LCLGA

MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

AGENDA

Date: 31st March 2023

Time: 9:30am

Location: THE BAY PIZZERIA AND CAFÉ
            PT MCDONNELL,
            DISTRICT COUNCIL OF GRANT

ORDER OF BUSINESS
Friday 31st March 2023

Contents

1.0   OPENING MEETING

1.1   Presidents welcome
1.2   Host Mayors welcome
1.3   Acknowledgement of country

2.0   PRESENT

Mayors

City of Mount Gambier	Mayor Lynette Martin OAM
Naracoorte Lucindale Council	Mayor Patrick Ross
District Council of Grant	Mayor Kylie Boston
Kingston District Council	Mayor Jeff Pope
District Council of Robe	Mayor Lisa Ruffell
Tatiara District Council	Mayor Liz Goossens
Wattle Range Council	Mayor Des Noll

CEOs and LCLGA

Naracoorte Lucindale Council	Trevor Smart (CEO)
City of Mount Gambier	Sarah Philpott (CEO)
District Council of Grant	Darryl Whicker (CEO)
Kingston District Council	Nat Traeger (CEO)
District Council of Robe	
Tatiara District Council	Anne Champness (CEO)
Wattle Range Council	Ben Gower (CEO)
LCLGA	Tony Wright (EO) Kate Napper (DDM) Paul Manfrin (Corporate Service)

3   APOLOGIES

Member for Mount Gambier	Mr. Troy Bell MP
Member for MacKillop	Mr. Nick McBride MP
PIRSA	Ms. Peta Crewe
UNiSA	Mr. Ian McKay

The LCLGA Board:

1.   Note and accept the apologies.

Moved: **Seconded**:

4   CONFLICTS 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.*

5.0   GUEST & SPEAKERS

Member for Barker	Tony Pasin MP
Director City Projects, RenewalSA	Matthew Hunt

6.0   CONFIRMATION OF MINUTES

MINUTES OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON THE 10TH OF FEBRUARY 2023 AT THE DISTRICT COUNCIL OF ROBE, FROM 10am

1   WELCOME, PRESENT AND APOLOGIES

1.1   Welcome

Meeting commenced at 10:10 am.

LCLGA President Martin welcomed all to the LCLGA Board Meeting.

Mayor Ruffell made an Acknowledgement of Country and updated the LCLGA Board on recent developments in the District Council of Robe area. In particular, Mayor Ruffell mentioned the Robe Council is now predominantly made up of new councillors and a new Mayor, with a fresh approach.

Guest Speakers
Mr Flint, Chair of the Regional Development Association Limestone Coast welcomed the new and reappointed mayors and discussed broadly the key relationship they have with the LCLGA and the structure and role of the RDALC.

Mr Gray, Chief Executive Officer of South Australia Coastal Care Alliance, introduced SACCA and spoke about their work and the upcoming planning process for the next four years.

Mr Nesbitt present on the Climate Partnerships model and the latest data from DEW on climate change and the impacts we can expect in short to medium term in the Limestone Coast.

1.2   Present

Mayors

City of Mount Gambier	Mayor Lynette Martin OAM
Wattle Range Council	Mayor Des Noll
District Council of Grant	Mayor Kylie Boston
Kingston District Council	Mayor Jeff Pope
Naracoorte Lucindale Council	Mayor Patrick Ross
District Council of Robe	Mayor Lisa Ruffell
Tatiara District Council	Mayor Liz Goossens

CEOs and LCLGA

City of Mount Gambier	Ms Sarah Philpot (CEO)
Wattle Range Council	Mr Ben Gowan (CEO)
District Council of Grant	Mr Darryl Whicker (CEO)
Kingston District Council	Ms Nat Traeger (CEO)
Naracoorte Lucindale Council	Mr Trevor Smart (CEO)
Tatiara District Council	Ms Anne Champness (CEO)
LCLGA	Mr Tony Wright (CEO) Mr Tony Elletson (StarClub Field Officer) Ms Kate Napper (Destination Development Manager) Ms Emma Herring (Destination Development Co-ordinator) Mr Paul Manfrin (Corporate Services)

Guests

LGA	Mr Clinton Jury (CEO)
RDALC	Mr Evan Flint (Chair)
SACCA	Mr Adam Gray (CEO)
UniSA	Mr Ian McKay (Regional Manager
LGASA\DEW	Mr Andrew Nesbitt (Central Coalition)
Naracoorte Lucindale Council	Deputy Mayor Monique Crossling

1.3   Apologies

Member for Barker	Mr Tony Pasin MP
Member for Mount Gambier	Mr Troy Bell MP
Member for MacKillop	Mr Nick McBride MP
District Council of Robe	Mr James Holyman (CEO)
PIRSA	Ms Peta Crewe
RDALC	Mr David Wheaton

The LCLGA Board:

1.   Noted and accepted the apologies.

Moved: Tatiara District Council, **Seconded**: Kingston District Council

CARRIED

2   CONFLICT OF INTERESTS

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

NIL

3   MINUTES OF THE PREVIOUS MEETING

The LCLGA Board:

1.   Accepted the Minutes of LCLGA General Meeting held at the Wattle Range Council on 9th December 2022.

Moved: Naracoorte Lucindale Council, **Seconded**: Kingston District Council

CARRIED

4   MATTERS ARISING FROM THE MINUTES – ACTION SHEET

The LCLGA Board:

1.   Noted that the LCLGA did not make a nomination to SAROC; therefore the process has lapsed and has triggered a supplementary election which closes after todays meeting.
2.   Received and noted the business arising from the November General Meeting.

Moved: Wattle Range Council, **Seconded**: Tatiara District Council

CARRIED

5   CORRESPONDENCE – INWARDS AND OUTWARDS

The LCLGA Board;

1.   Note that this correspondence also picks up any correspondence from the previous LCLGA Board Meeting in December 2022.
2.   Receive and note correspondence register to 2nd February 2023.

Moved: Naracoorte Lucindale Council, **Seconded**: Kingston District Council

CARRIED

6   LCLGA FINANCIAL REPORTS

The Executive Officer provided a verbal summary of the LCLGA finances.

Mayor Noll asked the Executive Officer to explain to the LCLGA Board what the figure the minimum cash level meant. The Executive Officer explained that the minimum cash is the amount of members equity which signifies a liability to members should the LCLGA be wound up. He also explained that the line above that in the cashflow report was a project reserve of $200,000 above that figure.

Mayor Noll asked about the LCLGA's Cyber Insurance and whether a lower premium could be negotiated with the LGASA. The Executive Officer believes the Cyber Insurance component is set up for Councils but not Subsidiaries, therefore attracting an unintentional higher premium as a distortion..

Mayor Noll asked about Sundry listings in the Profit and Loss. The Executive Officer explained that it refers to minor spending which do not fit other expenses.

The LCLGA Board:

1.   Received and noted the Report from the Executive Officer.

Moved: District Council of Robe, **Seconded**: Tatiara District Council

CARRIED

7   RECOMMENDATIONS

7.1   SAROC Representation

The LCLGA Board:

1.   Note the report from the Executive Officer.

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

CARRIED

7.2   LCLGA Committees and Outside Organisations

The LCLGA Board:

1.   Approve the changes to LCLGA committees and external appointments as detailed in the report.
2.   Engage with members on their nominations before presenting to the March 2023 Board Meeting for approval.
3.   Provide LCLGA nomination to Group Training and Employment and AC Care Boards but notify them that in future, the LCLGA will not be nominating a director on their Board.

Moved: Naracoorte Lucindale Council, **Seconded**: Tatiara District Council

CARRIED

7.3 Connected and Active Communities Project

The LCLGA Board:

1. Authorise the Executive Officer to negotiate with the ORSR to develop the Connected and Active Communities Project in the Limestone Coast, leveraging the annual funding Councils currently provide to the StarClub program over the next three years.

Moved: District Council of Robe, **Seconded**: Tatiara District Council

CARRIED

7.4 Strategic Plan Reset and Business Plan

The LCLGA Board:

1. Note the planning and process to test and develop a new Strategic and Business Plan.

Moved: Tatiara District Council, **Seconded**: District Council of Grant

CARRIED

7.5 LCLGA Charter Review

The LCLGA Board:

1. Approve the release of the proposed charter to the LCLGA's Constituent Councils for review and approval.

Moved: Naracoorte Lucindale Council, **Seconded**: Wattle Range Council

CARRIED

7.6 Regional Mobile Infrastructure Inquiry

The LCLGA Board:

1. Approve the LCLGA to work with the Limestone Coast CEOs to make a submission to the ACC Regional Mobile Infrastructure Inquiry.

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

CARRIED

7.7 Radiation Treatment Facility at Mount Gambier Hospital

The LCLGA Board:

1. Support the City of Mount Gambier Advocacy for the establishment of a Radiation Treatment Facility in the Limestone Coast Region.
2. Notes the LCLHN concerns about operational costs and staffing.

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

CARRIED

8 REPORTS

8.1 LCLGA President

Mayor Martin OAM talked to the report tabled in the Agenda.

8.2 Local Government Association of South Australia (LGASA)

Mr. Jury, CEO of LGASA provided a verbal report to the LCLGA Board. Mr Jury spoke about a range of matters, including advocacy, constitution review, the breaking news on the procedural matters with the AEC and the engagement with regions and regional LGA's with SAROC.

8.3 Executive Officer

Report from Mr. Wright. Introduction to Destination Development Manager, Kate Napper and Emma Herring, Destination Development Co-ordinator to the LCLGA Board.

9 LCLGA SUB-COMMITTEE MINUTES

9.1 Roads and Transport Management Group.

9.2 Tourism Management Group.

10 OUTSIDE COMMITTIES ORGANISATIONS

Reports were provided by the Regional Development Association Limestone Coast, South Australian Coastal Care Alliance and Heritage Advisory Service.

Mr. McKay, Regional Director at the University of South Australia provided a verbal update to the LCLGA Board.

11 OTHER BUSINESS

11.1 Mayor Ruffell

Mayor Ruffell mentioned an upcoming meeting she was attending on 21st March 2023 as an opportunity for some shared advocacy.

12 KEY DATES AND NOTICE OF MEETINGS

Date	Meeting	Location
19th Jan 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
10th Feb 2023	LCLGA AGM & GM	District Council of Robe
2nd-3rd Mar 2023	Strategic Planning Workshop and Dinner	District Council of Grant
16th Mar 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
31st Mar 2023	LCLGA GM	District Council of Grant
11th May 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
16th Jun 2023	LCLGA GM	Tatiara District Council
20th Jul 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
11th Aug 2023	LCLGA GM	Naracoorte-Lucindale Council
21st Sep 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
13th Oct 2023	LCLGA GM	Kingston District Council
08th Dec 2023	LCLGA GM	City of Mount Gambier

13 MEETING CLOSED

Meeting closed at 12.30pm

The next LCLGA General Meeting is to be held at District Council of Grant on Friday, 31st March 2023. Acceptances and apologies to admin@lclga.sa.gov.au **or Phone 8723 7310.**

_____   _____

President's Signature   Date

7.0   MATTERS ARISING FROM THE MINUTES – ACTION SHEET

		ACTION LIST	DUE DATE	STATUS
		31st March 2023		
	7.1	Advise the LGASA that Mayor Des Nolls was elected Vice President of the LCLGA and was also nominated toSAROC	10th Feb 2023	Completed
	7.2	Seek confirmation of nominations to the revised LGASA Committees.		Completed
	7.3	Write to ac.care and GTE to advise them LCLGA will cease providing nominations to their Boards.		Completed
	7.4	Negotiate with ORSR a new funding agreement for 2023/24		Funding secured
	7.5	Circulated the revised charter to members for review		For consideration in June
	7.6	Support the City of Mount Gambier's advocacy for the establishment of a radiation treatment facility in the Limestone Coast.	Ongoing	Enagaged in the press and with Minister Scriven
		12th August 2022		
	7.7	Recruit for an expanded Program Coordinator role, possibly at a graduate level.		PD under review
		17th June 2022		
	7.6	Develop a process and scope for future incubator projects	Feb 2023	Deferred to June
		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.		To be completed with the new Risk and Audit Committee.

8   CORRESPONDENCE

9.0 FINANCE REPORT

BACKGROUND

This report is for the current financial year to the 28th of February 2023.

Most of our funds are received within the first quarter of the financial year, where funds are received for projects beyond the current financial year those funds are held in project liabilities for future use as per funding agreements.

Auspiced projects such as SACCA have their funds transferred from project liabilities to revenue to net out their impact as expenditure occurs to avoid distorting the P&L.

Note that this report is some 28 days after the last finance report to the Board.

KEY VARIATIONS TO THE APPROVED BUDGET

The key variations from the previous report remain unchanged. That is:

- There is a variation in income and expenditure from the delayed transfer of the SMLC project in the current financial year. This will increase income and expenditure by $66k but will have a minimal impact on the profit and loss.
- The Limestone Coast Sports Academy received a three-year grant of $300K, to be spent $150K in year 1, $100K in year 2 and $50K in year 3. We are negotiating with ORSR to smooth the grant over the three years and this may mean a reduction in income in the current financial year by $50K but an increase in funds in year three by $50K.
- Project expenditure includes localis expenditure, which was accounted for separately from the business plan, hence the additional income from members in the P&L.
- Interest income is exceeding forecast since switching to the LGFA.

As signaled in the last report, we have separated out Heritage, SACC and RDALC in the expenses to improve transparency in the P&L.

We have been successful in increasing our funding to the sports project by 98% over the next three years, with the phasing and scope of the Active Communities component still being negotiated.

Overall the budget is tracking to the budgeted P&L with some minor variations, it is likely the IT budget will be exceeded due to 1) onboarding new staff and 2) need to replace our aged printer and copier.

Balance Sheet
Total assets are $1.1M, with liabilities at $344K, leaving $761K in equity. Noting that the LC Regional Sports Academy has $150K in project liabilities at the moment, if there is a carryover of funds from 2022/23 to 2023/24 this will result in an increase in project liabilities and a reduction in members' equity.

Profit and Loss
Separating pass-through expenses from programs and projects will provide more transparency on controllable expenditures.

Some of the variations in the YTD P&L relate to timing differences where expenses have been smoothed over the year, but actual expenditure is much more variable.

Total income is $163K higher than budget, $66K of this is due to the SMLC project, SACCA revenue transfers from liabilities, localis cost recovery and higher Sports funding than budget. We are also expecting a further $45K from SATC and $30K from ORSR as a further supplement to the Active

Communities project to support targeted programs for disadvantaged youth.

Insurance costs are tracking above budget, largely due to the separation of cyber insurance as discussed in the last finance report. Some of the insurance products are not fit for purpose for small local government subsidiaries.

Whilst Computing and IT is tracking slightly below budget with new staff commencing, it is expected these costs will increase and may come in higher than budget towards the end of the financial year.

Projects YTD are tracking higher than budgeted, noting the impact of the SMLC expenses.

Programs and policy is also tracking YTD higher than budget, and this is due to the allocation of RDALC, SACCA and Heritage expenses, partly an allocation issue and timing one. For example, the RDALC payments are processed in $25K transactions four times per year but accounted for as a smooth expense.

Separating these transactions into a separate budget item will address this issue.

Cashflow
Overall cashflow is tracking largely as expected as per the cashflow chart below, we are around $24K favourable to forecast, noting our opening cash was $48K higher than forecast in the Business Plan.

The outputs in the attachments for this finance report are direct from MYOB.

