



MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

AGENDA

Date: 13th October 2023

Time: 9:30am with a 10:00am start

Location: Kingston District Council, Council Chamber
29 Holland Street, Kingston SE, SA 52275

KINGSTON DISTRICT COUNCIL

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1. OPENING MEETING

1.1 President's Welcome

1.2 Host Mayor's Welcome & Acknowledgement of Country

2. PRESENT

Mayors

City of Mount Gambier	Mayor Lynette Martin OAM
Wattle Range Council	Mayor Des Noll OAM
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 & LCLGA

City of Mount Gambier	Ms Sarah Philpott (CEO)
Wattle Range Council	Mr Ben Gower (CEO)
District Council of Grant	Mr Darryl Whicker (CEO)
Kingston District Council	Ms Nat Traeger (CEO)
Naracoorte Lucindale Council	Mr Trevor Smart (CEO)
District Council of Robe	Ms Pauline Korisa (CEO)
Tatiara District Council	Ms Anne Champness (CEO)
LCLGA	Mr Colin Byles (interim EO) Mr Tony Elletson (CAC Officer) Mr Adrian Maywald (LCRSA Officer) Mr Paul Manfrin (Corporate Service)

3. APOLOGIES

Member for Barker	Mr Tony Pasin MP
Member for Mount Gambier	Mr Troy Bell MP
Member for MacKillop	Mr Nick McBride MP
LCLGA	Ms Kate Napper (DD Manager) Ms Emma Herring (DD Coordinator)

Recommendation

1. That the apologies be noted and accepted.

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. GUESTS & SPEAKERS

Michael Patterson – Regional General Manager - Telstra

6. CONFIRMATION OF MINUTES

The Minutes of the LCLGA General Meeting, held at Naracoorte Lucindale Council on Friday, 11th of August 2023 can be found on the LCLGA website at:

<https://www.lclga.sa.gov.au/corporate/corporate-documents/lclga-board-meetings>

Recommendation

1. That the Minutes of the LCLGA General Meeting held at the Naracoorte Lucindale Council on Friday, 11th August 2023 be accepted.

Moved:

Seconded:

7. MATTERS ARISING FROM THE MINUTES – ACTION SHEET

No	Title	Due Date	Status
	11th August 2023		
11.2.3	Develop a Financial Scope of auspicing South Australian Coastal Care Alliance, including timing and cost factors.		
	12th August 2022		
7.7	Recruit for an expanded Program Coordinator role, possibly at a graduate level.		On hold until after the strategy review and appointment of a new EO.
	17th June 2022		
7.6	Develop a process and scope for future incubator projects	Feb 2023	For new EO to consider with the Board after the strategic planning workshop.
	14th August 2020		
7.4	Risk & Audit Committee to recruit and appoint an independent member to the Risk & 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 EO and Risk & Audit Committee.

Recommendation

1. That the action sheet be noted and accepted.

Moved:

Seconded:

8. CORRESPONDENCE

In\Out	Date	Subject	Name	Organisation
In	01/08/2023	Timberlands Pacific - Stakeholder Update		TPPL
In	03/08/2023	Office for Ageing Well Tackling Ageism Award 2023	Cassie Mason	Office for Ageing Well
In	04/08/2023	August Update		Mount Gambier Chamber of Commerce
In	07/08/2023	LGA Latest News		Local Government Association of South Australia
In	08/08/2023	Regional LGA updates	Ashleigh Baker	Local Government Association of South Australia
In	09/08/2023	For Endorsement - Collaborative and Priority Areas Table	Megan Hurrell	Limestone Coast Bushfire Management Committee
In	10/08/2023	Conferences For 2023 And 2024		TCE Events Team
In	21/08/2023	Excellence in Public Health Awards	Kirsty Hammet	Office of Health Protection and Regulation
In	22/08/2023	RDALC's Limestone Coast Welcome Kits for new arrivals to the region	Emily Hillary	Regional Development Association Limestone Coast
In	24/08/2023	South Australia's Week of Ageing Well		Office for Ageing Well
In	31/08/2023	Local Government Emergency Management e-News - August 2023		Local Government Association of South Australia
In	05/09/2023	AC Care Nomination for LCLGA	Daniela Waters	AC Care
In	05/09/2023	Seasonal Outlook - Spring 2023	Claire Simcock	Limestone Coast Bushfire Management Committee
In	08/09/2023	LGA Procurement eNews		Local Government Association of South Australia
In	04/10/2023	Regional Tourism Review: Progress Update	Mirandah Lang	South Australian Tourism Commission

Recommendation

1. That the correspondence be received and noted.

Moved:

Seconded:

9. FINANCIAL REPORT

Committee: Board Meeting

Meeting Date: 13 October 2023

Author: Colin Byles LCLGA Interim Executive Officer

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan – Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: Low

Recommendation

1. That the Financial Report to the 30th September 2023 be received.

EXECUTIVE SUMMARY:

The Financial Report to the end of September 2023 is the first quarter report for the Financial year.

The Report shows there is no financial variances of significance to date.

A full Budget Review will be presented to the Audit and Risk Committee in late November 2023.

I have instigated a further set of Budget Reports that go to the LCLGA Officers, Destination Development, Connected and Active Communities and the Sporting Academy.

This will allow the officers to have more control and accountability and understanding of their budgets. To date this is working well and Officers continually looking over their budgets.

