcohol and Drug Foundation Community Advisory Committee - Chair
- Limestone Coast Drug Action Team
- Alcohol & Drug Foundation LDAT
- South Australia Network of Drug and Alcohol Services
- Planet Youth South Australia
- Millicent Social Issues
- Naracoorte Network Services Group
- Limestone Coast Service Round Table
- Naracoorte Suicide Prevention Network
- Family Violence Action Group
- Mt Gambier Suicide Prevention Network
- Community Services Aboriginal Focus Network

Year To Date Project P&L

	Actual YTD	Budget FY	Variance
Income	\$182,072	\$173,000	\$9,072
Expenditure	\$174,212	\$173,000	\$1,212
Net	\$7,860	\$0	
Expected Carry Over and	0		

RISKS

Description	Treatment
Schools are time-poor and not able to commit to investing time to implement a 'new to them' evidence-based alcohol & drug education program.	Continue conversations with schools, Governing Councils & Education Departments. Showcase engaged schools in local media and networking opportunities.
Families have a low interest or are embarrassed and ashamed, resulting in not attending or asking about targeted education, resources, help and information sessions.	Target communication plan to general community and agencies working with families, with a view to attracting families Communication plan to include multiple media platforms Communication plan to highlight the importance of correct use of language by media.
The Media communications plan is misinterpreted, and key stakeholder agencies withdraw support	The communication plan includes multiple media platforms with clear and concise messaging.
Programs delivered are not addressing the needs of participants, risking SMLC reputation.	Ensure organisations and agencies are qualified, reputable, accredited and professional. Evaluate activities
Funding ends after three (3) years	Evaluate activities. Increase Project Profile. Continue ongoing communication with Government funding bodies.
Covid-19 pandemic social and work-related restrictions impacts on our ability to deliver activities for families and workforce.	Increase communication via online platforms, print and radio media. SMLC is continually learning from other national agencies and can consider new ways of delivering on objectives.
Changes in school staffing occur, and working relationships change and require additional resources.	As schools adapt to new ways of student learning, including online learning, the likelihood of changed relationships is high. However, several schools are highly engaged and invested in the work SMLC is undertaking with them, and schools are currently happy to share their good news stories for others to see.

The reputation of the organisation is questioned.	Advisory Board members are well qualified and experienced professionals.
One full-time employee.	A mature aged, third-year Social Work student has been engaged on a contractual basis to provide project support to the Project Officer.

Figure 2: Project Key Risks

8.7 LCLGA Programs

OBJECTIVES

Deliver the following programs:

- Regional Growth Strategy / Limestone Coast Economic Development Group
- Regional Roads / Special Local Roads Program & Regional Transport Plan review
- Regional Waste / Material Recovery Facility modelling
- Regional Health & Wellbeing Plan
- Shared Capability / Roads & Waste & Resource Sharing
- Heritage Advisory Service

KEY HIGHLIGHTS

- LCLGA Regional Roads & Transport Management Group met on Tuesday 3rd May to finalise and endorse the SLRP applications for 2022/23 (*minutes included*)
- Six applications have been submitted with a total value of \$2,197,000 (*a separate Recommendation Report is attached*) The LCLGA have provided commentary and support via Smarty Grants for LGTAP
- Commenced the update of the LCLGA Website
- Organised Sharepoint Training for staff members
- Commenced a select tender process for 'Commercial advisory services to assess the viability of a material handling facility for the Limestone Coast (and surrounding areas)' Four consultants were identified and invited to Tender.
- Further development of the Advocacy Papers has commenced providing more detail and background to the new state and federal governments recently elected.

Figure 1: Year To Date Profit and Loss

	Actual YTD	Budget FY	Variance
Income	\$63,600	\$63,600	
Expenditure	\$35,536	\$115,463	
Net	\$28,064	-\$85,463	
Expected Carry Over			

Note the recovery of salary and overheads for programs is covered under Administration and the only costs in the current business plan are specific spends for consultants and external contractors.