The following reports are attached:

1) Balance Sheet 1/7/22 to 28/02/23
2) Profit and Loss - Actual and Budget 1/7/22 to 28/02/23
3) Profit and Loss – YTD Actual and Full-Year Budget
4) Jobs Report of Income and Expenses 1/7/22 to 28/02/23
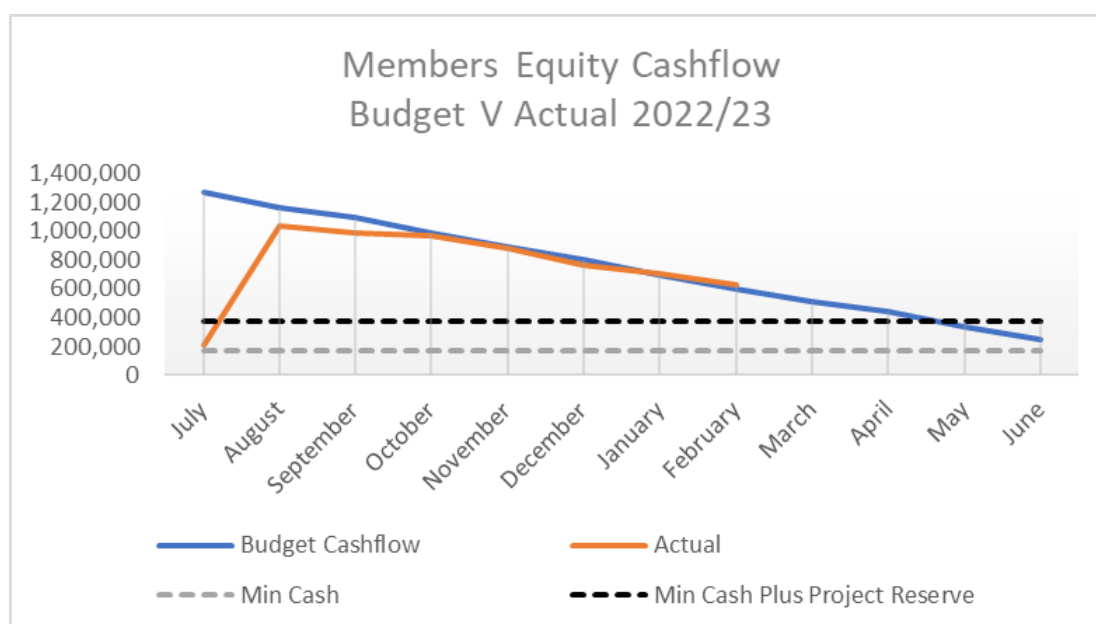
A report on projects and programs YTD income and expenditure is included in attachment four.

KEY ISSUES

This finance report is for the first eight months of the financial year. Overall income and expenditure are tracking as expected.

Attached are the following reports:

- Attachment 1: Balance Sheet as of the 30th of November
- Attachment 2: Profit and Loss Year-to-Date (YTD) Actual
- Attachment 3: Project and Programs Profit and Loss YTD and FY Budget.

RECOMMENDATION

The LCLGA Board:

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

Moved,   **Seconded,**

ATTACHMENT FOUR – YTD PROJECT, PROGRAMS AND FY BUDGET

Project, Programs & Pass Through	Income YTD	Exp. YTD	Exp. FY Budget	Net (YTD)
Destination Development	$317,437	$243,970	$373,029	$73,466
Star Club and Sports Academy	$254,864	$189,371	$224,690	$65,492
Roads		$2,420	$25,000	
Waste		$9,216	$80,000	
Economic Growth	$63,600	$0	$5,000	$51,113
Website		$851	$10,000	
Red Meat Cluster		$0	$1,200	
Heritage	$76,849	$47,036	$76,849	$36,797
RDALC	$96,255	$69,750	$96,255	$26,505
SA Coastal Councils Alliance	$52,820	$57,903	$0	-$4,493
SMLC	$66,006	$66,356	$0	-$350

LIMESTONE COAST LOCAL
GOVERNMENT ASSOC
Level 1
9 Bay Road
Mount Gambier SA 5290
0887237310

Balance sheet report

Accrual mode

28 Feb 2023

	Total
1-0000 Assets	
1-1000 Cheque Account	14,403.42
1-1555 Term Deposit 2 - 0560	33,893.88
1-1570 LGFA Account	1,040,000.00
1-3000 Trade Debtors	16,624.15
Total Assets	**1,104,921.45**
2-0000 Liabilities	
2-0001 Trade Creditors	64,304.33
2-1000 CREDIT CARDS	
2-1012 Executive Officer - 4945	(1,180.14)
2-1013 Starclub/LCRSA - 9808	151.74
Total CREDIT CARDS	**(1,028.40)**
2-3000 PAYROLL LIABILITIES	
2-3400 Leave Provisions	25,744.25
2-3401 Long Service Leave	34,971.45
Total PAYROLL LIABILITIES	**60,715.70**
2-4000 PROJECT LIABILITIES	
2-4015 LC Regional Sport Academy	150,000.00
2-4018 SA Coastal Councils Alliance	69,735.25
Total PROJECT LIABILITIES	**219,735.25**
Total Liabilities	**343,726.88**
Net Assets	**761,194.57**
3-0000 Equity	
3-8000 Retained Earnings	373,216.97
3-9000 Current Year Earnings	387,977.60
Total Equity	**761,194.57**

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Profit and loss report

Accrual mode
01 Jul 2022 - 28 Feb 2023

	Total
4-0000 INCOME	
4-0001 City of Mount Gambier	236,678.00
4-0002 District Council of Grant	108,865.00
4-0003 Wattle Range Council	180,995.00
4-0004 Naracoorte Lucindale Council	124,312.00
4-0005 District Council of Robe	62,370.00
4-0006 District Council of Tatiara	99,635.00
4-0007 District Council of Kingston	59,957.00
4-0008 SA Tourism Commission	50,925.00
4-0009 LGA SA	40,000.00
4-0013 Interest	8,850.19
4-0014 Grants (Liabilities)	68,566.56
4-0015 Sundry Income	5,878.17
4-0017 Participant Contribution	26,132.84
4-1107 SA Coastal Councils Alliance	53,820.00
4-1109 Grants	178,000.00
Total INCOME	**1,304,984.76**
Gross Profit	**1,304,984.76**
6-0000 EXPENSES	
6-0001 Advertising & Marketing	357.50
6-0003 Audit & Accountants Fees	19,763.00
6-0004 Bank Fees	389.46
6-0005 Computing & IT	18,350.82
6-0006 Consultancy	3,796.00
6-0007 Occupancy	14,489.24
6-0009 Governance	3,254.46
6-0010 Insurances	13,277.77
6-0012 Meeting Expenses	5,226.91
6-0013 Miscellaneous Expenses	3,835.87
6-0015 Printing/Stationery	1,834.22
6-0016 Projects	289,576.33
6-0018 Subscriptions	2,712.30
6-0019 Telephones	4,454.19
6-0021 Training	10,800.00
6-0022 Travel/Accommodation/Meals	7,722.92
6-0023 Vehicles - Fuel	8,821.81
6-0024 Vehicles - Leasing	23,923.33
6-0027 Programs & Policy	11,026.67

	Total
6-0028 Heritage Services	47,036.55
6-0029 Regional Development Australia LC	46,500.00
6-0030 Wages	285,704.23
6-0031 Wages - Superannuation	27,997.56
6-0032 Wages - Workcover	4,191.00
6-0033 Wages - FBT	3,633.17
6-0034 Wage - Accruals	428.83
6-0035 SACCA	57,903.02
Total EXPENSES	**917,007.16**
Operating Profit	**387,977.60**
Net Profit	**387,977.60**

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Profit and loss report

Accrual mode

01 Jul 2022 - 30 Jun 2023

		Total		
	Actual	**Budget**	**Variance $**	**Variance %**
4-0000 INCOME				
4-0001 City of Mount Gambier	236,678.00	229,886.00	6,792.00	3
4-0002 District Council of Grant	108,865.00	102,073.00	6,792.00	7
4-0003 Wattle Range Council	180,995.00	174,203.00	6,792.00	4
4-0004 Naracoorte Lucindale Council	124,312.00	117,520.00	6,792.00	6
4-0005 District Council of Robe	62,370.00	55,578.00	6,792.00	12
4-0006 District Council of Tatiara	99,635.00	99,635.00	0.00	0
4-0007 District Council of Kingston	59,957.00	53,165.00	6,792.00	13
4-0008 SA Tourism Commission	95,925.00	94,320.00	1,605.00	2
4-0009 LGA SA	40,000.00	42,009.00	(2,009.00)	-5
4-0013 Interest	11,728.97	5,004.00	6,724.97	134
4-0014 Grants (Liabilities)	68,566.56	0.00	68,566.56	-
4-0015 Sundry Income	5,878.17	48,000.00	(42,121.83)	-88
4-0017 Participant Contribution	26,132.84	0.00	26,132.84	-
4-1107 SA Coastal Councils Alliance	53,820.00	0.00	53,820.00	-
4-1109 Grants	178,000.00	168,000.00	10,000.00	6
Total INCOME	**1,352,863.54**	**1,189,393.00**	**163,470.54**	**13.70%**
Gross Profit	**1,352,863.54**	**1,189,393.00**	**163,470.54**	**14**
6-0000 EXPENSES				
6-0001 Advertising & Marketing	357.50	1,200.00	(842.50)	-70
6-0003 Audit & Accountants Fees	19,763.00	28,404.00	(8,641.00)	-30
6-0004 Bank Fees	401.21	744.00	(342.79)	-46
6-0005 Computing & IT	19,397.21	20,400.00	(1,002.79)	-5
6-0006 Consultancy	3,796.00	6,000.00	(2,204.00)	-37
6-0007 Occupancy	16,224.59	30,000.00	(13,775.41)	-46
6-0009 Governance	3,254.46	18,000.00	(14,745.54)	-82
6-0010 Insurances	13,277.77	15,996.00	(2,718.23)	-17
6-0012 Meeting Expenses	6,630.90	0.00	6,630.90	-
6-0013 Miscellaneous Expenses	4,235.87	6,000.00	(1,764.13)	-29
6-0014 Postage	0.00	480.00	(480.00)	-100
6-0015 Printing/Stationery	1,834.22	7,200.00	(5,365.78)	-74
6-0016 Projects	294,376.81	335,256.00	(40,879.19)	-12
6-0017 Seminars	0.00	6,000.00	(6,000.00)	-100
6-0018 Subscriptions	2,746.84	1,920.00	826.84	43
6-0019 Telephones	5,235.30	7,200.00	(1,964.70)	-27
6-0021 Training	10,800.00	8,592.00	2,208.00	26
6-0022 Travel/Accommodation/Meals	8,977.73	12,000.00	(3,022.27)	-25

	Actual	Budget	Variance $	Variance %
			Total	
6-0023 Vehicles - Fuel	9,598.85	20,160.00	(10,561.15)	-52
6-0024 Vehicles - Leasing	26,749.85	40,656.00	(13,906.15)	-34
6-0026 Vehicles - Repairs/Maintenance	0.00	1,200.00	(1,200.00)	-100
6-0027 Programs & Policy	17,483.71	128,412.00	(110,928.29)	-86
6-0028 Heritage Services	51,580.65	-	51,580.65	-
6-0029 Regional Development Australia LC	69,750.00	-	69,750.00	-
6-0030 Wages	320,274.39	515,952.00	(195,677.61)	-38
6-0031 Wages - Superannuation	31,627.44	52,620.00	(20,992.56)	-40
6-0032 Wages - Workcover	4,033.56	4,980.00	(946.44)	-19
6-0033 Wages - FBT	3,633.17	0.00	3,633.17	-
6-0034 Wage - Accruals	428.83	0.00	428.83	-
6-0035 SACCA	57,903.02	-	57,903.02	-
Total EXPENSES	**1,004,372.88**	**1,269,372.00**	**(264,999.12)**	**-20.90%**
Operating Profit	**348,490.66**	**(79,979.00)**	**428,469.66**	**536**
Net Profit	**348,490.66**	**(79,979.00)**	**428,469.66**	**536**

10.1 SATC RTO STRUCTURE REVIEW

BACKGROUND

In 2012 the state government in SA withdrew its funding for regional tourism organisations. This followed a period where these organisations had a sustained period of publicly criticising the department and Minister.

One of the outcomes of this withdrawal of funding was a myriad of new models that emerged in various regions to support tourism activities and the local tourism industry.

In most regions, local operators have taken the initiative to form their own bodies and receive funding from their members, SATC and some sponsorship from stakeholders such as Councils. Often the local RDA is also involved in the delivery of Tourism related projects.

In the Limestone Coast Local Government are the key investors in marketing our region. In our Destination Development Strategy, it includes bringing our tourism operators together to create a single operator voice for our region and opportunities for co-investment in marketing for our region.

At the moment, there are over 20 different local organisations that engage with the tourism market in the Limestone Coast.

The SATC has consistently fed back to us that they really like our model because of the way we progress our region's strategy.

The SATC, under guidance from the new Minister and CEO, are reviewing the effectiveness of regional tourism strategies and structures and the value they generate from their investment in Regional Tourism Operators.

They have engaged a consultant to undertake this review from NSW.

As part of the scope they are considering the structures from other states and in particular, how Adelaide can be a hub for regional tourism.

They are under a tight timeline to have the report completed by the end of this financial year.

The SATC have confirmed they will continue to provide the same level of funding to regions for the 2023/24 financial year, indexed to CPI, but beyond that, it will depend on the outcomes from the review.

We are in the process of reviewing the Destination Development Strategy and will complete this work following the SATC review so we can properly assess our alignment and available resources with the recommended pathways.

KEY ISSUES

The current structures for regional tourism emerged after the state government created a vacuum in regions in 2012.

Each region has developed its own strategy based on its needs and engagement from the industry.

The Limestone Coast is unique as our response has been led by Local Government, and our operators becoming fragmented.

Part of the DDS is to bring our operators together into a cohesive group.

A possible key issue will be a push from TickSA (who act on behalf of its members who are dominated by metro) and Adelaide-based operators to draw regional investment into Adelaide to establish this "hub and spoke" approach.

We will need to engage and scrutinise this strategy carefully to ensure we have a workable model for our region, especially as markets re-emerge following covid we may find our key origin market increasingly becomes Victoria and Western Victoria. These are certainly growth markets for us.

It will be prudent to ensure we feed into the evaluation process the importance of cross-border communities and differences in origin markets and partnerships.

It was also interesting to note the discussions among Regional Chairs at the last meeting. It will be important for the state government to enrol the support of these Chairs and regional RTO's in this process and the outcomes. A number of regions commented that following the review and reduced funding in 2012, they disconnected from the state government and undertook their own regions' activities independent of state government.

RECOMMENDATION

It is recommended that LC LGA Board:

1. Note the background information on the SATC review of RTO structures and funding.

Moved,   **Seconded,**

10.2 CONNECTED AND ACTIVE COMMUNITIES

BACKGROUND

The LCLGA and ORSR have been in partnership for over 10 years. With the ending of the STARCLUB Field Officer Program (SFOP), all regions in South Australia, except for the Limestone Coast and Port Lincoln, have not been offered any further Sport and Recreation project funding at this stage.

The Connected and Active Communities Project is being piloted in our region, due to the success of the LCLGA in delivering outcomes for the ORSR via StarClub and the Sports Academy.