LIMESTONE COAST LOCAL GOVERNMENT ASSOC

Level 1
9 Bay Road
Mount Gambier SA 5290

Profit & Loss [Budget Analysis]

July 2023 To June 2024

INCOME				
City of Mount Gambier	\$241,162.00	\$241,160.00	\$2.00	0.00%
District Council of Grant	\$107,456.00	\$107,458.00	(\$2.00)	0.00%
Wattle Range Council	\$183,140.00	\$183,141.00	(\$1.00)	0.00%
Naracoorte Lucindale Council	\$123,628.00	\$123,630.00	(\$2.00)	0.00%
District Council of Robe	\$58,140.00	\$58,135.00	\$5.00	0.00%
District Council of Tatiara	\$104,890.00	\$104,893.00	(\$3.00)	0.00%
District Council of Kingston	\$55,919.00	\$55,921.00	(\$2.00)	0.00%
SA Tourism Commission	\$52,198.13	\$0.00	\$52,198.13	NA
Interest	\$4,666.10	\$10,000.00	(\$5,333.90)	-53.30%
Grants (Liabilities)	\$265,386.40	\$0.00	\$265,386.40	NA
Sundry Income	\$0.00	\$117,325.00	(\$117,325.00)	-100.00%
Participant Contribution	\$618.13	\$0.00	\$618.13	NA
SA Coastal Councils Alliance	\$48,730.00	\$0.00	\$48,730.00	NA
Grants	\$0.00	\$437,958.00	(\$437,958.00)	-100.00%
Total INCOME	\$1,245,933.76	\$1,439,621.00	(\$193,687.24)	-13.50%
Gross Profit	\$1,245,933.76	\$1,439,621.00	(\$193,687.24)	-13.50%
EXPENSES				
Advertising & Marketing	\$0.00	\$600.00	(\$600.00)	-100.00%
Audit & Accountants Fees	\$4,000.00	\$26,064.00	(\$22,064.00)	-84.70%
Bank Fees	\$340.24	\$782.00	(\$441.76)	-56.50%
Computing & IT	\$7,642.28	\$20,400.00	(\$12,757.72)	-62.50%
Consultancy	\$3,000.00	\$6,000.00	(\$3,000.00)	-50.00%
Occupancy	\$6,941.40	\$22,611.00	(\$15,669.60)	-69.30%
Governance	\$2,290.00	\$18,000.00	(\$15,710.00)	-87.30%
Insurances	\$10,131.76	\$27,072.00	(\$16,940.24)	-62.60%
Meeting Expenses	\$0.00	\$6,000.00	(\$6,000.00)	-100.00%
Miscellaneous Expenses	\$1,954.57	\$6,000.00	(\$4,045.43)	-67.40%
Printing/Stationery	\$431.52	\$7,200.00	(\$6,768.48)	-94.00%
Projects	\$8,901.87	\$449,560.00	(\$440,658.13)	-98.00%
Seminars	\$0.00	\$6,000.00	(\$6,000.00)	-100.00%
Subscriptions	\$78.17	\$3,000.00	(\$2,921.83)	-97.40%
Telephones	\$1,873.59	\$7,200.00	(\$5,326.41)	-74.00%
Training	\$0.00	\$10,728.00	(\$10,728.00)	-100.00%
Travel/Accommodation/Meals	\$8,442.31	\$13,032.00	(\$4,589.69)	-35.20%
Vehicles - Fuel	\$4,005.70	\$24,192.00	(\$20,186.30)	-83.40%
Vehicles - Leasing	\$11,897.77	\$45,651.00	(\$33,753.23)	-73.90%
Vehicles - Repairs/Maintenance	\$428.82	\$1,600.00	(\$1,171.18)	-73.20%
Programs & Policy	\$0.00	\$146,881.00	(\$146,881.00)	-100.00%
Heritage Services	\$12,454.20	\$0.00	\$12,454.20	NA
Regional Development Australia L	\$25,288.75	\$0.00	\$25,288.75	NA
Wages	\$141,817.36	\$622,679.00	(\$480,861.64)	-77.20%
Wages - Superannuation	\$15,428.95	\$62,991.00	(\$47,562.05)	-75.50%
Wages - Workcover	\$1,556.75	\$6,171.00	(\$4,614.25)	-74.80%
Wages - FBT	\$1,335.00	\$0.00	\$1,335.00	NA
Wage - Accruals	\$455.79	\$17,320.00	(\$16,864.21)	-97.40%
SACCA	\$10,375.15	\$0.00	\$10,375.15	NA

1. Marketing	\$18,839.39	\$0.00	\$18,839.39	NA
3. Events	\$653.64	\$0.00	\$653.64	NA
4 & 5. Experience Development / A	\$405.03	\$0.00	\$405.03	NA
6. Governance & Collaboration	\$5,078.92	\$0.00	\$5,078.92	NA
7. Industry Capability	\$8.73	\$0.00	\$8.73	NA
8. Promote Value of Tourism	\$78.49	\$0.00	\$78.49	NA
Total EXPENSES	\$306,136.15	\$1,557,734.00	(\$1,251,597.85)	-80.30%
Operating Profit	\$939,797.61	(\$118,113.00)	\$1,057,910.61	895.70%
Total Other Income	\$0.00	\$0.00	\$0.00	NA
Total Other Expenses	\$0.00	\$0.00	\$0.00	NA
Net Profit/(Loss)	\$939,797.61	(\$118,113.00)	\$1,057,910.61	895.70%

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LIMESTONE COAST LOCAL GOVERNMENT ASSOC

Level 1
9 Bay Road
Mount Gambier SA 5290

Balance Sheet

As of September 2023

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

Assets		
Cheque Account		\$61,572.74
LGFA Account		\$1,400,000.00
Trade Debtors		\$4,919.00
Total Assets		\$1,466,491.74
Liabilities		
Trade Creditors		\$6,155.49
Accrued Expenses		\$14,906.43
CREDIT CARDS		
CAC - 9808	\$154.54	
DDM Officer - 7561	-\$456.31	
DDM Manager -1297	-\$57.76	
Admin - 5127	\$313.78	
LCRSA Credit Card	\$50.41	
Total CREDIT CARDS		\$4.66
GST LIABILITIES		
GST Paid	-\$2,294.87	
Total GST LIABILITIES		-\$2,294.87
PAYROLL LIABILITIES		
PAYG Payable	\$15,428.32	
Superannuation Payable	\$6,905.91	
Leave Provisions	\$22,769.80	
Long Service Leave	\$22,663.00	
Salary Sacrifice	\$1,223.75	
Total PAYROLL LIABILITIES		\$68,990.78
PROJECT LIABILITIES		
LC Regional Sport Academy	\$100,000.00	
SA Coastal Councils Alliance	\$37,569.12	
Total PROJECT LIABILITIES		\$137,569.12
Total Liabilities		\$225,331.61
Net Assets		\$1,241,160.13
Equity		
Retained Earnings	\$309,895.39	
Current Year Earnings	\$941,651.14	
Historical Balancing	-\$10,386.40	
Total Equity		\$1,241,160.13

This report includes Year-End Adjustments.