Figure 2: Project Risks

Risk	Probability	Consequence	Control
Competing priorities, especially given unplanned work, such as Submissions	High	Medium	Engagement with EO to confirm priorities and trade-offs
Availability of EO to support and assist due to competing priorities	Medium	Medium	Schedule regular briefing updates
Lack of redundancy amongst LCLGA	Medium	High	Establish Work Plans
Lack of allocated and secure funding sources to deliver some projects	Medium	Medium	Seek and secure funding and income
1 x .6FTE on multiple programs	Medium	High	Steering Committees to support Staff
Availability of Council staff on Committees	Low	Low	Terms of References and Work Plans developed

9.0 LCLGA SUB-COMMITTEE MINUTES

9.1 Roads and Transport Management Group Minutes 3/5/2022.

**LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION
ROADS & TRANSPORT MANAGEMENT GROUP**

1. Present

Cr Paul Jenner Abdullah Mahmud	City Mount Gambier
Jamie Jackson	Tatiara District Council
Daniel Willsmore	Naracoorte Lucindale Council
Adrian Schutz	Grant District Council
Aaron Hillier	Tatiara District Council
Nick Brown	Kingston District Council
Tony Wright	LCLGA
Michaela Bell	LCLGA
John Olson (Guests)	HDS Australia
Tim Viner-Smith (Guests)	HDS Australia

2. Apologies

Robert Moir	District Council Robe
Peter Halton	Wattle Range Council
Barbara Cernovskis	City Mount Gambier

3. Confirmation of the Minutes

“That the Minutes of the meeting held on Tuesday 8th February 2022 be taken as read, be confirmed as a true and correct record of the proceedings at that meeting.”

Moved: Paul Jenner

Seconded:

CARRIED

4. Matters arising from the Minutes

(All Councils)

Tony Wright met with HDS Australia and discussed the need to organise additional training for members that can provide a clear course of action around definitions, criteria and process. Money has been allocated in the 2022/23 Business Plan to enable this training.

ACTION: LCLGA to seek a proposal and quote from HDS to plan and deliver this training

5. Review of the 2022/2023 SLRP applications and rankings

(HDS Australia)

Councils have provided draft applications to HDS Australia which have all been reviewed and feedback offered to Councils on their SLRP applications, with all applications being of a high standard and quality with the appropriate information provided. There have been a couple of minor costing amendments to the City of Mount Gambier & Tatiara DC applications, with the following list presented to the LCRTMG for endorsement.

Note - The following recommended "2021 Regional Priorities", sorted both by "Primary Purpose" and "Overall", are based upon all road segments submitted for consideration up to "2021-22" as the "Council Year of Proposed Funding" which are not yet completed (this being a subset of road segments listed in the 2021 Regional Roads Database), sub-grouped by the likelihood of funding within their individual purpose categories, then re-grouped for an overall ranking.

Council	Road Name	Segment	Primary Purpose	Revised Score	Revised Ranking	2021 Priority Overall	2021 Priority by Purpose	SLRP Grant Sought (\$)	SLRP Notes for LGTAP
TDC	Cannawigara Road	Meatworks Road to Siding Road	Community Access	86	1			\$340,000	New - Year 1 of 1
DG	Caipiroo Road	Marte Siding Road to Burda Road and Mulwala Road	Freight	84	2			\$140,000	Continue - Year 3 of 3
TDC	Bunker Road	Densley Road/Railway Terrace to Bunker Access Road	Freight	53	10			\$55,000	New - Year 1 of 1
NLC	Boddingtons West Road	Riddoch Hwy to 1.2km East	Freight	53	11			\$1,000,000	New - Year 1 of 1
KDC	Cape Jaffa Road	Southern Ports Highway, Wangolina to Limestone Coast	Community Access	50	13			\$450,000	Continue - Year 2 of 2
CMG	Pine Hall Avenue	O'Leary Road to Sunnybrae Road	Freight	50	18			\$212,000	New - Year 1 of 1
								\$2,197,000	

RECOMMENDATION:

- The LCRTMG has considered the ranking provided by HDS Australia and endorse the 2022/2023 SLRP applications to be submitted to LGTAP for consideration. The Group acknowledges that it is each Councils responsibility to submit their SLRP applications direct to LGA SA via Smarty Grant by Friday 20th May.
- The LCLGA will prepare a covering letter, supporting the applications submitted and providing extra context.

Moved: Adrian Schutz

Seconded: Abdullah Mahmud

CARRIED

6. Regional significance criteria

(Daniel Willsmore & Tony Wright)

Concerns have been raised around the interpretation of each individual Council & HDS Australia of the meanings and definitions linked to the criteria descriptions in the Regional Transport Plan that makes a route regionally significant. There also appears to be a lack of clarity around the data and evidence required to support SLRP applications & priority rankings.