In the past 8 years, the StarClub Field Officer has delivered the following for the Limestone Coast
- Consistently the best-performing region in the state, with the highest percentage of Fully recognised STARCLUBS members in the state.
- Provided hundreds of clubs with Funding, Governance, Coaching and Education support.
- Over $3.5 million of Government funding has been injected into our region through Grant Funding Rounds in that time. The SFOP has provided clubs with the support and knowledge to ensure better grant applications are being submitted.
- Provided support to councils to ensure their clubs are sustainable and safe for families.

We have been working with the ORSR to gain a better understanding of the objectives of a Connected and Active Communities (CAC) project.

The outcomes sought for the CAC is for South Australians to feel supported and motivated to participate in sport and active recreation opportunities within their own community.

The project adopts a place-based approach to bring together communities to co-design and deliver initiatives, with a focus on existing community assets to increase connections and activity within communities.

The focus is on:
- Use of community facilities.
- Understanding the diversity of communities and who does and does not engage in physical recreation.
- Understanding who are the opinion leaders within communities.
- Help people find their communities within the region for recreational opportunities.
- Support clubs and upskill members in activities such as mental health support and suicide prevention.
- Assist clubs in improving revenue by accessing new members and communities and better use of assets.
- Help different communities access scarce assets at low-demand times.
- Increase sporting opportunities for communities which are not win at all costs but are much more about participation and connection between people.
- Support leadership development in sports, including governance, succession planning, equity and inclusion.
- Support volunteers.
- And a new requirement, working with disadvantaged youth to enable them to engage successfully in sport.

The proposed investment from the ORSR is $125K pa for three years, with the Councils investing their StarClub contribution to the program and inkind support from the LCLGA (office etc).

There are additional funds to support the new requirements as well as the funding for this program.

This is in addition to the $300K we have secured for the Sports Academy over the next three years.

The next steps are to seek our member Council's input into these areas to ascertain approaches, leverage existing knowledge and capability, and identify knowledge gaps.

KEY ISSUES

The StarClub has been a very successful program for the Limestone Coast.

Due to our performance, the ORSR want to partner with us to develop and deliver a Connected and Active Communities project.

The broad scope is now emerging, and we need to engage with our members to seek feedback and to understand our region's knowledge in the above areas.

RECOMMENDATION

It is recommended that LC LGA Board:

1. Note the development of the Connected and Active Communities project.

Moved,   **Seconded,**

10.3 ADVOCACY AGENDA

BACKGROUND

The LCLGA Advocacy Agenda was developed to focus our region's attention on our highest priorities, noting that Mayors, CEO's and the LCLGA all have opportunities to engage intentionally or opportunistically with stakeholders and leaders to create an aligned and consistent narrative around our priorities.

We were the first regional LGA to develop this tool, and it has had a positive impact on our collective engagement.

Our advocacy agenda has been presented (sometimes multiple times) to local members and government. When Community Cabinet attended Mount Gambier, our Agenda was provided to Cabinet before we met with them, and it was then the centrepiece of our presentation to them.

It was telling that when the Hon. Tony Passin MP attended the Kingston LCLGA Board meeting, he had our agenda with him and proceeded to address each item on our agenda.

The LGASA commented they appreciated us developing the Agenda as it allowed them to see emerging issues and provided support for some of our local issues that also had a State focus, such as housing.

Interestingly, when we developed the attached agenda, the Member for McKillop, the Hon. Nic McBride MP was at the Board Meeting where it was presented and joined us in debating to clarify our issues.

This was commented to me by the Hon. Clare Scriven, she would have liked a similar opportunity to engage with us in the development of our agenda.

Through developing the agenda, others included it in their own agendas, and it has been an effective context-setting piece.

When considering our advocacy agenda it is now time to update and validate our priorities for the next period.

In terms of the current agenda, we should note the current state of each of these items:

Topic	Outcome Sought	Current Situation
Regional Vocation Training	- Develop a Vocational Training Strategy for each region. - Appoint a local, regional TafeSA Board, made up of industry and regional representatives, to ensure TafeSA's training reflects regional priorities. - Enable portability of TafeSA funds across state borders so students can easily cross the border for Tafe / vocational training. - Improve funding or more efficiently allocate funding for required vocational training	- Review of TafeSA - Funding for a new technical College at TafeSA Mount Gambier. - Cross border commissioner and government aware of funding portability, no resolution to date.
Sustainable Coastline And Infrastructure	- Provide investment in longitudinal studies into coastal environments for better modelling to support decision-making. - Resource or reallocate resources to The Coastal Protection Board to adequately undertake measurement and modelling to inform risk-based sustainable decisions on coastal strategies. - Increase funding & grant programs to address coastal community assets and infrastructure investment for the Coastal Councils in the Limestone Coast.	- Continuing process via SACCA. - Raised issues in submissions and presentations - LGASA is now engaging in Coastal issues. - Regional priorities strategy contingent on the shared coastal study. - Local members briefed on priorities.

Fire prevention - in particular, funding to clear roadside veg.	• Clarify responsibilities under the Act (not departmental guidelines) for maintaining roadside vegetation on DIT Roads. • Provide sufficient funding and resources to ensure roadside vegetation is managed to reduce risks from wildfire. • Additional support from CFS to work with Councils to identify high-risk assets and preventative strategies, such as participating in controlled burns on agreed Council controlled assets.	• Engagement with CFS did not yield results. • The landscape board developed a proposal to manage roadside vegetation.
Cross Border Commissioner	• Establish a Cross Border Commissioner role for South Australia to improve the representation of Cross Boarder issues with the government and to remove barriers that cause an unnecessary burden.	• Cross Border Commissioner appointed.
Housing For All	• Resolve the issues through a coordinated approach from agencies at all levels of government. • Explore tax and other arrangements to de risk private sector investment in regional housing. • Investigate and determine the backlog of maintenance on Housing SA properties and steps required to address the problem. • Support the development of a Regional Housing Strategy. • Support changes in funding models to allow smaller regional projects to access grants and financial support.	• Progress being made with the State Government's announcement of investment in housing. • SAROC and RDA investigate a range of options and developed the Housing Tool Kit. • Continued advocacy in various forums to continually reinforce the challenge.
An Effective Green Triangle Freight Action Plan	• Lead the review of the GTFAP to ensure effective and clear governance responsibilities, creating clear terms of reference and balanced outcomes.	• The SA State Government have taken control of the management of the GTFAP.
Priority Roads Funding	• Improve and increase Federal and State government funding for priority regional roads based on regional priorities. • Review the changes to the SLRP process to ensure individual projects are linked to regional road priorities. • Improve feedback loops on grant applications for continuous improvement.	• Various engagements, including SAROC regional roads planning. • Continuing to provide feedback on the new SLRP process via Regional Executive Officers. • Limestone Coat submissions to SLRP continue to be aligned with the regional transport plan. • Disconnect between funding gap and projects for implementation.
Water Management Security and Assets	• Commit to maintenance and upgrade of bridge & drainage infrastructure.	• Have engaged with the Drainage Board to understand their gaps and issues. • They have a new asset management plan being completed which will provide information on the funding shortfall to sustain these assets.
Building The Region's Economic Capability	• Provide a more balanced allocation of state funding to the Limestone Coast and a recognition of the significantly untapped opportunity the region represents to the state. • Encourage the government (State and Federal) to support projects in safe seats.	• Refresh the economic growth strategy. • Presented opportunities (current to members and cabinet)
Mobile Phone Blackspot & Internet Connectivity	• Ensure all Limestone Coast routes and communities are up to modern standards from Limestone Coast residents, transport providers and tourists • Provide significant investment in partnership with the federal government to identify blackspots and ensure priority coverage.	• Submissions made. • Issues raised in a variety of forums, such as Tourism with the former Premier and Ministers. • Telstra now investing significant resources to design an engineering solution for the Limestone Coast Region.

Since this agenda was developed, there are new issues which have been raised but are not currently included, such as Regionalisation, Radiation Treatment, Circular Economy and others which may be priorities of the new board and elected members.

It is proposed that the Advocacy Agenda be updated, and as part of that process, we invite Local Members to engage in the agenda before it is finalised.

This could be done with some meetings with CEOs and Mayors with local members to discuss our priorities for our region.

KEY ISSUES

Keeping our advocacy agenda up to date will assist in focusing the efforts of our members and the LCLGA on the matters we are seeking to progress.

The conversations with local members are also an important part of the process of enrolling them as supporters and allowing them to provide contrary points of view or new insights.

It is proposed to develop and confirm our new agenda over the next few months, including engagement with local members, before finalising with the Board and engaging with elected members at the proposed strategic planning workshop in September.

In the meantime, we will continue to use the current agenda in meetings and advocacy items.

RECOMMENDATION

It is recommended that LC LGA Board:

1. Note the advocacy agenda and commence (at this meeting and after) feedback to the LCLGA Executive Officer new advocacy items to be included for consideration.

Moved,   **Seconded,**

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LIMESTONE COAST REGIONAL VOCATIONAL TRAINING

Access to post-school education is a critical resource in any community, especially in regional Australia, as we seek to build our economic capacity and provide genuine career paths for our youth who may wish to pursue careers in their home region.

The following issues have been identified and include: vocational training becoming increasingly more centralised and remote from the regions, a lack of local decision making in TafeSA on courses, alignment with needs and resource investment, the provision of vocational training does not seem to have a cogent strategy for our region and there seem to be a high reliance on the market to sort out the provision of services rather than a planned approach based on need and future requirements.

The LCLGA seek Government commitment to:	Stakeholders	Approach
> Develop a Vocational Training Strategy for each region.	> Minister Education	> Engage with SAROC to highlight regional vocational training as a priority and to influence and support their advocacy strategy – including Minister engagement
> Appoint a local, regional TafeSA Board, (similar to Landscape SA) made up of industry and regional representatives to ensure TafeSA's training reflects regional priorities.	> Member Mount Gambier > Member MacKillop > TafeSA Board > Regional employers – especially group training providers	
> Enable portability of TafeSA funds across state borders so students can easily cross the border for Tafe / vocational training.	> Regional educators	> Brief and engage with local MPs, opposition and even cross border MP's in Western Victoria
> Improve funding or more efficiently allocate funding for required vocational training		> Engage with Group Training Providers to ensure there is a strong evidence base for the advocacy

* We note that SAROC has now picked up advocacy for Regional Vocational Education and to support the role of TafeSA in regional communities.

SUSTAINABLE COASTLINE AND INFRASTRUCTURE

The task of protecting and maintaining the Limestone Coast coastal assets is beyond the funding capacity of Coastal Councils. Recently at an LCLGA Board meeting, when discussing our support for the South Australian Coastal Councils Alliance (SACCA), the Board resolved that coastal and non-coastal Councils in the Limestone Coast would support SACCA, recognising that we all benefited from a healthy and sustainable coastline.

The LCLGA seek Government commitment to:	Stakeholders	Approach
> Provide investment in longitudinal studies into coastal environments for better modelling to support decision making.	> Minister Environment and Water	> Auspice SACCA and engage in influencing priorities and directions
> Resource or reallocate resources to The Coast Protection Board to adequately undertake measurement and modelling to inform risk-based sustainable decisions on coastal strategies.	> Coast Protection Board > Department for Environment and Water > South Australian Coastal Alliance (SACCA)	> Direct communications with the Minister and department on priorities
> Increase funding & grant programs to address coastal community assets and infrastructure investment for the Coastal Councils in the Limestone Coast.		> Develop a Limestone Coast Regional Coastal Priorities Strategy > Brief local members on priorities (Councils reinforced by LCLGA)

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FIRE PREVENTION - IN PARTICULAR, FUNDING TO CLEAR ROADSIDE VEG.

Under the Local Government Act 1999, local councils in South Australia are responsible for managing, in an ecologically sustainable manner, many thousands of hectares of native vegetation on roadsides.

However, fire prevention, especially in road reserves, has a lack of clarity of responsibility and whilst planning may seem ok progressing to work has been problematic.

The LCLGA seek Government commitment to:

> Clarify responsibilities under the Act (not departmental guidelines) for maintaining roadside vegetation on DIT Roads.
> Provide sufficient funding and resources to ensure roadside vegetation is managed to reduce risks from wildfire.
> Additional support from CFS to work with Councils to identify high-risk assets and preventative strategies, such as participating in controlled burns on agreed Council controlled assets.

Stakeholders

> Minister Environment and Water
> Minister for Infrastructure and Transport
> Zone Emergency Management Committee
> Bushfire Management Committee
> LGASA
> Department Infrastructure and Transport
> CFS

Approach

> Direct communications with the Minister, CFS and DIT
> Brief local members on priorities
> Seek support from the Zone Emergency Management Committee
> Identify and remove barriers to CFS and Councils collaborating on fire fuel reduction activities

CROSS BORDER COMMISSIONER

Communities have sought such a role for someone to advocate for and assist people living in cross border communities for decades. Mount Gambier MP Troy Bell tabled a motion in parliament over two years ago for the role to be created. This has been an agreed priority for some time for Limestone Coast Councils, and during Covid-19 the flow of information and representation with the SA Government compared to the information and representation from the Vic Border Commissioner has highlighted the need for a SA Cross Border Commissioner.

The LCLGA seek Government commitment to:

> Establish a Cross Border Commissioner role for South Australia to improve the representation of Cross Board issues with the government and to remove barriers that cause an unnecessary burden.

Stakeholders

> Member Mount Gambier
> Member MacKillop
> Victorian Cross Border MPs
> Victoria Cross Border Commissioner
> Cross Border Call Out Advocacy Group

Approach

> Support Local Members call for a Cross Border Commissioner
> Direct communications with the Department of the Premier and Cabinet; and opposition
> Brief local members on priorities

LCLGA ADVOCACY AGENDA 2022

HOUSING FOR ALL

One of the biggest challenges facing the Limestone Coast is a lack of social and affordable housing, with each Council facing their challenges for social and/or affordable housing.

The issues are incentives to invest and financing risk, lack of builders and trades, grant and investment funding scale and the outsourcing of social housing is failing to meet demand in regional areas with the housing stock being poor.

The LCLGA seek Government commitment to:	Stakeholders	Approach
› Resolve the issues through a coordinated approach from agencies at all levels of government. › Explore tax and other arrangements to de risk private sector investment in regional housing. › Investigate and determine the backlog of maintenance on Housing SA properties and steps required to address the problem. › Support the development of a Regional Housing Strategy. › Support changes in funding models to allow smaller regional projects to access grants and financial support.	› Minister Human Services (State) › Department Infrastructure and Transport › Minister Housing & Minister Homelessness, Social & Community Housing (federal) › Member Mount Gambier › Member MacKillop › Member Barker › Construction Industry (local & state) › Master Builders SA	› Recognising that a lot of good work has already been done by our members and it is now also elevated at SAROC. Our role, therefore, is one of reinforcing and supporting and not seeking to undermine or reset the work already being done. › Direct communications with the relevant Minister and Departments – as agreed with members › Brief local members on priorities (Councils reinforced by LCLGA) › Support LGASA in the development of a Regional Housing Policy and their advocacy › Seek more flexibility when we identify more restrictions for regional initiatives/ investments

AN EFFECTIVE GREEN TRIANGLE FREIGHT ACTION PLAN

The Green Triangle Freight Action Plan is a Victorian and SA State Government Plan. The purpose of the Plan is to develop a transport infrastructure investment and regulatory framework to address the growing freight requirements of the region. Victoria has dominated the governance and process and consequently gained the lion's share of the benefits from the funding from the Plan.