10. RECOMMENDATIONS

10.1 STRATEGIC PLAN REVIEW

Committee: Board Meeting

Meeting Date: 13th October 2023

Author: Colin Byles, LCLGA Interim Executive Officer

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan – Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: Not Required

Recommendation

1. That the Strategic Plan reset workshop be deferred to the new LCLGA Executive Officer has commenced employment with LCLGA.

Executive Summary

At the March 2023 Board Meeting there was further discussion of the Review of the Strategic Plan for the Limestone Coast Local Government Association (LCLGA).

At the initial Strategic Plan workshop held in February 2023 the Kingston District Council and the District Council of Robe could not attend and 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.

It was also 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.

“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.”

I have had discussions with Mayor Martin and the CEOs that the planned workshop to discuss the reset of the Strategic Plan be deferred to the new Executive Officer has been appointed.

The Executive Officer will play a key role in the development and implementation of a reset of the Strategic Plan and should be involved in the process. The setting of the September workshop date would have assumed that the new Executive Officer would be in place.

I recommend that the Strategic Plan reset workshop be deferred to the new LCLGA Executive Officer has commenced employment with LCLGA.

10.2 Regional Capacity Building Allocations 2023/24

Committee: Board Meeting

Meeting Date: 13 October 2023

Author: Colin Byles LCLGA Interim Executive Officer

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan, Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: Low

Recommendation

1. That the Limestone Coast Local Government Association (LCLGA) Board authorise the LCLGA Interim Executive Officer to sign the Regional Capacity Building Allocations Terms of Agreement for 2023-24.

EXECUTIVE SUMMARY:

The Local Government Research and Development Scheme allocate Regional Capacity Building Allocations each year to projects that add capacity to the community.

The total allocation to be received by the LCLGA for 2023-2024 is \$40,000 which can be spent on nominated projects that have been approved by the Local Government Research and Development Scheme.

In the LCLGA Business Plan/Budget for 2023-24 the monies were allocated to;

- Destination Development Strategy \$20,000
- Limestone Coast Sporting Academy \$20,000

These projects have been approved by the Local Government Research and Development Scheme.

The monies to be received are not additional monies to the Budget, they are already included in the budget.

The Local Government Research and Development Scheme have sent to the LCLGA a Terms of Agreement (attached) that requires to be signed off by an authorised officer.



Local Government Research and Development

2023/24 Regional Capacity Building Allocations

Terms of Agreement

September 2023

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Local Government Research and Development Scheme Funding Agreement

BETWEEN: LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA (LGA)

AND: LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION (LC LGA)

1. Purpose of Grant and Conditions

- 1.1. For Regional Capacity Building Activities to be delivered by Limestone Coast LGA in accordance with the Regional Capacity Building Allocations 2023-24 Forward Workplan submitted to Local Government Research & Development Scheme (LGR&DS), funding of **\$40,000** excluding GST is hereby offered, subject to the terms of this Agreement.
- 1.2. Key details of the project and the parties involved are provided in Schedule 1.
 - 1.2.1. The Regional LGA must ensure the contact details in the schedule are updated.
- 1.3. The payment details and project milestones are provided in Schedule 2.
- 1.4. This Terms of Agreement should be read in conjunction with the¹:
 - 1.4.1. LGR&DS Eligibility Policy
 - 1.4.2. LGR&DS Delivery Policy.

2. Funds Management

- 2.1. The Regional LGA must provide the LGA with a signed agreement within 30 business days of receiving the agreement.
- 2.2. If the Regional LGA does not accept the offer of grant funding by signing the agreement within 30 business days, the funding offer will lapse, and the allocated funding will be returned to the Scheme.
- 2.3. No funds are to be carried forward beyond the approved finish date without approval by the Scheme. Any request to carry forward funds must be made through the Annual Report in accordance with the conditions specified in Schedule 1.
- 2.4. It is a requirement of the funding that a detailed financial statement of income and expenditure is included in the Annual Report. This statement is to be signed and verified by the most senior officer in the Regional LGAs organisation.

3. Payment of Grant Funds

- 3.1. No payments will be made until the Regional LGA has accepted the conditions of the grant by signing and returning this Agreement.

¹ The current guidelines and policies are available on the website <https://www.lga.sa.gov.au/member-services/financial-sustainability/grants/research-and-publications>

- 3.2. Approved grant funding is exclusive of GST and the following procedures apply;
 - 3.2.1. The Regional LGAs must provide the LGA of SA with a tax invoice for the total amount of the grant, plus GST
 - 3.2.2. This tax invoice must be forwarded before the grant amount can be paid.
 - 3.2.3. Once the grant is paid, the Regional LGA will need to remit the GST amount where applicable to the ATO.
 - 3.2.4. The LGA of SA (not the Regional LGA) will then claim the input tax credit from the ATO where applicable.

4. Project and Reporting Requirements

- 4.1. The Regional LGA is required to provide a written Progress Report and an Annual Report at the timeframes outlined in Schedule 2. In addition, the Scheme may request the Regional LGA to provide additional progress reports at any point.
- 4.2. The Regional LGAs must seek approval through the Progress Report for any changes to the project milestones or budget reallocations.
- 4.3. Any variation to the scope of milestone and/or milestone dates must be agreed to prior to the milestone date.
- 4.4. Failure to achieve a milestone as negotiated with the Scheme or failure to comply with any of the project reporting and evaluation requirements may lead to the cancellation of the project with a requirement for the Regional LGA to pay back some or all of the funding provided.
- 4.5. All reports must be submitted to the Scheme as requested via SmartyGrants.
- 4.6. The Annual Report and any project publications will be made available for all LGA members through the Local Government Research and Development Schemes Research Library.
 - 4.6.1. In all cases, the Annual Report must include:
 - (i) a detailed financial statement
 - (ii) measures of the effectiveness of the actions undertaken to achieve the regional capacity-building outcomes
 - (iii) the impact of the outcomes to the Local Government Sector and how these outcomes have been shared across the Local Government sector.

5. Provision of Project Publications

- 5.1. At the completion of this agreement, the final project publications must be made available to all councils via the LGA's website. Accordingly, the Regional LGA must provide the Scheme with an electronic copy of all projects' final product(s).