It was agreed by the group that further discussion and formal training would be a possibly solution to the lack of certainty and clarity amongst Councils.

ACTION: LCLGA to discuss further with HDS Australia delivering a workshop in the region to review the definitions and clarify decision making processes that would then support a more streamlined and consistent approach amongst Councils when determining regionally significant roads

7. SAROC Road Hierarchy Map

(John Olson)

https://www.lga.sa.gov.au/_data/assets/pdf_file/0031/868810/004-road-hierarchy-framework-final-report.pdf

The purpose of developing a regional road hierarchy plan is to enable all eight MRLGA councils to adopt a road hierarchy across the region that will:

- o Provide a consistent approach to road network mapping across the MRLGA, from national highways down to local access roads;
- o Create continuity of road network linkages across council boundaries;
- o Create the potential for consistent fit-for-purpose construction and maintenance standards and associated risk profiles to be applied to each road hierarchy level; and
- o Identify appropriate funding sources for improvement of deficiencies in roads for each road hierarchy level.

John provided the group with an overview and demonstration of the QGIS Cloud based digital mapping solution, which all Limestone Coast councils are now able to access.

8. DPTI Technical Reference Group update

(Tony Wright)

Has been delayed due to the recent state government election

9. Any other business

SA Regional Road Priority Project

In January 2022 Legatus Group, on behalf of the SA Regional Organisation of Councils (SAROC), engaged HDS Australia to undertake a state-wide regional road mapping activity, including preparation of an associated report on regional road priorities, which would be based upon regional routes defined within the current regional transport plans published by each Regional Local Government Association (Regional LGA).

The draft report was circulated to the group prior to the meeting, with any feedback to be provided to Tony.

10. Next meeting

TBC

10.0 OUTSIDE ORGANISATIONS AND COMMITTEES

10.1 RDALC Report

10.2 Heritage Advisors Report – to be circulated separately.

RDALC REPORT TO LCLGA

MARCH - APRIL 2022

ABOUT US

Regional Development Australia Limestone Coast (RDALC) has evolved into the area's key regional development agency, focusing on the success and growth of businesses in the Limestone Coast. We do this by supporting and mentoring businesses in a way that maximises opportunities, reduces costs and builds economic resilience.

RDALC provides a free one-on-one business support service for business owners. We help with starting and operating a business, including business plan development and review, licensing and registration, recruitment (including connection to job seekers and accessing the skilled migration program), and information on (and referral to) State and Federal Government programs and grants. We also assist with developing marketing and communications strategies, and help operators further their online presence. This includes facilitating the delivery of the Government's Australian Small Business Advisory Services (ASBAS) workshops on a variety of digital topics.

RDALC also provides tailored support for businesses and organisations across our region that are seeking private investment as well as funding through grants. We provide economic impact analysis reports for applications, assist with the development of Information Memorandums and Investment Prospectus and assist with framing grant applications.

SMALL BUSINESS SUPPORT

From 1 March to 30 April 2022, **19** businesses/organisations accessed Regional Development Australia Limestone Coast's small business support services. A further **21** businesses/organisations were supported in their applications for investment (grants and funding). This includes 10 not-for-profit organisations.

THE BIG PICTURE

To date this financial year, RDALC has provided support to a total of **208** businesses/organisations.



REGIONAL LEADERSHIP DEVELOPMENT PROGRAM

Planning for the new Regional Leadership Development Program (which RDALC has been contracted to deliver on behalf of the State Government) commenced in March. This investment from the State Government ensures that for the next two years we can plan and implement a leadership program that is specific to our region. The program will see more than 60 current and future leaders in the Limestone Coast enhance their skills, form stronger community connections, and create a diverse leadership network across the region.