The LCLGA seek Government commitment to:	Stakeholders	Approach
› Lead the review of the GTFAP to ensure effective and clear governance responsibilities, creating a clear term of reference and balanced outcomes.	› Minister for Infrastructure and Transport › Green Triangle Freight Action Group › Department Industry and Transport › Victorian Government › Victorian Local Government areas › National Heavy Vehicle Regulator › Green Triangle Forest Industries Hub › Local industries that rely on cross border freight	› Direct communications with the Minister and DiT › Brief local members on priorities (Councils reinforced by LCLGA) › Work with DiT to improve the governance and operations of the Green Triangle Freight Action Plan › Engage with Western Victorian Councils to ensure a balanced outcome is achieved.

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PRIORITY ROADS FUNDING

A recent review of the Limestone Coast Roads Database has identified over $27 million in priority road work upgrades over the next five years. However, we expect that based on historical funding, the Limestone Coast Region will be around $10m short of the needed funding to upgrade our priority roads based on the recently updated Limestone Coast Road Transport Plan.

The LCLGA seek Government commitment to:

> Improve and increase Federal and State government funding for priority regional roads based on regional priorities

> Review the changes to the SLRP process to ensure individual projects are linked to regional road priorities

> Improve feedback loops on grant applications for continuous improvement.

Stakeholders

> Local Government Transport Advisory Panel

> LGA SA

> State and Federal Ministers

> DiT

> Grants Commission

Approach

> Direct communications with LGTAP and LGASA

> Brief local members on priorities (Councils reinforced by LCLGA)

WATER MANAGEMENT SECURITY AND ASSETS

The Limestone Coast region has a network of drainage & bridge systems designed to move surface water from the land to enhance agricultural productivity. The drainage scheme, which commenced in the mid-1800's, has seen the installation of over 800 bridges and culverts across the Limestone Coast.

This infrastructure, which is valued at more than $200 million, is currently not being renewed or maintained adequately.

The LCLGA seek Government commitment to:

> Commit to maintenance and upgrade of bridge & drainage infrastructure

Stakeholders

> Minister for Infrastructure and Transport

> Minister Environment and Water

> Minister Primary Industries and Regional Development

> Department for Environment and Water

> South East Water Conversation and Drainage Board

> Department Primary Industries and Regions

Approach

> See if this is a state issue via the Regional LGA's

> Direct communications with Ministers

> Brief local members on priorities (Councils reinforced by LCLGA)

> Seek a briefing from the South East Water Drainage Board.

> Engage with the South East Water Drainage Board on priorities

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BUILDING THE REGION'S ECONOMIC CAPABILITY

The Limestone Coast Regional Growth Strategy highlights that a well-coordinated, collaborative, and strategically focused effort can set the Limestone Coast region on the path to deliver a 20 per cent lift in economic performance, adding $700 million in growth annually and more than 5,700 new jobs by 2026. The Strategy highlights six priority areas:

1. Invigorate the working-age population
2. Building on the region's competitive advantage in agribusiness
3. Capturing employment opportunities in growing sectors like healthcare and social assistance
4. Supporting the development of a vibrant business ecosystem

5. Region-wide collaboration to develop a more coordinated tourism market
6. Securing investment to deliver regional infrastructure priorities enabling growth.

The Limestone Coast is seen as being remote from Adelaide and Melbourne. Other areas of the state, with less opportunity for growth, are attracting funding to support flagging economies.

The opportunity for accelerated growth and increased contribution to the states GDP in the Limestone Coast is largely ignored by State and Federal Government. We routinely receive less per capita funding than other parts of the state.

The LCLGA seek Government commitment to:	Stakeholders	Approach
› Provide a more balanced allocation of state funding to the Limestone Coast and a recognition of the significant untapped opportunity the region represents to the state. › Encourage government (State and Federal) to support projects in safe seats.	› Minister for Primary Industries and Regional Development › Department Treasury & Finance › Member Mount Gambier › Member MacKillop › Member Barker › Regional Development Limestone Coast	› Facilitate the refreshment of the economic growth strategy with a wide community and business engagement strategy. › Engage with local members and provide evidence of the growth opportunities. › Run economic growth forums for the region › Highlight the disadvantage of having safe conservative seats

MOBILE PHONE BLACKSPOT & INTERNET CONNECTIVITY

Mobile Phone Blackspots currently exist along several main freight and commuter corridors in the Limestone Coast. Lack of adequate mobile phone coverage & internet connectivity leaves drivers and farmers at risk, communities & businesses without connection and tourism opportunities missed.

We note that SAROC has now picked up advocacy for Mobile Phone Blackspot funding.

The LCLGA seek Government commitment to:	Stakeholders	Approach
› Ensure all Limestone Coast routes and communities are up to modern standards from Limestone Coast residents, transport providers and tourists › Provide significant investment in partnership with the federal government to identify black spots and ensure priority coverage	› Member Barker › Minister Communications, Urban Infrastructure, Cities and the Arts › Minister for Infrastructure and Transport (state) › Member Mount Gambier › Member MacKillop	› Engage with SAROC to highlight mobile phone blackspot & internet connectivity as a priority › Brief and engage with local MPs to obtain support › Explore the possibility of a Regional Priority Plan

10.4 STRATEGIC PLAN RESET AND BUSINESS PLAN 2023/24

BACKGROUND

Following the strategic planning workshop there were a number of directions which emerged:

1) With Kingston and Robe unable to attend the workshop, there was concern that they needed the opportunity to influence the strategic plan reset, which could lock them into a pathway they may not support.
2) It was noted that there was a disconnect between the LCLGA with elected members. Whilst we regularly engage with Mayors and CEOs, we do not frequently engage with elected members or staff outside of our working groups.
3) It was proposed and accepted at the workshop that we do not finalise the strategic plan until we run a workshop for all elected members and provide an opportunity for them to influence the direction of the LCLGA, the timing of this was discussed and September was the month nominated for this workshop.
4) Completing a number of projects in 2023/24 was highlighted as a priority.
5) Following the strategic planning workshop, if there is a significant shift in direction, we can always amend the business plan.
6) There are a number of emerging pieces of work which also impact how we focus on the value we generate; for example, the materials recycling project may or may not result in a further piece of work to conclude a business case, the SATC review of RTO's may have a significant impact on our own Destination Development Strategy, the Development of the Connected and Active Communities project may have a significant impact on how we deliver this strategy, and indeed the Regional Sports Academy pathway and governance structures are also being reviewed.

The question of aspirations, legacy and our why for the Board was explored, and the following feedback was provided from participants:

- To make a difference, to grow / provide a better region and community (to leave it in a better place),
- Community-focused, addressing issues, creating prosperity and quality of life, LC an attractive place to live and recognised for it,
- Recognised as a strong voice/advocate for our communities,
- Leading the way as a change maker linked to environmental sustainability,
- Doing and not talking – achievement-focused,
- Quality and not quantity – making the most of available resources,
- Working together for the common good – we network, share, create more by being together,
- Exceed the communities expectations,
- Focus on the community's quality of life – happy, resilient and connected communities,
- Be a catalyst for change,
- Leaders in collaboration (disruptor) not diluted,
- Increase population and unlock our untapped potential,
- Connect our community to be the best it can be – safe, secure and prosperous an the LCLGA elevates this goal and become a collective multiplier effect.
- Amplifying voices and actions; creating an outcome that is greater than the sum of our individual parts.
- Regional and economic growth (including visitation)
- LCLGA is a cohesive group working together for great outcomes for the region.
- Regional brand and recognition.
- Taking the community on a journey to excite and be proud.
- If we don't do this we die economically
- Catalyst of growth
- Creating places to live, work and play
- Building diversity.

The group was also asked to consider what outcomes we should seek and how they should be focused.

The response was very focused on the now, with the underlying theme of completion and delivery:

1) The MRF governance review
2) The economic growth strategy refresh
3) Engage more publically in the advocacy agenda
4) Assess required resources and secure the needed support to progress projects

This response supports the direction to complete the strategy reset work with Robe, Kingston and to engage elected members in the process.

Our Why

The current Why is "collectively building stronger communities". The feedback from the workshop was to strengthen this and make it more active and focused on delivering. As can be seen from the above feedback, there is a strong theme of activation, collaboration, being seen to be active, and connecting our members to generate greater outcomes. There was also a greater sense of elevating community outcomes in the discussion and feedback.

More work needs to be done on our why between now and September and to also provide an opportunity for all our members to be engaged in this discussion.

Focus Areas

The following proposed focus areas emerged from the workshop:

- Waste management – circular economy
- Housing with associated infrastructure issues such as water and power.
- Coastal Management – regional coastal plan
- Roads and Infrastructure – including GTFAP
- Mobile Blackspots – digital connectivity
- Regional Growth – including visitor economy
- Sports

When asked to prioritise these areas, the following themes were prioritised

- Infrastructure (including circular economy)
- Economic growth
- Community

With more visible advocacy as an enabler

Business Plan

The Business Plan is the annual operationalisation of the strategic plan, and whilst the strategic plan hasn't been reset, I have taken the themes from the workshop and included them in the plan as they relate to the completion of projects and reviews.

Over the last two years we have done a lot of work to narrow our focus and this theme is also repeated in the business plan.

It is proposed to review the business plan after the strategic planning workshop and adjust it as needed for board approval.

Importantly, as per the workshop feedback, we will focus the activities of the LCLGA on areas to provide the greatest value.

The proposed increase in members' subscriptions is aligned with the financial viability plan as approved by the former board. We are continuing to treat these increases as nominal rather than real, noting that with some delays in replacing staff in 2023/24 we expect that our starting cash will be stronger then forecast. This will however be consumed pretty quickly as we allocate $50K to undertake the Economic Growth Strategy Reset investment from members equity.

The costing of increasing the vacant admin project role to a higher level project manager role have been included for information but not embedded in the budget. This follows feedback from CEO's that we need to increase our resources to improve our project delivery capability.

If approved for release to members, we will tidy up the formatting and presentation of the Plan and then circulate it to our members for wider consultation.

I am happy to attend any Council meetings to present the Plan.

KEY ISSUES

This is a draft plan derived from the information obtained at the February Board Planning Workshop.

The sought-after increase is in line with the Financial Sustainability Plan approved in the 2021/22 Business Plan.

Feedback is sought from members on the Plan before it is finalised for approval in June 2022.

RECOMMENDATION

It is recommended that the LCLGA Board:

1. Provide feedback on the draft 2023/24 Business Plan.

2. Approve the draft plan, with any suggested amendments, for release to our members for consideration.

Moved,   **Seconded**

Carried

LCLGA BUSINESS PLAN 2023/24

Business Plan Context

The 2023/24 Business Plan is the operationalisation of the Strategic Plan. However, there has been a significant change in Mayors in the Limestone Coast following local government elections, and the strategic plan needs to be reset to reflect the priorities of our member's new representatives.

A workshop was held in March 2023, and not all members attended. It also became clear that whilst the LCLGA engages with its Board and member CEOs, we don't frequently engage with our member's Elected members or staff outside of our working groups.

This was discussed at the workshop, and decided that the LCLGA would provide an opportunity for all elected members to engage in resetting the strategic plan, which will occur in September. Following this process, if there is a significant shift in priorities and direction, we will also do a mid-year business plan reset.

The direction from our members at the workshop was very clear, concentrating on completing the MRF, Economic Growth Strategy Reset, and Road Submissions and increasing the visibility of our advocacy.

The "why" for the LCLGA is "Collectively Building Stronger Communities". However, this is also under review, and stronger themes of activation, community outcomes and being a recognised voice came through the Board and CEO workshop.

Whilst this is still the approved "Why", the nuance around intent and outcomes is included in the thinking around this business plan. The wider member strategic planning workshop will also explore and complete the why.

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 to our members.

The LCLGA represents over 136 years of collaboration by our members to deliver regional projects and gain economies of scale and effective representation. Feedback within local government is that our model is considered one of the most effective in SA and unique in Australia.

The current operating environment is the most volatile in many years. This volatility is due to the COVID-19 pandemic, government elections (Local, State and Federal), geopolitical tensions between democratic and totalitarian regimes, disruptions to supply chains, relatively high inflation and very low levels of unemployment.

The LCLGA recognises that we must 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 tradeoffs so we can continue to deliver value to 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.

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 directions for our activities to ensure we are aligned with their priorities.

External Environment

The 2020/25 Strategic Plan was developed, considering the existing and emerging factors that may influence our strategy. However, many of these environmental factors have changed significantly since 2019, when they were first considered.

This was apparent when comparing the CSIRO megatrends analysis, where several trends had changed their focus.

Noticeably the analysis of factors in our external environment that businesses should pay attention to has become much more pessimistic.

The key factors that the LCLGA have considered as being potential disruptors to our members and our business plan:

- Climate change is here now, and the only question is who will be the winners and losers.
- Land use planning, social support and infrastructure need to include flexibility to adapt to climate change.
- Geopolitical tensions and isolationist attitudes and thinking will continue to rise – leading to increasing uncertainty, insular thinking, distrust and disrupted supply chains.
- Concentration of wealth.
- Cyberwar is already in action.
- The world demand for food and protein is increasing.
- Communities are increasingly online and virtual, parallel communities.
- It's getting harder to communicate and engage with communities, but simultaneously they will demand more engagement. Information is more pull than push!
- Data, generative AI, security (continuous verification) and control of data is going to be a significant focus. It will cut across all aspects of our lives.

- The long-term impacts of Covid-19 are yet to be understood, but aside from physical health, there could be serious long-term mental health and resilience issues.
- The arms race is on (was it ever really off), and it's a race between technology, economic power and production capability. 2050 could be the tipping point.
- Democracies under threat.

We also considered some of the data from the latest census for the Limestone Coast.

The trend for migration to regional centres is continuing, creating 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.

In all of our member's areas, access to affordable housing is a significant issue from a social and economic perspective. 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 unable due to the lack of housing.

The State Government of SA has recognised this issue and plans to invest in new housing stock in regional centres.

Situational Analysis

Over the last six years, the LCLGA has successfully delivered value to our members, and for every $1 invested in the LCLGA, we have returned $5, excluding the value of indirect benefits (such as assisting in securing $3.5M in sports grants) or the efficiencies from the shared Heritage Service or Destination Development Strategy.

Despite continuing financial losses, the position of the LCLGA remains strong as we have drawn down members' 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 is wound up. In comparison, $175K is also about three months of operating expenditure ($172K), typically the minimum cash reserves recommended for an organisation.

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

Compared to 2015/16, our annual financial capacity was now around 30% weaker due to a real reduction in members fees, increased costs, and loss of Rubble Royalty funding. However, in 2022/23, 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, which is continued in this business plan.

We have reduced the number of projects and programs in recent years due to feedback from our members to focus on those activities that deliver member value.

Our members have made a significant investment in the Destination Development Strategy; with these resources available, we have been steadily implementing the approved strategy, and in 2022/23, following the departures of two staff we recruited a new team that is reviewing the strategy whilst sustaining business as usual. While recruiting new staff, we continued to invest in our online marketing and employed temporary staff to sustain activities.

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 received additional funds to support the academy over the next three years.

The StarClub program ceased in December 2023. This was a highly valued program by our members, and we are developing a new program called the Connected and Active Communities program with the Office of Racing, Sports and Recreation (ORSR).

The Strategic Local Roads Program (SLRP) continues to be an essential source of funding for Limestone Coast Regionally Significant roads which support economic, tourism and community activities.

The Limestone Coast SLRP Plan will need further review in 2023/24 to ensure our Plan is consistent with the SAROC project to map SLRP across the state.