6. Acknowledgement of Support

- 6.1. Limestone Coast LGA agree to acknowledge in promotional material, communications, publications and signage the funding from the LGR&DS using the following words:

"This project has been supported by the Local Government Research & Development Scheme administered by the Local Government Association of South Australia."

- 6.2. You must tag the LGA account in social media posts.
- 6.3. You agree to provide the LGA with at least 2 weeks' notice of any proposed media announcements, public events or launches relating to the project funded and provide an opportunity for a representative of the LGA to attend and/or speak at a public event.
- 6.4. The LGA may issue public communications, including media releases, case studies and other promotional material, related to the progress or completion of a project.

7. Ownership and Intellectual Property

7.1. Where the LGR&DS funds constitute the sole funding source for the conduct of the Project:

The Regional LGA agrees that all intellectual property developed by or on behalf of the Regional LGA during, or for purposes of, the Project (Project IP) will be owned by the Regional LGA, subject to:

- the Regional LGA using (including sub-licensing others to use) the Project IP for purposes, or for the advancement of the interests of South Australian Local Governments and their constituents (which use shall exclude use for commercial reward).
- the LGA of SA has a royalty free, irrevocable, perpetual, non-exclusive licence to use the Project IP for the purposes of the LGA or for the purposes or for the advancement of the interests, of South Australian Local Governments and their constituents (including sub-licensing others to use that Project IP solely for that purpose).

and the Regional LGA doing all things necessary to:

- vest ownership of all Project IP in the Regional LGA as required; and
- enable the LGA to exercise the rights conferred above.

7.2. Where the LGR&DS funds do not constitute the sole funding source for the conduct of the Project but are augmented with funds from other funding bodies

7.2.1. The Regional LGA consents, and agrees to obtain acknowledgment and consent in writing from all other funding bodies, that in consideration of the funding contribution from LGR&DS to the Project, each agrees that:

- All intellectual property developed during, or for purposes of, the project that is being undertaken with LGR&DS funding (Project IP) will be subject to the grant of a royalty-free, irrevocable, perpetual, non-exclusive licence for the LGA of SA to use the Project IP for the purposes of the LGA or for the purposes, or for the advancement of the interests, of South Australian Local Governments and their constituents (including sub-licensing others to use that Project IP solely for that purpose);
- The Regional LGA and each of those bodies will do all things necessary to enable the LGA to exercise the rights conferred under (i) above; and

- the Project IP will not be used for commercial reward except on terms approved in writing by the LGR&DS (which may include payment).

7.3. **Where use for commercial reward of the relevant intellectual property is contemplated by the Regional LGA .**

- It is a term of the funding grant that any use of the intellectual property developed during, or for purposes of, the Project (Project IP) for commercial reward will be subject to the consent in writing of, and on terms (which may include payment) to be approved by, the LGR&DS on a case-by-case basis.

8. Compliance with Laws

8.1 The Regional LGA must comply with the laws in force in the State of South Australia in performing its obligations under this Agreement.

8.2 The Regional LGA must ensure that all persons engaged in working on the Funding Activities obtain and maintain all relevant licences, registrations or other approvals required by applicable laws or as directed by the LG

9. Eligibility

9.1. The Regional LGA must comply with the Schemes eligibility criteria² and are required to:

- 9.1.1. Have an ABN
- 9.1.2. Be an incorporated organisation
- 9.1.3. Have a minimum \$1 million Professional indemnity Insurance and a minimum of \$10 million Public Liability Insurance as specified in Schedule 1.

10. Definitions

In this Agreement:

Activities means action(s) that contribute to capacity building but are not associated with a defined project or program. Activities may be ad-hoc in nature or respond to an emerging or unanticipated priority.

Administration means anything considered core business for the Regional LGA and not associated with a clear capacity building outcome. Examples of administration that meet this definition includes the coordination of routine regional meetings and committees, salaries and wages for non-project related staff, service or technology subscriptions and organisational planning and development.

Agreement means this agreement between the Local Government Research and Development Scheme and the Organisation and includes this agreement and the schedules relating to this agreement.

Capacity Building refers to the development of the local government sector, so that councils achieve more for their communities, and are equipped for the future. Key elements of capacity

² Please see the Schemes Eligibility Policy

building includes the strengthening of skills, knowledge and organisational capability, and the effective implementation of new structures, processes, and policy.

Delivery Policy means the LGR&DS Delivery Policy as available through the LGA website.

Eligibility Policy means the LGR&DS Eligibility Policy as available through the LGA website.

Funding Period means the period of the of the grant funding as defined in Schedule 1.

Intellectual Property means all copyright, patents, registered and unregistered trademarks, registered designs, trade secrets and know-how and all other intellectual property.

LGA of SA means the Local Government Association of South Australia.

LGR&DS means the Local Government Research and Development Scheme (also referred to as the Scheme)

LGR&DS Guidelines means the 2023-24 Local Government Research and Development Schemes Guidelines for Funding Application

Milestones means the milestones as defined in Schedule 2.

Project IP meant all intellectual property (as defined above) generated by the project.

Project Manager means the person who is to be responsible for the project as defined by the Regional LGA.

Regional LGA means the organisation/s receiving the grant as defined in Schedule 1.

Special Conditions means special conditions as defined in Schedule 1 and approved by the LGA Board.

The Scheme means the Local Government Research and Development Scheme.

11. Acknowledgement and acceptance of offer of funding for funded activities.

EXECUTED as an agreement:

Limestone Coast LGA accepts the terms and conditions specified in this agreement and in schedules 1 and 2 and the LGR&DS Eligibility Policy and LGR&DS Delivery Policy.

RECIPIENTS

By signing, I signify that I have authority to bind my organisation to the terms of this agreement.