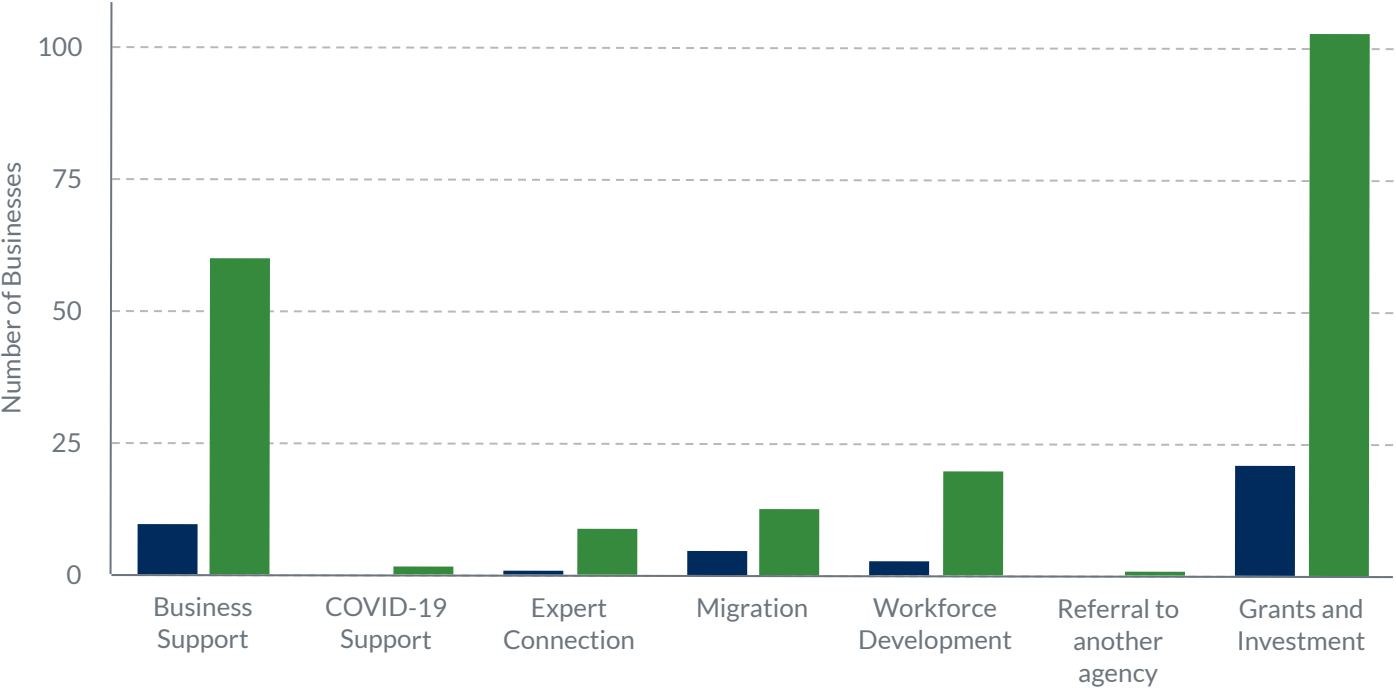
We thank the LCLGA for successfully delivering the Limestone Coast Leadership Program (LCLP) for the past 3 years. Learnings from the LCLP will greatly assist us, and past participants are encouraged to get involved in the development of the new leadership program. With 45 graduates, the LCLP's success has been a significant factor towards the roll-out of the new Regional Leadership Development Programs right across the state. An Alumni network involving LCLP graduates will also form part of the new program.

A Leadership Program Planning Workshop will be held in May, with members of the community encouraged to attend. The aim of this session is to get as much input and insight as possible into what a new leadership program for our region could look like. From here, we will produce a Gap Analysis that will inform the direction of the new program.