With the review of the Limestone Coast SLRP in 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. However, we have recently struggled to find projects of sufficient value to sustain our normal road investment. This disconnection between sought-after funding and the current deficit needs further investigation to ensure we are not inadvertently creating an investment bow wave effect.

Concluding the materials recycling facility governance review and economic growth strategy resets are priorities.

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 for engaging with the 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 only take on additional responsibilities after considering the tradeoffs (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 tradeoff, and is this acceptable?
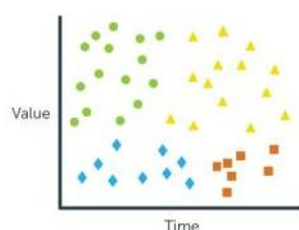
Our members, via the Board and CEOs, were asked which activities we should focus on, noting that the strategy will be reset following a member workshop in September.

The following priorities were highlighted from our workshop.

Advocacy

Be more visible in our advocacy and project a strong voice for the community on agreed priorities with our stakeholders.

Destination Strategy

Complete the review of the Destination Development Strategy (DDS) and include the outcomes from the SATC RTO review in an updated strategy.

Continue implementing the approved strategy until the review is completed and realign our approach as needed.

Regional Waste Solution

Ensure the governance review of the regional Materials Recovery Facility is completed (should be completed in 2022/23) and progress to complete the business case before seeking project-specific funding for the preferred solution.

There is $65K allocated for this work.

Roads Strategy

The Regional Roads Strategy and Database were updated in 2020/21 and continue to be a critical strategy to access funding for priority road upgrades. Over $16 million has been 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 Strategy aligns with the State database will be critical to future funding applications.

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

Update the Regional Roads Database and ensure the pipeline of works reflects the needed investment for our region.

Stay engaged with the SAROC state planning process they are developing with Legatus to ensure the interest of our region is represented.

Regional Plan

Engage with the department's planning processes as needed.

Connected and Active Communities

Work with our members to ensure the CAC program builds upon the work already done by our members and that our member's priorities are embedded within the program.

Develop additional support for vulnerable children within the CAC as per our supplementary funding.

In total, $155K of grants are available to support this project.

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.

Support our region's representatives to SACCA.

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 keep the RDALC relationship focused on Limestone Coast Councils' priorities.

Sports Academy

Sustain the operations of the Sports Academy and develop approaches to increase and diversify the sustainable funding model.

There is $180K in external funding to support this program.

LGASA Relationship

Work with the LGASA to continue to develop our working relationship. There has been a significant change in LGASA personnel and new staff with little local government experience. Growing and sustaining effective working relationships continues to be a challenge.

Resetting the Economic growth Strategy

Develop a new economic growth strategy for the Limestone Coast Region.

Whole of elected member workshop to reset the LCLGA strategic plan.

Engage with all of our members elected members in resetting the LCLGA strategic plan in September 2023.

Key Result Area

From the March workshop, the following areas of focus were identified,

- Sustainable Communities
- Economic growth
- Infrastructure

Building Sustainable Communities

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

Over the 2023/24 year, the focus is on building and supporting sustainable communities (in a local government context).

The objectives and proposed strategies in the Strategic Plan focus on advocacy, Sports Academy, Connective and Active Communities, 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 – 2023/24)

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
5) The Heritage Advisor services are valued by our members and the community

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) Sports Academy and Connected and Active Communities outcomes delivered with future governance and organisational requirements developed
4) Our members value heritage Services

Economic growth

Economic growth is the sustainable increase in living standards that deliver higher incomes, better education, health and well-being, and environmental protection resulting from a conscious and applied effort.

At its core, economic development is about improving the quality of life in our community.

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

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

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

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 – 2023/24)
1) Destination marketing strategy achieves its planned outcomes
2) A New Regional Economic Growth Strategy
3) Collaboration opportunities on cross-border projects

Performance Indicators
1) Our members are successful in attracting funds for projects
2) Federal and State Members support our member's advocacy priorities
3) Regional roads projects are approved and sought after funding achieved
4) DDS objectives are achieved
5) A Limestone Coast Economic Growth Strategy is developed

Infrastructure

Infrastructure is a crucial enabler of services and capacity within communities.

In the context of Local Government infrastructure centres around the following themes:

- Provision of waste services
- Enabling transport to occur for social, community and economic purposes
- Ensuring the built environment adds value to communities (such as land use planning, heritage and connectivity, such as blackspots.
- Improving and sustaining the functions and operations of the Council.

Objectives (Business Plan – 2023/24)

1) Regional Roads Strategy sought after funding is achieved
2) A viable waste option is developed
3) A decision is made on the viability of the Regional Materials Recovery Facility
4) The regional blackspots proposal is supported and funded

Performance Indicators

1) Roads funding received
2) Members rating of our effectiveness in keeping them and stakeholders connected
3) There is a decision on the viability of a regional MRF
4) Heritage Services are used and valued

The proposed projects and activities for 2023/24 are listed on the following pages with an indicator of which key result areas they relate to, noting that some may relate to multiple areas.

Proposed Project Schedule LCLGA 2023/24

Infrastructure	Economic	Community	Strategy	Tactics	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
✓	✓		**Complete the Regional MRF**	Report received (May/June)												
				Members commitment	▓	▓										
				Business Case Completion (if members are committed)			▓									
				Establish a delivery team				▓								
				Seek funding and prepare delivery plan - funding triggers the next step					▓							
				Implement the approved development plan (likely to be outside of the LCLGA)							▓	▓	▓	▓	▓	▓
✓	✓		**Review the Regional Waste Strategy**	Discussion paper on circular economy (lit. review)	▓											
				Workshop with the Regional Waste Steering Committee to develop new strategy		▓										
				Presented to Board for comment / approval			▓									
				Commence implementation of strategy (committee meets 1/4)					▓	▓	▓	▓	▓	▓	▓	▓
				Regular meetings of the Committee			▓		▓			▓			▓	
✓	✓	✓	**Roads and Transport Working Group**	Update the Regional Roads Plan	▓	▓										
				Prepare SLRP Submissions						▓	▓	▓	▓	▓		
				Support the regions applications for SLRP funding	▓	▓									▓	
				Regular meetings - invite DiT to engage at meetings					▓			▓			▓	
	✓		**Economic Growth Strategy**	Tender approved	▓											
				Consultants developed strategy including consultation phase		▓	▓									
				Draft Strategy Completed for comments				▓								
				Final Strategy presented for approval					▓							
				Implementation - including engaging with key stakeholders such as RDALC						▓	▓	▓	▓	▓	▓	▓
				Support funding applications for grants that align with the EGS						▓	▓	▓	▓	▓	▓	▓

Proposed Project Schedule LCLGA 2023/24

Infrastructure	Economic	Community	Strategy	Tactics	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
✓	✓	✓	**Green Triangle Freight Action Plan**	Attend meetings and engage on priorities as identified by members	■				■				■			
	✓		**Destination Development Strategy**	Deliver the DDM priorities in Marketing, Visitor Servicing, Events, Experience Development, Infrastructure Access, Governance and Collaboration and Industry Development.	■	■	■	■	■	■	■	■	■	■	■	■
				Review the DDM and adapt as needed, including the implications from the SATC review.	■								■			■
				Regular meetings - Tourism Management Group			■			■			■			■
				Support regional applications for funding that aligns with the DDM and EGS	■		■			■			■			■
✓	✓	✓	**Advocacy**	Implement the approved strategy and priorities	■	■	■	■	■	■	■	■	■	■	■	■
				Refine and improve the evidence to support advocacy priorities	■											
				Respond to consultations on behalf of our region.	■											
				Review the advocacy program											■	
				Engage with elected members on proposed advocacy items											■	■
✓	✓	✓	**Representations**	SATC Regional Chairs Meetings		■		■	■				■		■	
				Ac.Care meetings	■		■		■			■		■		
				ZEMC		■			■			■				
				Regional Executive Officers	■		■		■				■			
				SAROC	■		■		■			■		■		
				Women in Sports		■										
				Bushfire Committee				■								
				SACCA		■				■				■		

Proposed Project Schedule LCLGA 2023/24

Infrastructure	Economic	Community	Strategy	Tactics	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		✓	**Regional Sports Academy**	Nominations			X	X								
				Selection					X							
				Start of Program						X	X					
				Support Athletes and Coaches	X	X	X	X	X	X	X	X	X	X	X	X
				Work with funding partners on future program and funding				X	X	X	X	X	X	X	X	X
		✓	**Connected and Active Communities**	Scoping with members and ORSR	X	X	X									
				Implement the agreed program			X	X	X	X	X	X	X	X	X	X
	✓	✓	**Heritage Advisory Services**	Support the Advisor and members in their work	X	X	X	X	X	X	X	X	X	X	X	X
✓	✓	✓	**Improve relationship with the LGASA**	Engagement in LGASA Meetings and Forums	X	X	X	X	X	X	X	X	X	X	X	X
				LGASA CEO attends a meeting twice a year with CEO's	X	X	X	X	X	X	X	X	X	X	X	X
✓	✓	✓	**Other**	CEO Forums	X	X	X	X	X	X	X	X	X	X	X	X
				Mayors Forums	X	X		X	X	X	X		X		X	X
				Board Meetings	X	X	X	X		X	X	X		X	X	X
				Cross Boarder CEO Meetings	X								X			
				Stakeholder Engagement	X	X	X	X	X	X	X	X	X	X	X	X

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 2023/24 to receive $40,000 from the LGASA to support regional capacity-building activities, and this is very much appreciated.

The Board has adopted a position that the LCLGA should have sufficient members' equity to:

1. Cover liabilities should the association be wound up ($175K) 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.

The LCLGA has been strategically reducing its cash reserves through a real reduction in members' subscriptions since 2015. Members have also benefited from the cessation of Rubble Royalty payments which were an indirect form of income to the LCLGA and, on average, cost our members around $80K pa.

The combined impact of the loss of Rubble Royalty refunds, no real increase in subscriptions for a number of years reduced annual revenue by 30% pa from 2015 in 2021. The real increases from 2021/22 and 2022/23 as part of an approved financial viability plan have helped slow the rate of decline in members' 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, $101,55
2) Heritage Advisory Services, $80,666.
3) South Australian Coastal Alliance, $8,407.

This means 22% of subscriptions are "passed through" to other organisations.

The Destination Development Strategy (DDS) is completing the second year of implementation, so the added value is still being demonstrated and will be reviewed at the start of the 2023/24 financial year. Therefore, we have held the member's subscriptions for the DDS to 2022/23 plus 4.8%.

The Connected and Active Communities Project (formerly StarClub); and Sports Academy budgets have previously been considered jointly as they share costs and resources, with a net $1.5K contribution from members' equity.

In our programs, we have included in the budget $20,000 for the Roads and Transport Management Group to prepare the Significant Local Roads Program (SLRP) submissions for the 2023/24 financial year and to update the Roads Plan.

There are two projects included in the budget, the reset of the Economic Growth Strategy ($50K) and the completion of the Materials Recovery Project Business Case ($65K).

These projects, if they proceed, will consume the majority of the remaining project reserve and reduce members' equity to $200K (assuming starting members' equity is $320K), which is still above the minimum member's equity target of $175K.

That is acceptable but will mean we will need to recover the Project Reserve in future years.

Whilst the minimum cash position represents the costs to wind up the association ($175K), it is also very close to three months' operating expenses ($172K).

We are forecasting a net loss of $118K, noting that $115K is for one-off projects.

Without funding the two projects, the P&L would be a loss of $3K, which is consistent with our financial viability plan, which forecast we would be slightly positive in 2023/24 based on real increases, We have been applying nominal increases and driving efficiencies where possible.

Members also sought further information on the increased costs of changing the part-time Project Admin role to a full-time Project Manager Role to improve our delivery capability to free the Executive Officer to pursue other tasks such as Advocacy.

Based on an FTE salary of $100,000 (a $48k increase from the current position), this would increase our loss from $118K to $183K i.e. a $48K increase in salary translates to an increase in costs of $65K.

Based on the current distribution of subscriptions, this would mean an increase in members' subscriptions per council above the amounts indicated in the 2021 financial viability plan.

| Member Council	% Share	$
City of Mount Gambier	27.58%	$17,928
District Council of Grant	12.29%	$7,989
Wattle Range Council	20.95%	$13,615
Naracoorte Lucindale Council	14.14%	$9,191
District Council of Robe	6.65%	$4,322
District Council of Tatiara	12.00%	$7,798
District Council of Kingston	6.40%	$4,157
Total		$65,000

Financial Viability

In 2021 the Board adopted a five-year financial viability plan. As discussed earlier, this Plan followed several years of a REAL decrease in members' fees.

Cash reserves have been strategically reduced through successive losses. This is an appropriate strategy as the LCLGA should have minimal reserves of members' equity above its need to deliver services and projects for its members. However, there is a risk in such a strategy that the eventual adjustment in members' subscriptions can represent a shock once the desired target is reached. That is why the board adopted a pathway of modest increases to slow losses, use the project reserve for some specific projects and return to profitability and recover the project reserve by 2025/26.

As seen in the Forecast Members Equity chart below, our expected member's equity at the end of 2023/24 is $50K lower than the 2021 model. This model did not include funding for the economic growth strategy, which is expected to cost about $50K.

Given that the P&L for 2023/24 would to break even, except for two projects, we are still tracking close to the 2021 forecast.
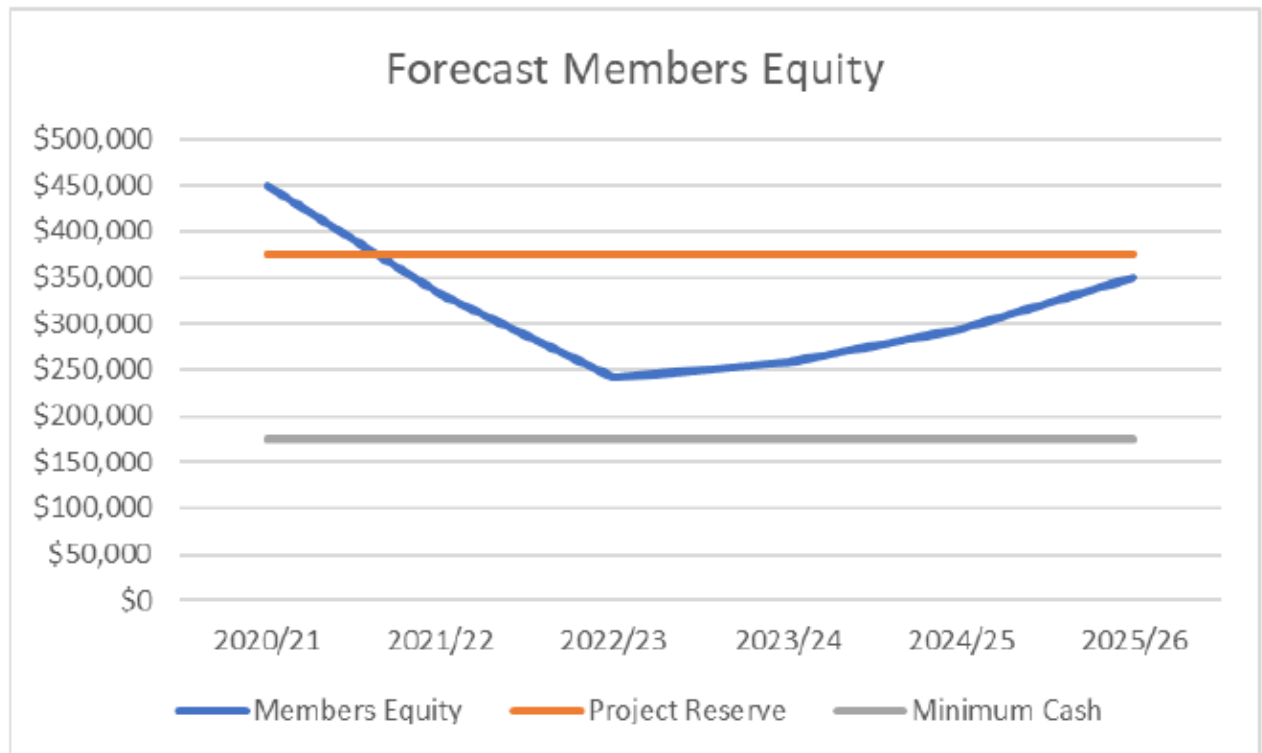
Assumptions

The Business Plan has the following assumptions:

- That member's 2023/24 subscriptions are at the level forecast in the 2021/22 Business Plan has treated this as nominal rather than real.