SIGNED for and on behalf of Limestone Coast LGA by a duly authorised officer in the presence of:	
.....
Witness signature	Authorised officer signature
.....
Witness name	Authorised officer name
.....
Date	Position of Authorised Officer

SIGNED for and on behalf of Local Government Association of South Australia by a duly authorised officer in the presence of:	
.....
Witness signature	Authorised officer signature
.....
Witness name	Authorised officer name
.....
Date	Position of Authorised Officer

Schedule 1 - Project Details

Item 1 Project	Regional Capacity Building Allocations 2023/24
Item 2 Regional LGA	Limestone Coast LGA
Item 3 Total LGR&DS funding	\$40,000
Item 4 Funding period	Start Date 01/07/2023 End Date 30/06/2024
Item 5 Milestone Dates	As outlined in Schedule 2.
Item 6 Scheme's Representative	Projects and Grants Coordinator Local Government Association of South Australia
Item 7 Regional LGA 's Representative	EO/CEO Limestone Coast LGA
Item 8 Dispute negotiator	Scheme Executive Director Corporate Services Local Government Association of South Australia Regional LGA EO/CEO Limestone Coast LGA
Item 9 Professional Indemnity and Public Liability Insurance	The scheme requires a minimum of \$1 million Professional Indemnity Insurance and a minimum of \$10 million Public Liability Insurance. All parties, except for South Australian councils, must provide up to date Certificates of Currency providing evidence of this insurance.
Item 10 Special conditions – Regional Capacity Building Allocations	The reporting requirements for ongoing allocations are outlined in section 3.2.3 and appendix A of the LGR&DS Delivery Policy 1. The Regional Capacity Building Allocations should be used to undertake projects and other related activities that are not able to be undertaken within existing funding bases.

	<ol style="list-style-type: none"> 2. The Regional Capacity Building Allocations should not be used for administration. 3. An annual report be provided to the Board (via the LGR&DS Advisory Committee) regarding the activities on which the Regional Capacity Building Allocations funds have been used. 4. Any projects undertaken with the funding are to be shared with the other regions and the project outputs made available on the LGA website. 5. Funds be allocated to regions on the basis that their annual subscriptions for councils be at least maintained in real terms so that scheme funding does not substitute for financial support by councils to their regional associations. 6. Funding approved in one financial year may be extended to one further year. However, if the project is not commenced in the second year, the Advisory Committee must be consulted with an application for a further “rollover”. 7. Before payment of Regional Capacity Building Allocations in each new financial year, each region be asked to formulate an indicative scope of project work and budget; to be submitted to the LGA Secretariat for noting, with an opportunity to review the scope during the year and feedback to be provided by the Secretariat. 8. The Regional LGAs can allocate up to \$5,000 for activities that allow a response to emerging priorities on a discretionary basis.
<p>Item 11 Reporting requirements</p>	<p>As outlined in Schedule 2.</p>



Schedule 2 – Payment and Reporting Schedule

Payment Schedule

Payment		Deliverable to be achieved by (date)	Total project funding
1	Carry-over funding (if applicable)		n/a
2	2023/24 – Allocations Agreement Signed	29/09/2023	\$40,000
Total		30/06/2024	\$40,000

Reporting Schedule

Report		Date
1.	Progress Report	28/02/2024
2.	Annual Report 2023/24	31/07/2024

10.3 Limestone Coast Local Government Association 2022 -23 Financial Statements

Committee: Board Meeting

Meeting Date: 13 October 2023

Author: Colin Byles LCLGA Interim Executive Officer

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan – Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: Low

Recommendation

1. That the Limestone Coast Local Government Association (LCLGA) Audit and Risk Committee endorse the 2022/23 Financial Statements to the LCLGA Board for approval.
2. That the Limestone Coast Local Government Association Interim Executive Officer be authorised to sign the Audit Management Representation Letter and the Certificate of Auditor Independence statement.
3. That the Limestone Coast Local Government Association Board adopt the 2022/23 Financial Statements.
4. That President and Interim Executive Officer of the Limestone Coast Local Government Association be authorised to sign the 2022-23 Financial Statements.

EXECUTIVE SUMMARY:

The 2022-23 Financial Statements were presented to the Audit and Risk Committee on the 14 September 2023 with Whitney Sandow, Senior Auditor Dean Newbery and Vanessa McDonald, VRM Accounting, the LCLGA contract Accountant attending.

The Auditors Dean Newbery have given LCLGA an unqualified (unmodified) audit opinion for the 2022-23 Financial Statements, an excellent result.

Whitney Sandow explained the Audit Completion Report (attached) which is the process of how the Audit was conducted.

The only issue identified in the Audit was that the Audit and Risk Committee did not meet the number of meetings required by the Terms of Reference of the Audit and Risk Committee.

The Audit and Risk Committee considered this issue and have recommended the Terms of Reference of the Audit and Risk Committee be reviewed and be included in a Workplan for the Audit and Risk Committee. Other issues in the Audit and Risk Committee minutes will be discussed in a further report in this Board Agenda.

For the 2022-23 Financial Year there has been a deficit of \$63,321 against a budgeted deficit of \$79,927, an improved position.

The Audit and Risk Committee moved and carried the following motions;

**Moved Mayor Des Noll
Duka**

Seconded Paul

That the Limestone Coast Local Government Association (LCLGA) Audit and Risk Committee endorse the 2022/23 Financial Statements to the LCLGA Board for approval.

Carried

Moved Paul Duka

Seconded Mayor Des Noll

That the Limestone Coast Local Government Association Interim Executive Officer be authorised to sign the Audit Management Representation Letter and the Certificate of Auditor Independence statement.

Carried

The motions carried by the Audit and Risk Committee now need to be adopted by the Board before the 2022-23 Financial Statements to be adopted.

**Limestone Coast Local Government Association
Annual Financial Statements
for the year ended 30 June 2023**

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Association to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- the financial statements present a true and fair view of the Association's financial position at 30 June 2023 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Association provide a reasonable assurance that the Association's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Association's accounting and other records.