TYPE OF SUPPORT PROVIDED

Mar-Apr 2022 Financial YTD

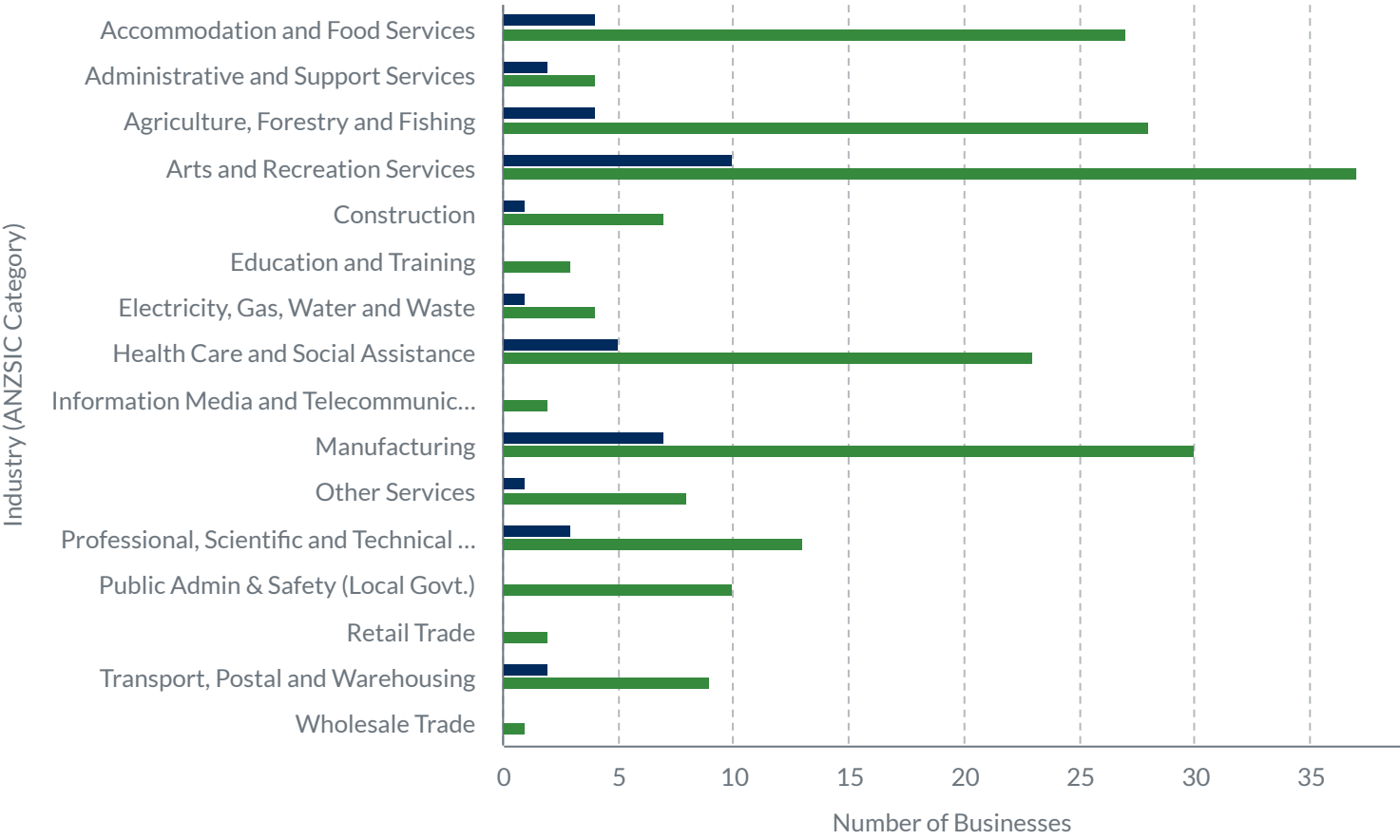


Type of Support Provided by RDALC



INDUSTRY RECEIVING RDALC SUPPORT

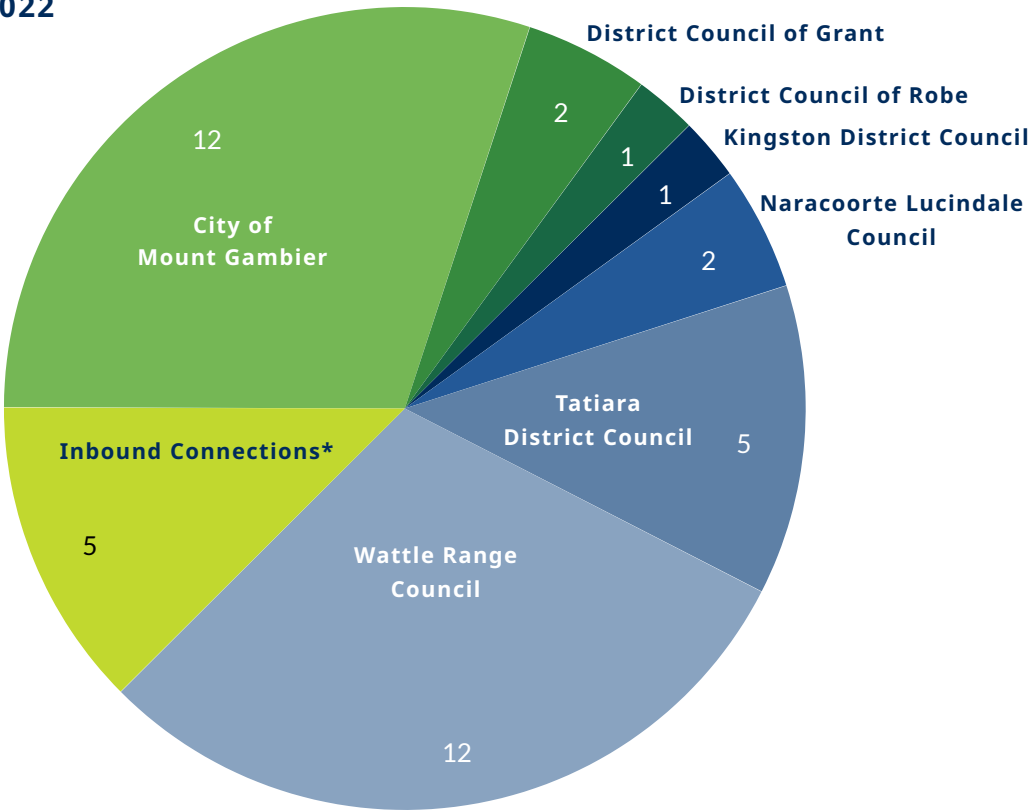
Mar - Apr 2022 Financial YTD



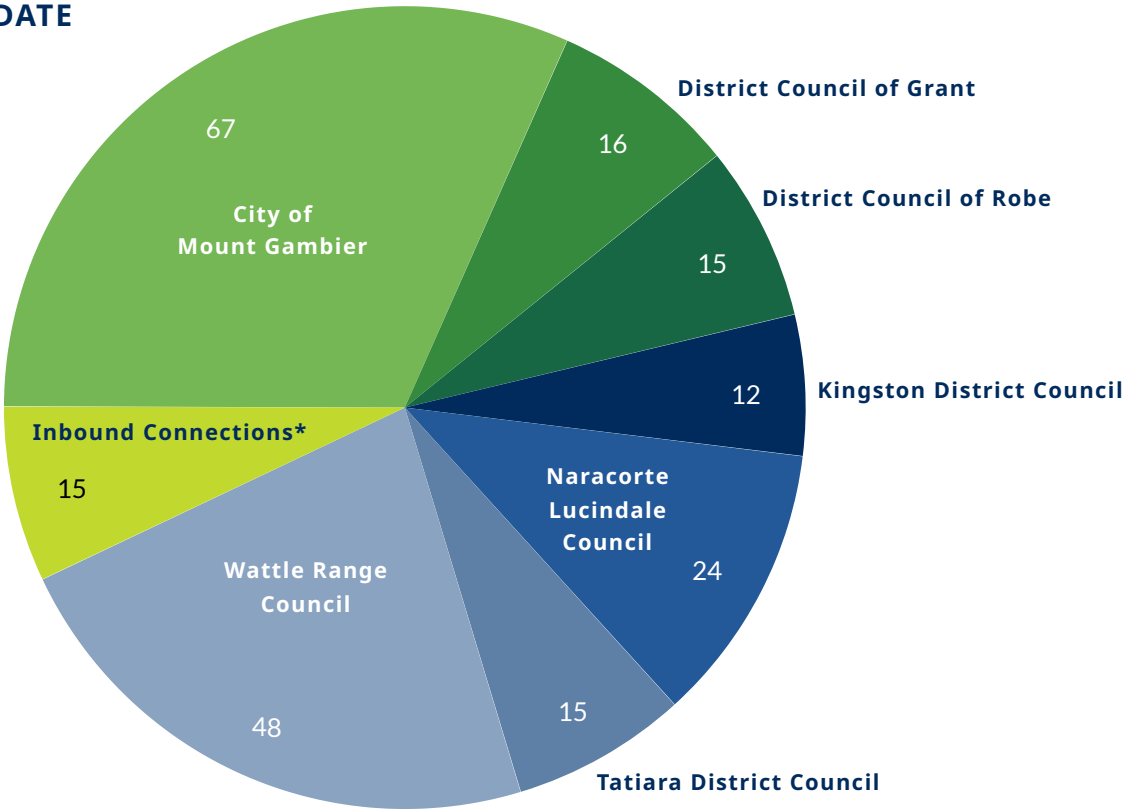


LOCATION OF BUSINESSES RECEIVING RDALC SUPPORT

MARCH - APRIL 2022



FINANCIAL YEAR TO DATE



* The inbound connections figure represents businesses that are not located in the Limestone Coast, but are either looking to expand into our region, or are collaborating on a project with a Limestone Coast business.

11.0 OTHER BUSINESS