- Almost all costs are known, otherwise increased by CPI (8.6% Dec to Dec Adelaide)

- We remain in our current office.

- Wages are increased by 4.8%.

- Destination Strategy contributions held at 2021/22 levels plus 4.8%.

- SACCA Contributions increased by 4.8%.

- RDALC contribution is $101,155.

- Closing member's equity is $320,000 at the end of 2022/23.

- Project oncosts are recovered at 20%.

- Superannuation is increased to 11%.

- Interest increased to $10,000.

- Minimum cash holdings are $175,000

- A $200k "project reserve" is set at $200,000 above the Minimum cash holdings

- SACCA, Heritage, and RDALC are pass-through costs with no impact on P&L.

- Includes known grants

- $50K is allocated to project liabilities for the Sports Academy at the end of 2022/23.

- $20K is carried over for the DDM Project.

- Training is based on 1.5% of salary costs.

- The LGASA Capacity Building Grant ($40,00) is allocated to the Destination Development Strategy and Sports Academy.

Proposed Subscriptions to deliver the 2023/24 Business Plan

MEMBER CONTRIBUTIONS	2023/24							
	Subscriptions	Tourism	Connected & Active Communities	SACCA*	Programs	RDALC*	Heritage*	Total
City of Mount Gambier	$86,165	$61,251	$12,775	$1,201	$18,800	$26,799	$34,171	$241,162
District Council of Grant	$42,095	$29,924	$8,523	$1,201	$9,184	$13,092	$3,437	$107,456
Wattle Range Council	$69,205	$49,195	$12,508	$1,201	$15,099	$21,524	$14,408	$183,140
Naracoorte Lucindale Council	$47,307	$33,628	$8,979	$1,201	$10,321	$14,712	$7,480	$123,628
District Council of Robe	$18,550	$13,186	$1,741	$1,201	$4,047	$5,769	$13,646	$58,140
District Council of Tatiara	$40,825	$29,021	$8,167	$1,201	$8,907	$12,697	$4,072	$104,890
District Council of Kingston	$21,094	$14,995	$4,015	$1,201	$4,602	$6,561	$3,451	$55,919
Total	$325,241	$231,200	$56,708	$8,405	$70,960	$101,154	$80,665	$874,333

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.

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 2022/2023

INCOME	22/23	23/24	Change
City of Mount Gambier	$241,160	$229,886	$11,274
District Council of Grant	$107,458	$102,073	$5,385
Wattle Range Council	$183,141	$174,203	$8,938
Naracoorte Lucindale Council	$123,630	$117,520	$6,110
District Council of Robe	$58,135	$55,578	$2,557
District Council of Tatiara	$104,893	$99,635	$5,258
District Council of Kingston	$55,921	$53,165	$2,756
Interest	$10,000	$5,000	$5,000
Grants	$447,958	$262,325	$185,633
Other	$107,325	$90,500	$16,825
Total	$1,439,621	$1,189,885	$249,736

Income is expected to increase by $242,736, of which members' contributions are $42,278 or 5%. However, in real terms, this is a decrease in funding from 2022/23 of around 3%.

The other increases include a better return on investments, increased grant funding primarily for the Connection and Active Communities Project and Sports Academy and a CPI adjustment for Sports Academy Fees (other).

Change from 2022/2023

EXPENSES	2023/24	2022/23	Change
Wages	$709,165	$573,560	$135,605
Project Costs	$449,560	$335,255	$114,305
Program Costs	$146,881	$128,410	$18,471
Vehicle	$71,443	$62,013	$9,430
Audit and Accounting Fees	$26,064	$28,840	-$2,776
Rent	$22,611	$30,000	-$7,389
Governance	$18,000	$18,000	$0
Computing & IT	$20,400	$20,400	$0
Insurance	$27,072	$16,000	$11,072
Training	$10,728	$8,588	$2,140
Printing/Stationery	$7,200	$7,200	$0
Telephone	$7,200	$7,200	$0
Consultancy	$6,000	$6,000	$0
Meeting expenses (non project or program)	$6,000		
Miscellaneous	$6,000	$6,000	$0
Seminars	$6,000	$6,000	$0
Travel	$13,032	$12,000	$1,032
Advertising & Marketing	$600	$1,200	-$600
Subscriptions	$3,000	$1,920	$1,080
Bank Fees	$782	$745	$37
Postage	$0	$481	-$481
Total	**$1,557,739**	**$1,269,812**	**$281,926**

Major variations in budgeted expenses include:

- Salaries due to increases (4.8%) and an additional position which is fully funded by the Connected and Active Communities Grant for three years.
- Project cost increases are due to the increased scope of work with the Regional Sports Academy to explore new revenue sources. This is fully funded by ORSR and the increased funding and expected investment in the CAC project.
- Program costs are slightly higher due to reduced costs for the red meat cluster (now $0) and the Roads Planning ($5K less) and the additional spend on the Economic Growth Strategy (increased by $45K) and lower estimate to complete the Business Plan for the MRF ($15K lower based on a tendered price).
- Rent is lower based on the actual price, and being on a month-by-month contract, the expected escalation in costs did not eventuate.
- Meeting expenses were omitted from the 2022/23 budget in error and have been added back into this budget.
- Insurance costs are reflective of actual costs.
- Training costs are based on 1.5% of salary costs and reflect an increase in FTE.
- Subscriptions relate mainly to local media and the Advertiser

Profit and Loss

INCOME	Total
Members Subscriptions	$874,338
Grants	$447,958
Other	$107,325
Interest	$10,000
Total	**$1,439,621**

EXPENSES	2023/24
Wages	$709,165
Project Costs	$449,560
Program Costs	$146,881
Vehicle	$71,443
Audit and Accounting Fees	$26,064
Rent	$22,611
Governance	$18,000
Computing & IT	$20,400
Insurance	$27,072
Training	$10,728
Printing/Stationery	$7,200
Telephone	$7,200
Consultancy	$6,000
Meeting expenses (non project or program)	$6,000
Miscellaneous	$6,000
Seminars	$6,000
Travel	$13,032
Advertising & Marketing	$600
Subscriptions	$3,000
Bank Fees	$782
Postage	$0
Total	**$1,557,739**

Net	-$118,118

As discussed above, the net loss forecast in the budget is $118,118.

Cashflow

We expect to see members' equity rise to $1,432,363 before decreasing to $201,882. This assumes members equity will start at $320,000.
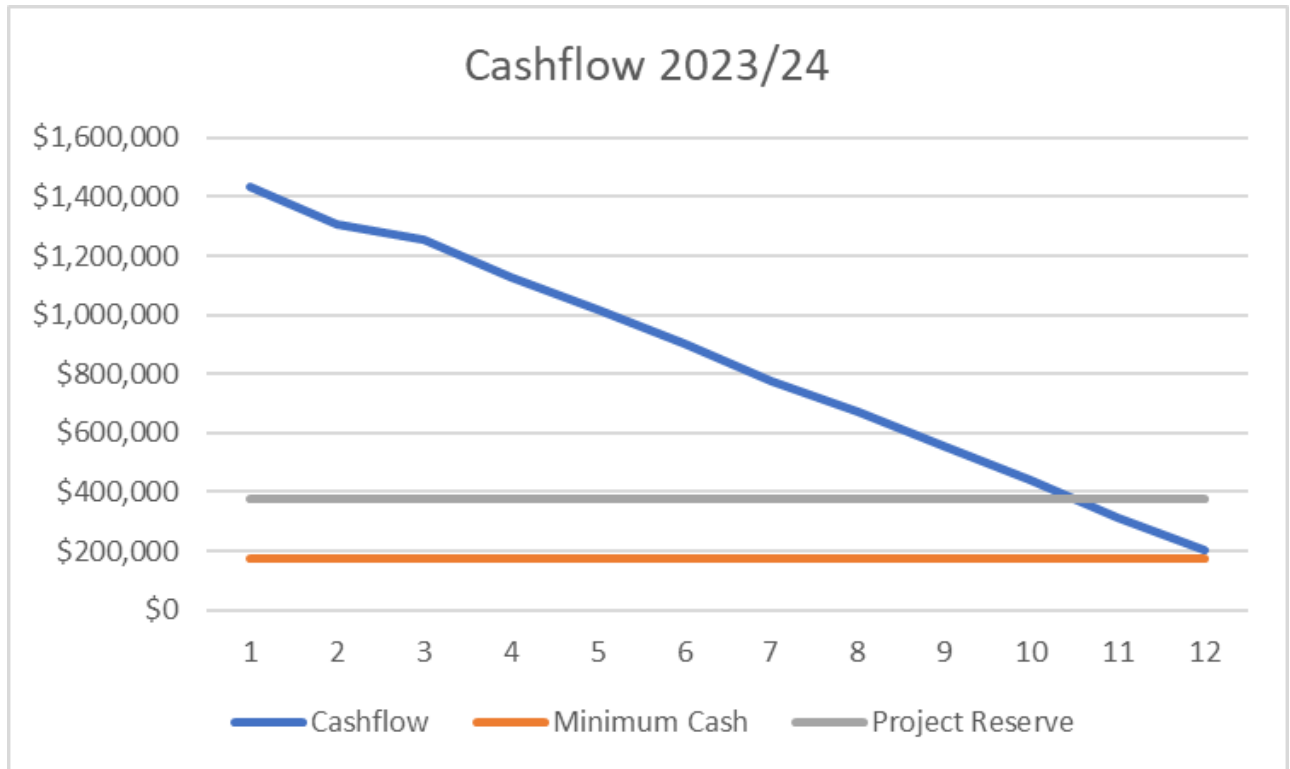
Projects

	Income			Expenses	
PROJECTS	**Members**	**Grants**	**Other**	**Expenses**	**Net**
Destination Marketing Strategy	$231,200	$142,958	$54,600	$434,404	-$5,646
Connected Communities	$56,708	$155,000	$0	$202,423	$9,285
Sports Academy	$0	$150,000	$52,725	$213,532	-$10,807
Total	**$287,908**	**$447,958**	**$107,325**	**$850,359**	**-$7,168**

The Destination Strategy has a loss of $5.6K, which we expect to offset with some additional grants during the year. If we can't, then this loss is factored in as a contribution from members' equity; we have also assumed members will approve a transfer of $20,000 from 2022/23 into 2023/24, which represents the expected surplus in 2022/23. As these funds have been provided specifically for the Destination Strategy, we will be seeking to carry these funds forward for that project.

The net impact across the CAC and Sports Academy is $1.5K, which is not considered material and is likely to be netted out during the year from the acquisition of sponsorships for the Academy.

Please note that Localis is a shared purchasing arrangement which is transacted separately to the Destination Development Strategy and is netted out as a pass through. We are currently seeking new quotes to provide to members to see if they wish to continue with this product for our region.

Programs

PROGRAMS	Income			Expenses	
	Members	Grants	Other	Salary & Oncost	Program Expenses
Roads		$0	$0		$20,000
Waste - MRF Business Case	$70,960	$0	$0	$71,816	$65,000
Economic Growth Strategy		$0	$0		$50,000
Total	**$70,960**	**$0**	**$0**	**$71,816**	**$135,000**

Pass-Throughs

PASS THROUGH	Income			Expenses	
	Members	Grants	Other	Expenses	Net
Heritage advisory services	$80,657	$0		$80,657	$0
RDALC	$101,155	$0		$101,155	$0
SACCA	$8,405	$0		$8,405	$0
Total	**$190,217**	**$0**	**$0**	**$190,217**	**$0**

10.5 LCLGA COMMITTEES

BACKGROUND

The LCLGA reviewed its committee structures at the last meeting and sought feedback from its members on their nominations for these committees.

These nominations, once confirmed, are until the next local government election.

Where a vacancy occurs on an operational committee, a member can directly nominate a replacement for that vacancy.

Where that vacancy relates to a role across our members, such as the Green Triangle Freight Action Plan we would reopen nominations from across all members.

The nominations received are listed in appendix 1.0 we note there are some nominations to be forwarded to the LCLGA.

We will also need to seek further nominations from the Board for the following committees.

1. Executive Officer Remuneration Committee. One vacancy for a Mayor
2. LCLGA Risk and Audit Committee. One vacancy for a Mayor

Following discussions with the Coastal Councils, it is also recommended that our representative to the South Australian Coastal Councils Alliance is Mayor Des Noll, with backup from Mayor Kylie Boston.

Mayor Noll, as the Vice President and SAROC member, was willing to take on the nomination for our region, and Mayor Boston was also willing to take on the role of proxy.

Mayor Ruffle and Major Pope were also willing to take on the role/s if no one else was willing to take up them up.

RECOMMENDATION

It is recommended that the LC LGA Board:

1. Approve the LCLGA Committees as detailed in Appendix One.
2. Seek further nominations for the Mayor roles on the Executive Remuneration Committee and Risk and Audit Committee and approve a further representative to each.

Moved,   **Seconded,**

APPENDIX ONE

Roads and Transport Group	Representative
City of Mount Gambier	Abdullah Mahmud
District Council of Grant	Adrian Schutz
Wattle Range Council	Peter Halton
Naracoorte Lucindale Council	Daniel Willsmore
District Council of Robe	Robert Moir
District Council of Tatiara	Aaron Hillier
District Council of Kingston	Dave Worthley

Regional Waste Committee	Representative
City of Mount Gambier	Barbara Cernovskis
District Council of Grant	Aaron Price
Wattle Range Council	Peter Halton TBC
Naracoorte Lucindale Council	Daniel Willsmore
District Council of Robe	Robert Moir
District Council of Tatiara	Aaron Hillier
District Council of Kingston	Dave Worthley

Tourism Management Group	Representative
City of Mount Gambier	Biddie Shearing
District Council of Grant	Rebecca Perkin
Wattle Range Council	Emma Clay
Naracoorte Lucindale Council	Trevor Smart
District Council of Robe	Camille Lehmann
District Council of Tatiara	Kelly Hutchinson
District Council of Kingston	Tess Armfield

Audit and Risk	Representative
LCLGA Board Member	Lynette Martin
LCLGA Board Member	No nomination received
CEO / Officer	Sarah Philpott
CEO / Officer	Paul Duka

Executive Officer Remuneration Committee	Representative
LCLGA Board Member	Lynette Martin
LCLGA Board Member	No nomination
CEO	T Smart and S Philpott
	Philpot Philpott

Green Triangle Freight Action Plan	Representative
Member	Des Noll
Member	No nomination received
Executive Officer	Tony Wright

Southern Border Fire Coordination	Representative
CEO / Officer	Ben Gower

GTE	Representative
Representative	Paul Jenner

Ac.care	Representative
Representative	Tony Wright

SACCA	Representative
	Des Noll
	Kylie Boston

11.2 EXECUTIVE OFFICER REPORT (INCL PROGRAMS AND PROJECTS)

BACKGROUND

This Board meeting is a little earlier than usual due to the timing of easter. It has been a busy period with some significant progress has been made on our projects, also with external pressures and requirements demanding attention and impacting our available resources.