.....
Colin Byles
ACTING EXECUTIVE OFFICER

.....
Mayor Lynette Martin
President

Date:

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2023

	Notes	2023 \$	2022 \$
INCOME			
Local Government Council Contributions	2	872,812	807,383
Other Contributions	2	40,000	42,783
Other Income	2	70,477	42,127
Project Income	2	378,478	496,035
Total Income		1,361,767	1,388,328
EXPENSES			
Operating Expenses	3	222,086	212,600
Employee Costs	3	504,459	667,725
Project Expenditure	3	698,544	606,471
Total Expenses		1,425,088	1,486,795
NET SURPLUS / (DEFICIT)			
transferred to Equity Statement		(63,321)	(98,467)
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	-
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		(63,321)	(98,467)

This Statement is to be read in conjunction with the attached Notes.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF FINANCIAL POSITION
as at 30 June 2023

	Notes	2023 \$	2022 \$
ASSETS			
Current Assets			
Cash and cash equivalents	4	779,029	648,360
Trade and Other Receivables	4	11,329	66,147
Total Assets		<u>790,358</u>	<u>714,507</u>
LIABILITIES			
Current Liabilities			
Trade & other payables	5	42,461	87,723
Provisions	5	44,775	89,972
Other Liabilities	5	392,569	160,859
Total Current Liabilities		<u>479,805</u>	<u>338,553</u>
Non-current Liabilities			
Provisions	5	658	2,737
Total Non-current Liabilities		<u>658</u>	<u>2,737</u>
Total Liabilities		<u>480,463</u>	<u>341,290</u>
NET ASSETS		<u>309,895</u>	<u>373,217</u>
EQUITY			
Accumulated Surplus		<u>309,895</u>	<u>373,217</u>
TOTAL EQUITY		<u>309,895</u>	<u>373,217</u>

This Statement is to be read in conjunction with the attached Notes.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2023

2023	Notes	Accumulated Surplus	TOTAL EQUITY
		\$	\$
Balance at end of previous reporting period		373,217	373,217
Net Surplus / (Deficit) for Year		(63,321)	(63,321)
Other Comprehensive Income		-	-
Balance at end of period		309,895	309,895
 2022			
Balance at end of previous reporting period		471,684	471,684
Net Surplus / (Deficit) for Year		(98,467)	(98,467)
Other Comprehensive Income		-	-
Balance at end of period		373,217	373,217

This Statement is to be read in conjunction with the attached Notes

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF CASHFLOWS
for the year ended 30 June 2023

		2023	2022
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	\$	\$
Receipts from Members		872,812	774,281
Other Receipts		523,958	645,966
Payments		<u>(1,266,101)</u>	<u>(1,543,464)</u>
Net Cash provided by (or used in) Operating Activities	6	130,669	(123,217)
CASH FLOWS FROM INVESTING ACTIVITIES		<u> </u>	<u> </u>
Net Cash provided by (or used in) Investing Activities		-	-
CASH FLOWS FROM FINANCING ACTIVITIES		<u> </u>	<u> </u>
Net Cash provided by (or used in) Financing Activities		-	-
Net Increase (Decrease) in cash held		<u>130,669</u>	<u>(123,217)</u>
Cash & cash equivalents at beginning of period		648,360	771,577
Cash & cash equivalents at end of period	4	<u>779,029</u>	<u>648,360</u>

This Statement is to be read in conjunction with the attached Notes

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements for the year ended 30 June 2023

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying Limestone Coast LGA's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest dollar (\$).

2 The Local Government Reporting Entity

Limestone Coast Local Government Association is incorporated under the SA Local Government Act 1999 and has its principal place of business at Level 1, 9 Bay Road, Mount Gambier, SA, 5290. These financial statements include Limestone Coast Local Government Associations direct operations and all entities through which Limestone Coast Local Government Association controls resources to carry on its functions. In the process of reporting on Limestone Coast Local Government Association as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

3 Income recognition

The Association recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Association expects to be entitled in a contract with a customer.

Income from Local Government Council Contributions includes income for "pass-through" expenditure for Regional Development Australia Limestone Coast (RDALC), SA Coastal Councils Alliance (SACCA) and the provision of heritage services.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at Limestone Coast Local Government Associations option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (con't)

5 Payables

5.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

5.2 Payments Received in Advance & Deposits

Amounts received from external parties in advance of service delivery, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

6 Employee Benefits

6.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based on costs) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based on costs) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Weighted average discount rate	4.05% (2022 3.56%)
Weighted average settlement period	1 year (2022, 1 year)

No accrual is made for sick leave as Limestone Coast Local Government Associations experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Association does not make payment for untaken sick leave.

7 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

8 Leases

At the inception of a contract, the Association assesses if the contract is a lease. If there is a lease present, a right of use assets and a corresponding lease liability is recognised by the Association where the Association is a lessee. However, all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2023**

	Notes	2023 \$	2022 \$
NOTE 2: INCOME			
Local Government Council Contributions			
City of Mount Gambier		236,678	221,489
District Council of Grant		108,865	96,987
Wattle Range Council		180,995	168,021
Naracoorte Lucindale Council		124,312	122,501
District Council of Robe		62,370	53,157
Tatiara District Council		99,635	94,668
Kingston District Council		59,957	50,560
Total		<u>872,812</u>	<u>807,383</u>
Other Contributions			
LGA SA		40,000	42,783
Total		<u>40,000</u>	<u>42,783</u>
Other Income			
Interest		24,094	773
Sponsorship		-	2,317
Participant Contribution		25,019	19,563
Other		21,364	19,474
Total		<u>70,477</u>	<u>42,127</u>
Project Income			
Tourism (Includes SA Tourism Commission payments)		95,925	80,927
Leadership Program		-	-
Sports Academy & Star Club (Office of Sport and Rec payments)		128,000	126,000
SA Coastal Councils Alliance		88,546	90,935
Substance Misuse LC		66,006	198,173
Total		<u>378,478</u>	<u>496,035</u>

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2023**

	Notes	2023 \$	2022 \$
NOTE 3: Expenditure			
Operating Expenses			
Audit Fees		3,763	3,543
Accounting Fees		25,500	24,800
Computing and IT		28,759	33,611
Rent		21,224	20,824
Insurance		18,663	14,450
Vehicles		52,737	63,622
Chairperson Allowance		6,860	8,000
Travel, Accomodation and Meals		13,371	10,574
Other		51,209	33,176
Total		222,086	212,600
Employee Costs			
Salaries and Wages		450,543	573,301
Workcover		4,034	5,346
Superannuation		44,332	55,106
Leave Provision Movement		52	28,692
FBT		5,498	5,279
Total		504,459	667,725
<p>(2022 Leave Provision Movement is substantially greater as a result of the recording of Time-Off-In-Lieu and a substantial increase in the present value calculation of LSL as a result 3 employee hitting pro-rata 7 years of service.)</p>			
Project Expenditure			
Tourism		207,854	141,951
Leadership Program		-	25,722
Sports Academy & Star Club		151,064	95,355
SA Coastal Councils Alliance		91,879	85,235
Substance Misuse LC		29,752	73,983
Other		217,995	184,225
Total		698,544	606,471