The new Destination Development Team is settling in well and engaging productively with our stakeholders and members. They collectively have a very different skill set from our last DDM and are bringing some new insights into priorities and opportunities and how we can continue to generate value for our members.

This thinking is being tested with the DDM reference group, which met this week.

In parallel, there is a review underway by the SATC on regional tourism, there is a separate report provided in these papers that covers this project. The SATC and consultants are under considerable pressure to deliver the project by the end of the financial year and are seeking a wide array of data to support this review.

The StarClub program ceased in December 2022, and we have been in discussions with the ORSR on a new three-year pilot to trial some place-based programs throughout the Limestone Coast. There will need to be further engagement with our members on the development of the project, but it is an exciting opportunity for our region and will mean a net increase in funding of around 98% over three years.

Workshops have been held with the technical directors from Councils to test the MRF project, we are seeking feedback from our members on stakeholders to engage and planning for a workshop with CEO's to test the emerging governance themes.

The next steps are, complete stakeholder engagement, workshop with CEOs / Mayors on findings and directions and, finetune political dynamics and complete the report with the governance decision model.

LCLGA members to consider the preferred MRF governance and delivery model and risk allocation. If there is agreement then extend the offer, in principle, to the Victorian Councils and complete the business case to progress to implementation of the preferred model.

The planning for Significant Local Roads funding is progressing for submissions in May 2023. We are testing the funding split with other regions to inform our final position. Traditionally we have sought 55/50 funding for priority projects, and this has served us well in being able to access the funding we need. During Covid-19 we switched to 1/3 / 2/3 funding, and again this approach served us well as we were able to secure additional funds. The projects we submit are in a competitive position with projects from other regions. It would appear that other regions deploy a range of models from 50:50 to 33:66.

Councils will need to make a decision on the model they wish to present, noting the 33:66 model increases the risk of no funding.

Projects are continuing as per the business plan, and some comments are made in relation to each project below.

Executive Officer activities since the last meeting includes:

- ORSR Active Communities Meeting

- Various meetings CEO's, Mayors and Elected members
- Meetings with President Martin
- Regional Executive Officers Meeting and meeting LGASA
- Ac.care board, risk, management advisory group and strategy meetings
- Women in Sports Taskforce, meeting with Minister Hildyard
- Roads and transport working group workshop
- Regional Waste Working Group meeting
- Meeting RDALC
- Second draft for the scoping of the Economic Growth Strategy was completed, some significant feedback was received from RDALC, and further work reshaping the document was required. Tender documents completed and pending approval to be released this week.
- Coastal engagement and planning contract required significant work to reconcile the final Limestone Coast Adaptation Consultant Contract with the procurement process. The contract circulated for signing with DC Grant, DC Robe and Wattle Range DC.
- Working with the Victorian Cross Border Commissioner on the next Cross Border CEO forum – Liz McKinnon is also attending.
- Represented the Limestone Coast at the Regional Tourism Chairs forum with the SATC. I was able to meet with the new CEO of the SATC.
- Sporting ecosystem workshops held, attendance variable but sufficient to test some new ideas on the nature of an elite region sporting ecosystem.
- Strategic planning dinner and workshop – attending and planning.
- Regional planning workshop.
- 2 x MRF Workshops with MJA and Council technical directors.
- Meetings with the Cross Border Commissioners (SA and Vic).
- Zone Emergency Management Meeting.
- Internal finance workshop for staff.
- Radio interview on sporting ecosystems
- Sports Academy participant induction
- Meetings SACCA – representation and strategic plan.
- Minister Scriven – working through our advocacy agenda, airports and regional radiation treatment service.
- Press release for President Martins and the Board's engagement with the media.
- LGRS insurance process.
- LGFSG River Murray Flood Event Debriefing.
- Submission to the ACCC Regional Blackspots inquiry, the submission was reflective of our member's submissions and feedback received.
- Tourism Management Group Meeting

- Presentation to the City of Mount Gambier (28th of March)
- Ac.Care Board meeting (29th of March)

The focus for the next period:

- Complete the MRF governance review
- Members approve the 2023/24 Business Plan and Budget
- Implement the business plan
- Plan for a strategy workshop for all elected members in September 2023.
- Complete the Economic Growth Strategy procurement and provide the Board with a recommendation report on the preferred tender.
- Review of the Destination Development Strategy.
- Progressing our advocacy agenda.
- Coastal project – contract signed, and the Project is well-developed.
- Sporting ecosystem review completed with recommendations on the priorities to focus on for the Limestone Coast.
- Finalise the scope of the Active Communities Program.
- Preparing and delivering an LCLGA Board Strategic Planning Workshop.
- Engaging in the SATC regional tourism review.
- Ac.Care Board and Audit Committee meetings
- Next meeting of the Ministers Women in Sports Taskforce

Please note the LCLGA Executive Officer will be on leave from the 1st of April, returning on the 17th of April. During this time, I will be accessible in the mornings until 11:00 am each day.

PROJECT UPDATES SINCE THE LAST BOARD MEETING
Destination Development
Currently concentrating on two priorities, the first is to reengage with industry as post covid and international borders open. This includes connecting the industry with programs and funding opportunities to build capacity and capability. The second is to review and reset the Destination Development Strategy in accordance with our members' priorities and the SATC regional tourism review.

There are reports of a strong summer season across the board, with record traffic through VICs and supported by visitation data from the SATC. Limestone Coast recorded the highest occupancy (84%), room nights occupied (31,000) and revenue ($5.9m) for the month of January on record.

We are starting to see anecdotal evidence of a return of international visitation, particularly along coastal towns with Chinese visitors seeking our rock lobster offerings. The average length of stay in our region remains higher than pre-covid, with an average of 3.1 days in January and 3.6 days in February, up from 2.8 days and 1.8 days in 2019.

Intrastate travellers remain the key source market for visitation to the region, making up 59% of travellers over January-March 2023. Visitors from Victoria made up 23% of visitors which is slightly

down on this same period pre-covid (2019). NSW has emerged as a stronger market for the region, making up 8.3% of visitation over this period, up from 4.9% in 2019.

A consistent schedule of blogs on the official destination website continues to support the rationale of creating long-lasting digital content that pushes Limestone Coast searchability on google higher.

The latest edition focuses on regional offerings, with a content plan underway for the rest of the year. Visitlimestonecoast.com.au continues to see engagement growth, with over 19,000 page views and 869 ATDW leads generated so far this year.

The latest blogs can be found at https://visitlimestonecoast.com.au/blog/best-bakeries-in-the-limestone-coast/

Limestone Coast Instagram and Facebook channels remain key drivers of engagement to the official destination website to amplify the promotion of regional offerings and events.

January to March 2023 saw 102 social media posts across Facebook and Instagram reach 337,286 people, with Instagram community growing by 8.69%. These posts were further amplified across SATC and SA media channels to a staggering potential audience of 16 million. The hashtag #visitlimestonecoast has a growing following and has been used 3,300 times, allowing for greater unity and storytelling across our region. Continued amplification of this hashtag will be a focus.

Regional Tourism Review has commenced, and consultation across the state is underway conducted by Sparrowly Group led by SA Tourism Commission (SATC). LCLGA is assisting with the provision of various data requests and support material to assist the review process.

An industry survey has also been circulated. SATC has confirmed funding for the local contact officer to June 2024 with future funding subject to the outcomes of the review. The availability of further marketing funds for 23.24 FY is not yet known.

The completed upgrade to Localis 2.0 (data solutions platform) with training sessions offered to all councils. Subscription continuation is to be reviewed by the Tourism Management Group.

The SA Regional Events Fund program is open, with LCLGA providing letters of support to assist entrants.

The Destination Development Manager (DDM) attended Destination Australia Conference in Sydney with over 800 industry and media gatherings in person to discuss the outlook for tourism in 2023 including the challenges and opportunities.

International visitation was discussed at length, with projections that Australia will return to 2019 levels by the end of 2023. China travellers to Australia are not expected to open fully until mid-year.

There is a focus on accessibility and Indigenous tourism in the sector, and it is a growth area to consider as we review our strategic goals moving forward. A strong SA contingent allowed for good networking opportunities for international visitation and with the RTO Forum in Sydney to engage with national operators and industry.

Tourism Australia also attended the Regional Tourism Organisations Forum with 48 RTO's and the eight State and Territory organisations together in one room. A strong SA contingent provided the opportunity for the new team to meet all the Regional Tourism Managers.

Austrade provided updates on its Thrive 2030 strategy and introduced Statsline for data support.

Tourism Australia presented their new social media strategy, and Jan Hutton, CEO of ATDW provided an update on new platform upgrades, including a regional dashboard feature.

Coming Up

Planning for SATC Forums in the Limestone Coast (June dates TBC) provides a chance to engage our industry with the SATC executive management, including new CEO Emma Terry and provide updates on current initiatives.

The DDM is attending the Australian Tourism Exchange (ATE23) trade event from 30 April-4 May to re-engage inbound tourism operators and to generate interest in returning to the Limestone Coast once international travel resumes to full capacity.

Collaborating with SATC to promote regional activations around the AFL Gather Round in April with a focus on the key self-drive routes between Melbourne and Adelaide via both coastal and inland.

The mixed dozen wine trails project is ongoing, and LCLGA has been approached for further funding through to the end of 2023. Funding has already been secured from Southern Grampians and Glenelg councils. LCLGA's participation in this project to be discussed with the Tourism Management Group, and a recommendation will be made to the Board.

Opportunities

SATC has presented an opportunity to move regional destination websites over to the southaustralia.com platform to provide greater efficiencies around hosting and ongoing management.

Other regions, including Fleurieu Peninsula, are jumping on board. We will continue to monitor the rollout and consider the cost-benefit of this option for the Limestone Coast.

Limestone Coast Regional Sports Academy and StarClub

The regional sports academy program is now well underway, with new participants inducted and engaging in the development program.

The objective is for the Limestone Coast to become the best-performing region per capita in Australia for elite and sub-elite sporting pathways.

We are undertaking a review of other regions to ascertain their characteristics to compare with the Limestone Coast, and to identify opportunities to create a stronger sporting or performance culture within our community.

Activities since the last report include:

- Academy Inductions in January and February (Basketball program). Both were extremely successful events held at the new Wulanda Centre.

- At the recent Australian Track Cycling Championships, we had two Gold Medallists and National Champions from the Academy program. We also have two athletes that will represent the state at the upcoming U/17 National Track Championships in Brisbane next month. Three out of the four athletes were identified by the Academies Testing Program and they had no prior involvement in cycling before joining the Academy. This is a huge achievement by our program and our coaches.

- We currently have an Academy graduate competing at the National Hockey U/21 Championships, representing SA. This athlete is also part of the South Australian Sports Institute Hockey program.

- An athlete from our Athletics program recently won two Gold Medals at the State Track and Field Championships in the 800m and 1500m U/15's. He is now heading to Brisbane to compete at the Australian Junior Track and Field Championships, representing SA on 12th - 15th April.

- One of our Swimming program athletes has made the state team and will compete on the Gold Coast at the National Championships in April

- All athletes have now begun their Gym and education programs.

Active Communities project development is included as a separate report in these papers.

12 LCLGA SUB-COMMITTEE MINUTES
12.1 **Roods and Transport Working Group**

<div align="center">ZOOM</div>

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION ROADS & TRANSPORT MANAGEMENT GROUP

1. Present

Abdullah Mahmud	City Mount Gambier
Daniel Willsmore	Naracoorte Lucindale Council
Adrian Schutz	Grant District Council
Aaron Hillier	Tatiara District Council
Dave Worthley & Nick Brown	Kingston District Council
Peter Halton	Wattle Range Council
Tony Wright & Paul Manfrin	LCLGA
Tim Viner-Smith	HDS

2. Apologies

Robert Moir	District Council Robe

3. Updated report.

Action: Update report was endorsed by group with no changes.

4. Road Action Plan Updates from Naracoorte Lucindale Council.

Action: Action Plan Update endorsed by group.

5. Roads Database

City of Mt Gambier – Pine Hall Ave being done with O'Leary Road intersection (from previous year)
Naracoorte Lucindale Council – Boddingtons West Road has native fauna, causing delay. Funding body has been notified.
All other Councils are on track to complete or completed with projects.

Draft roads database list for 2023/24

Council	Road	From-To	Road Category	Length	Cost
District Council of Grant	Wandilo Forest Road	Riddoch Highway to Blanche Young Forest Road	Freight	56	6
Kingston District Council	Holland Street	Agnes Street roundabout to Hanson Street	Community Access	53	7
Kingston District Council	Hanson Street	Holland Street/Cooke Street intersection to Marine Parade	Community Access	53	8
Kingston District Council	Agnes Street	East Terrace to Young Street	Community Access	51	12
Tatiara District Council	Don Hunt Road	Dukes Highway to Siding Road	Freight	33	23
Tatiara District Council	Siding Road	Don Hunt Road to Cannawigara	Freight	31	24

Action: Tim Viner-Smith to follow up with each Council to confirm costs.

Potential additional projects from Naracoorte Lucindale Council and District Council of Grant.

6. Other Business

Smarty Grants Portal

Action: Tony Wright to advocate for group to request Smarty Grants Portal to be open for a longer period.

Grants Commissioner and Victorian counterparts

Action: Tony Wright to liaise with Grants Commissioner and Victorian counterparts on government advice.

7. Meeting Closed

12 LCLGA SUB-COMMITTEE MINUTES

12.2 Waste Working Group

1.   Present

Barbara Carnovskis	City Mount Gambier
Daniel Willsmore	Naracoorte Lucindale Council
Dave Worthley Nick Brown	Kingston District Council
Aaron Price	Grant District Council
Tony Wright Paul Manfrin	LCLGA

1. Apologies

Robert Moir	District Council of Robe
Peter Halton	Wattle Range Council
Mark McDonald	City of Mount Gambier
Aaron Hillier	Tatiara District Council

2. Confirmation of the Minutes

"That the Minutes of the meeting held 15th June 2023, be taken as read, be confirmed as a true and correct record of the

proceedings at that meeting."

Tatiara District Council has endorsed Green Waste Survey but has not undertaken yet.

Moved: Aaron Price **Seconded**: Daniel Willsmore

CARRIED

3. Matters arising from the Minutes.

   - Regional Waste Statistics

     Action: LCLGA to report data back to group after meeting.
                     Schedule task to be done every August.

   - TOR

   - Chemical volumes

   - Regional Composting Solution from Wannon Water may be a competitor to Bio Grow.

     Action: Possible invite Wannon Water to a future meeting

   - Bin audits quotes at Naracoorte Lucindale Council

     Project has been withdrawn due to excessive cost. Council may consider looking into it in the next financial year, but Daniel Willsmore believes it won't go through due to high cost.

     City of Mount Gambier will be doing an internal bin audit in the future. Note they have also included funding in the education budget.

4. MRF Review & update (next day)
   The meeting will prepare for future connections with Victorian counterparts, as well as LCLGA Mayors and CEOs.

5. Priorities for 2023/24/25 – Waste Plan

   LCLGA Strategic Planning Workshop 3rd March 2023. Tony Wright asked the group what should the LCLGA Board consider when considering this working group.