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2023**

	Notes	2023 \$	2022 \$
NOTE 4: Assets			
Cash and Cash Equivalents			
Cash at Bank		779,029	244,638
Term Deposits		-	403,723
Total		<u>779,029</u>	<u>648,360</u>
Trade and Other Receivables			
Trade Debtors		8,463	46,259
Prepayments		-	19,815
Accrued Interest		2,866	73
Total		<u>11,329</u>	<u>66,147</u>
NOTE 5: Liabilities			
Trade and Other Payables			
Goods and Services		25,842	80,387
Accrued Expenses		14,906	3,393
Other		1,713	3,943
Total		<u>42,461</u>	<u>87,723</u>
Provisions - Current			
Employee Entitlements including On-Costs		44,775	89,972
Total		<u>44,775</u>	<u>89,972</u>
Provisions - Non-Current			
Employee Entitlements including On-Costs		658	2,737
Total		<u>658</u>	<u>2,737</u>
Other Liabilities			
LC Regional Sport Academy		200,000	-
Connected and Active Communities (CAC)		155,000	-
Substance Misuse LC		-	88,563
SA Coastal Councils Alliance		37,569	72,295
Total		<u>392,569</u>	<u>160,859</u>

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2023**

	Notes	2023 \$	2022 \$
NOTE 6: Reconciliation of Cash Flow Statement			

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

Total cash & equivalent assets	4	<u>779,029</u>	648,360
Balances per Cash Flow Statement		<u>779,029</u>	<u>648,360</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		(63,322)	(98,467)
Non-cash items in Income Statement			
Net increase (decrease) in unpaid employee benefits		(47,276)	15,357
		(110,598)	(83,111)
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		54,819	18,713
Net increase (decrease) in trade & other payables		(45,262)	33,788
Net increase (decrease) in other liabilities		231,710	(92,608)
Net Cash provided by (or used in) operations		<u>130,669</u>	<u>(123,217)</u>

(c) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards		11,024	11,057
------------------------	--	---------------	--------

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Notes to and forming part of the Financial Statements for the year ended 30 June 2023

NOTE 7: Financial Instruments

All financial instruments are categorised as *loans and receivables*.

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned</p> <p>Terms & conditions: Deposits are returning interest rates between 0.10% and 4.30% (2022: 0.05% and 0.1%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Fees & other charges	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method</p> <p>Terms & conditions: Unsecured, and do not bear interest. Although the association is not materially exposed to any individual debtor, credit risk exposure</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Receivables - other levels of government	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.</p> <p>Terms & conditions: Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Creditors and Accruals	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Association.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 7: Financial Instruments (Cont.)

Liquidity Analysis

2023	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	779,029	-	-	779,029	779,029
Receivables	11,329	-	-	11,329	11,329
Total	790,358	-	-	790,358	790,358
Financial Liabilities					
Payables	41,583	-	-	41,583	41,583
Total	41,583	-	-	41,583	41,583
2022	Due < 1 year	Due > 1 year < 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	648,360	-	-	648,360	648,360
Receivables	46,332	-	-	46,332	46,332
Total	694,692	-	-	694,692	694,692
Financial Liabilities					
Payables	67,908	-	-	67,908	67,908
Total	67,908	-	-	67,908	67,908

The following interest rates were applicable to Limestone Coast LGA at balance date:

	30 June 2023		30 June 2022	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$	%	\$
At Call	4.3	779,029		-
Term Deposits		-	0.07%	403,723
		779,029		403,723

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of Limestone Coast Local Government Association.

Risk Exposures:

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Association is the carrying amount, net of any impairment. Except as detailed in relation to individual classes of receivables, exposure is concentrated within the Limestone Coast LGA boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Associations financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Association will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Association has a balance of both fixed and variable interest rate investments.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2023**

NOTE 8: Uniform Presentation of Financial Statements

	2023	2022
	\$	\$
Notes		
Operating Revenues	1,361,767	1,388,328
Operating Expenses	<u>(1,425,088)</u>	<u>(1,486,795)</u>
Operating Surplus/(Deficit) before Capital Amounts	(63,321)	(98,467)
Less Net Outlays in Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	-	-
Add Back Depreciation Amortisation and Impairment	-	-
Proceeds from Sale of Replaced Assets	<u>-</u>	<u>-</u>
	-	-
Less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	-	-
Amounts received specifically for New and Upgraded Assets	-	-
Proceeds from Sale of Surplus Assets	<u>-</u>	<u>-</u>
	-	-
Net Lending / (Borrowing) for Financial Year	<u>(63,321)</u>	<u>(98,467)</u>

This Statement is to be read in conjunction with the attached Notes

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements for the year ended 30 June 2023

Note 9 – Contingent Liabilities and Contingent Assets

At 30 June 2023, the Association is unaware of any liability, contingent or otherwise, which has not already been recorded elsewhere in the this financial report.

Note 10 – Capital Commitments

At 30 June 2023, the Association is unaware of any capital or leasing commitments which have not already been recorded elsewhere in the this financial report.

Note 11 – Events after the end of the reporting period

There were no events subsequent to 30 June 2023 that need to be disclosed in the financial statements.

Note 12 – Economic Dependence

Limestone Coast Local Government Association is dependent on the Local Councils within its jurisdiction and other funding bodies for the majority of its revenue used to operate the business. At the date of this report, the Board believe that the Local Councils and other bodies will continue to fund the Association.

Note 13 – Capital Management

The Board controls the capital of the entity to ensure that adequate cash flows are generated to fund its programs and that returns from investments are maximised within tolerable risk parameters. The Board ensure that the overall risk management strategy is in line with this objective. The Board operates under policies approved by the board. Risk management policies are approved and reviewed by the Board on a regular basis. These include credit risk policies and future cash flow requirements. The entity's capital consists of financial liabilities supported by financial assets. There has been no changes to the strategy adopted by the Board to control the capital of the entity since the previous financial year.