- Group suggested an employee at LCLGA with project management skills rather than engineering expertise.
- Waste education might be an area for a regional approach noting that the LCLGA had previously done this work.

Action: Tony test if LCLGA Board want to do an education program for waste.

- Previous Waste Plan is overdue for a complete review.

- The scoping of this new plan should consider the possibility of a second land fill for the region.

- Should have a workshop to review the plan and priorities for the region.

Action: Develop a scope for a new Waste Plan and secure a date and resource to develop a new plan.

6. Around the region   (All)

Naracoorte Lucindale Council

- Still resolving street-sweeping issues with EPA.

District Council of Grant

- Contracts continuing with Cleanaway and Veolia.

- Dredging at old landfill site at Pt McDonnell. Analysis is done to determine if the material can safely remain.

City of Mount Gambier

- Mark left, Rebecca Clarke and Jeremy Martin sharing role.

- Looking at skillset for the waste area.

- A new masterplan to be developed over the coming months.

- Heavy Vehicles - supply issue, waiting up to 18 months. Delays with parts as well.

- Last Bin Audit was completed a few years ago.

Kingston District Council

- Contractor for curbside collection continuing.

- The local school is interested in a plastic granulation machine – for recycling bread tags etc.

- There is a small level of community interested in recycling. The escalating cost in waste removal may sway the community to support recycling.

7. Any other Business

8. Meeting Closed.

13 OUTSIDE ORGANISATIONS

13.1 **Local Government Association of South Australia (LGASA)**

13.2 **Regional Development Association Limestone Coast**

13.1 LGASA BOARD & SAROC DRAFT MINUTES

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.

Normally there would be attached the LGASA Topical Update. However, due to the recent elections, there is no update provided for this meeting.

RDALC REPORT TO LCLGA

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).

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 2023, **18** businesses/organisations accessed Regional Development Australia Limestone Coast's small business support services. A further **79** businesses/organisations were supported in their applications for investment (grants and funding). This includes **10** not-for-profit organisations, **three** local councils, and **one** State Government department.

THE BIG PICTURE

To date this financial year, RDALC has provided support to a total of **248** businesses/organisations.

GRANT FINDER

The Limestone Coast Grant Finder is an online portal that provides a comprehensive list of funding opportunities available to local businesses, community groups, sporting clubs, not-for-profits, and individuals. The system can also provide email alerts specific to industry or area of interest.

A specialised Local Government portal is also available, with a wider range of grants specific to Councils.
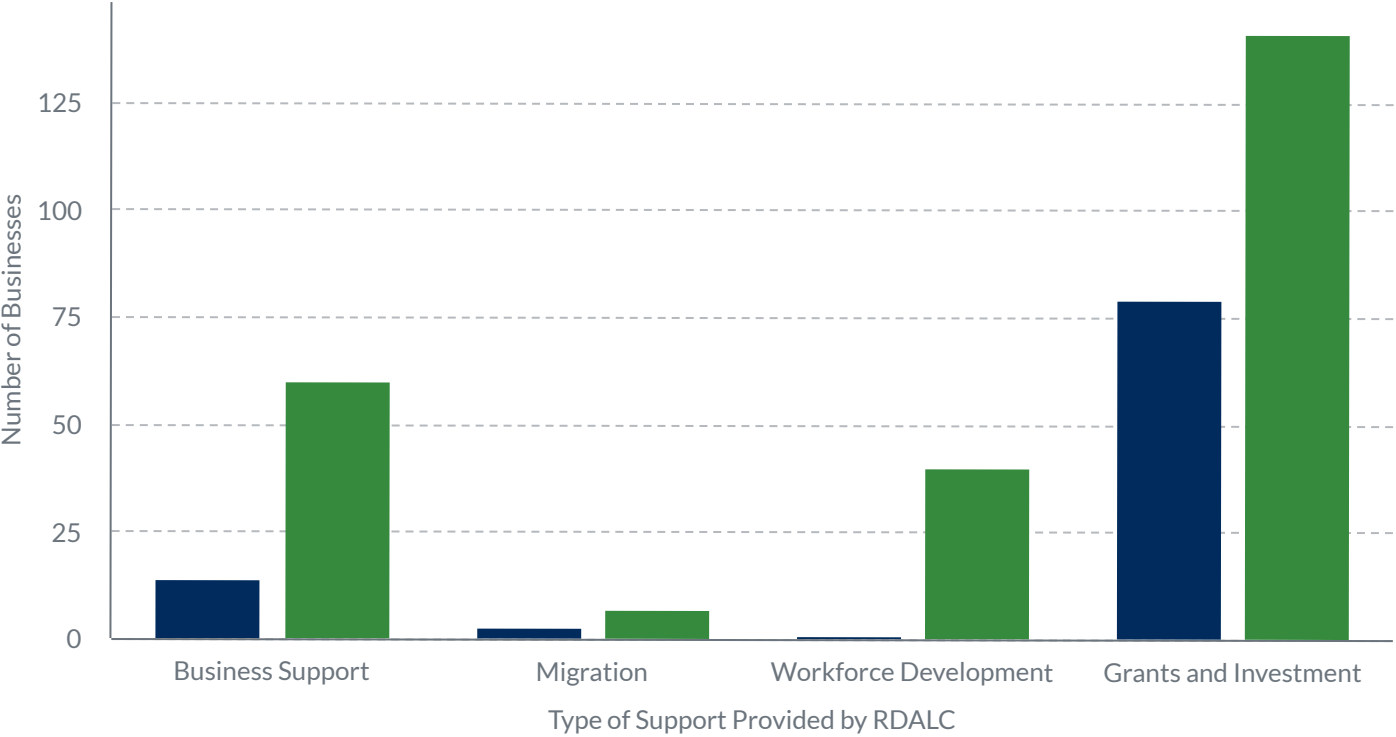
We provide this tool as a free service that identifies funding opportunities specifically available to the region, collated from a variety of sources and available in one easy location. In January - February 2023, there were over 400 visitors to the portal. There are 200 registered users and this number is steadily rising. Councils are encouraged to promote this free service to their community groups, businesses, and ratepayers.

The Limestone Coast Grant Finder can be found at: www.rdalc.org.au/funding. If you would like access to the Council Grant Finder, please email lauren@rdalc.org.au or phone (08) 8723 1057.
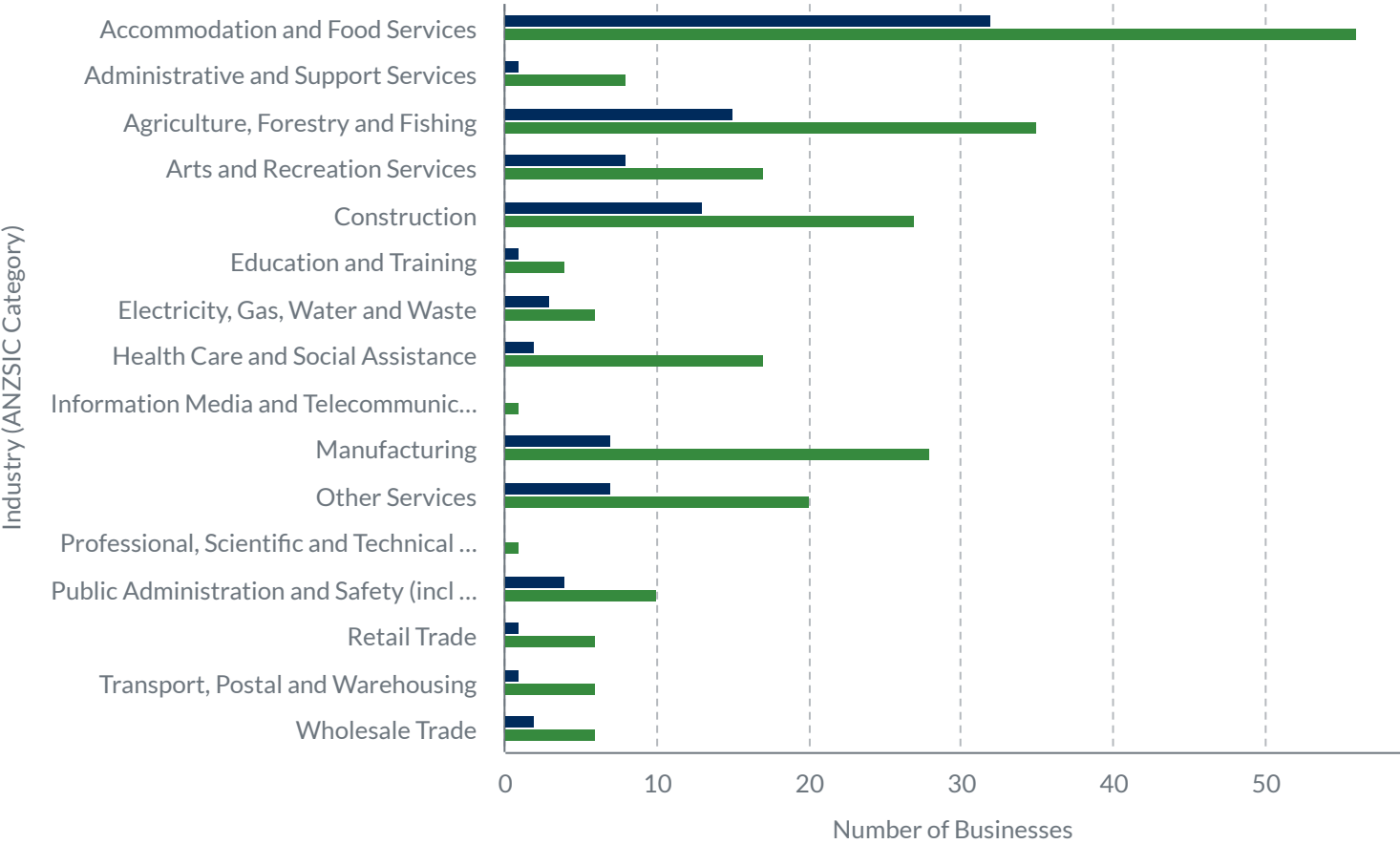
TYPE OF SUPPORT PROVIDED

Jan - Feb 2023   Financial YTD

Type of Support Provided by RDALC
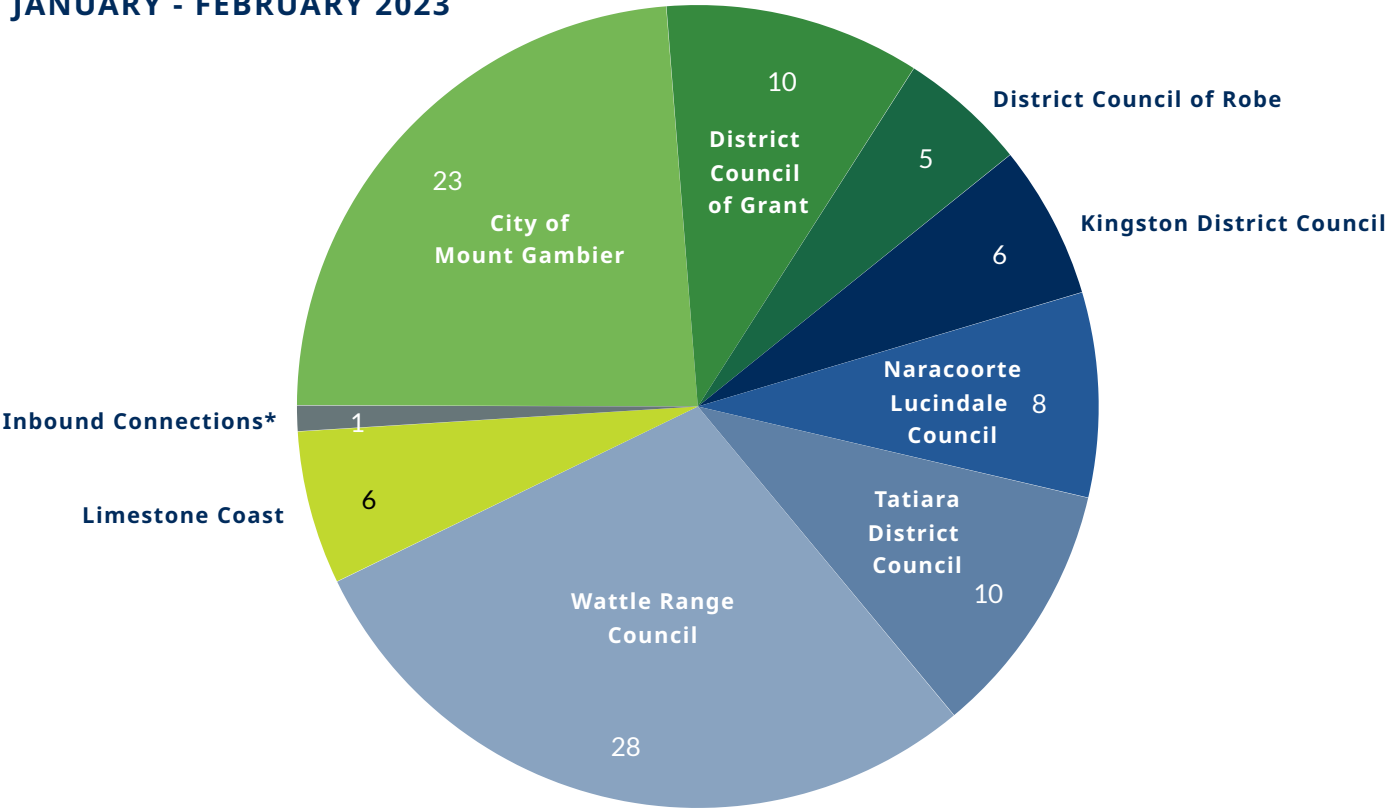
INDUSTRY RECEIVING RDALC SUPPORT

Jan - Feb 2023   Financial YTD

Number of Businesses

JANUARY - FEBRUARY 2023

- 10 — District Council of Grant
- 5 — District Council of Robe
- 6 — Kingston District Council
- 8 — Naracoorte Lucindale Council
- 10 — Tatiara District Council
- 28 — Wattle Range Council
- 6 — Limestone Coast
- 1 — Inbound Connections*
- 23 — City of Mount Gambier

FINANCIAL YEAR TO DATE

- 83 — City of Mount Gambier
- 23 — District Council of Grant
- 14 — District Council of Robe
- 12 — Kingston District Council
- 26 — Naracorte Lucindale Council
- 21 — Tatiara District Council
- 53 — Wattle Range Council
- 8 — Inbound Connections*
- 7 — Limestone Coast

* 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.

14 OTHER BUSINESS

15 CALENDAR KEY DATES AND NOTICE OF MEETINGS

Date	Meeting	Location
19th Jan 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
10th Feb 2023	LCLGA AGM & GM	District Council of Robe
2nd-3rd Mar 2023	Strategic Planning Workshop and Dinner	District Council of Grant
16th Mar 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
31st Mar 2023	LCLGA GM	District Council of Grant
11th May 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
16th Jun 2023	LCLGA GM	Tatiara District Council
20th Jul 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
11th Aug 2023	LCLGA GM	Naracoorte-Lucindale Council
21st Sep 2023	SAROC and LGA Board of Directors Meeting	LGA House, Adelaide
13th Oct 2023	LCLGA GM	Kingston District Council

16 NEXT MEETING: Tatiara District Council on the 16th of June 2023

Acceptances and apologies to admin@lclga.sa.gov.au or Phone 8723 7310.

17 MEETING CLOSED (12:30 PM)