Note 14 – Related Party Disclosure

The total remuneration paid to key management personnel of Limestone Coast Local Government Association Incorporated during the year was as follows;

	2023	2022
	\$	\$
Short Term employee benefits inc allowances	186,771	183,256
Post Employment Benefits	9,007	15,345

Key management personnel above includes the executive and Board of Management.

The specific banding of key management personnel and Board of management from the Limestone Coast Local Government Association Incorporated during the year was as follows;

\$	2023	2022
Under \$50,000	1	1
\$50,000 to \$100,000	0	0
\$100,001 to \$150,000	0	0
\$150,001 to \$200,000	1	1

Other related parties includes close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel individually or collectively with their close family members.

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements for the year ended 30 June 2023

Note 14 – Related Party Disclosure (Cont.)

There were no transactions with other related parties apart from;

- A relative of a KMP owns a business who contract's their services as required to Kingston District Council.

Related Party Entity	Amounts received from Related Party during the Financial Year
	2023
	\$
City of Mount Gambier	236,678
District Council of Grant	108,895
Wattle Range Council	180,995
Naracoorte Lucindale Council	124,312
District Council of Robe	85,671
Tatiara District Council	106,427
Kingston District Council	59,957
TOTAL	902,935

**Limestone Coast Local Government Association
Annual Financial Statements
for the year ended 30 June 2023**

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Limestone Coast Local Government Association for the year ended 30 June 2023, the Association's Auditor, Dean Newbery, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....
Acting Executive Officer
LC Local Government Association

.....
Audit Committee Chairperson
LC Local Government Association

.....
President
LC Local Government Association

.....
Chief Executive Officer
District Council of Grant

.....
Chief Executive Officer
City of Mount Gambier

.....
Chief Executive Officer
Kingston District Council

.....
Chief Executive Officer
Naracoorte Lucindale Council

.....
Chief Executive Officer
District Council of Robe

.....
Chief Executive Officer
Tatiara District Council

.....
Chief Executive Officer
Wattle Range Council

Date:

CONFIDENTIAL
15 August 2023

Jim Keogh
Director
Dean Newbery
PO Box 755
NORTH ADELAIDE SA 5006

Dear Jim

Management Representations: External Audit, Financial Year Ended 30 June 2023

This Management Representation letter is provided in connection with your audit examination of the General-Purpose Financial Report (**2023 Financial Report**) of **Limestone Coast Local Government Association ('the Authority')** for the financial year ended 30 June 2023.

We hereby confirm, at your formal request, that to the best of our knowledge and belief, the following representations relating to the 2023 Financial Report are correct.

In making these representations, we understand that they are provided to you in connection with your external audit of the Authority for the year ended 30 June 2023 as prescribed by the Local Government Act 1999, for the express purpose of your expressing an opinion as to whether the 2023 Financial Report is, in all material respects, presented fairly in accordance with all applicable standards and requirements, including statutory. In making these representations, we have read and understood the standard unqualified Audit Opinion that would be normally expressed to the Authority by you as is required under Section 129(3) of the Local Government Act 1999 for the financial year ended 30 June 2023. We therefore understand, without exception, the potential ramifications of making any representations to you that are not correct, to the best of our knowledge and belief as of the date of this letter.

We understand and acknowledge that it is the Authority management's responsibility for the fair presentation of the 2023 Financial Report and that management, as appropriate, have approved the Financial Report. Accordingly, management of the Authority are of the opinion that the 2023 Financial Report is free of material misstatements, including omissions.

1. Compliance with all Applicable Standards, including Statutory

The Financial Report of the Authority has been prepared so as to present a true and fair view of the state of affairs of the Authority as at 30 June 2023 and of the results of operations of the Authority for the financial year ended on that date, including for all post balance date matters, as applicable.

The accounting and financial management policies, practices and records of the Authority were at all times maintained in accordance with the requirements of the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and that the Financial Report was prepared in accordance with the Local Government Act 1999, Local Government (Financial Management) Regulations 2011, Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board together with all other mandatory professional reporting requirements in Australia.

ASSETS

(1) Cash and Cash Equivalents

- (1) Cash on hand at balance date was represented by cash floats reconciled and on hand as at 30 June 2023.
- (2) Cash at bank at balance date represented the reconciled operating account(s) of the Authority.
- (3) Short term deposits represented amounts held with the LGFA by the Authority.

Trade and Other Receivables

- (1) Current trade receivables at balance date represented all outstanding amounts owed by debtors.
- (2) Current other receivables at balance date represented all outstanding amounts owed by debtors.
- (3) No debts due at balance date are known to be uncollectible.

Other Current Assets

- (1) Prepayments at balance date represented payments for goods and services to be received in the 30 June 2023 financial year.

Infrastructure, Property, Plant & Equipment and Depreciation

- (1) No Infrastructure, property, plant and equipment at the 2023 balance date.

LIABILITIES – Current and Non-Current

- (1) All liabilities which have arisen or which will arise out of the activities of the Authority to the end of the 2023 financial year have been included in the 2023 Financial Report.
- (2) All outstanding trade payables at balance date have been taken up as at the 2023 balance date.
- (3) All applicable accrued wages and salaries and accrued employee entitlements at the 2023 balance date have been taken up.

- (4) All accrued interest at the 2023 balance date have been taken up.
- (5) All revenue received in advance as at the 2023 balance date have been taken up.
- (6) Provisions for employee benefits, inclusive of on-costs, all discounted as at the 2023 balance date representing long service leave benefits calculated for all valid employees (as at balance date) have been taken up.
- (7) Accrued employee benefits represent annual leave accrued for all valid employees as at the 2023 balance date.
- (8) There were no Borrowings as at the 2023 balance date.
- (9) There were no contingent liabilities including for:
 - a) guarantees.
 - b) bills and accounts receivable discounted, assigned or sold and which are subject to recourse.
 - c) endorsements.
 - d) pending law suits, unsatisfied judgements or claims.
 - e) repurchase agreements; or
 - f) contractual disputes between the Authority and any contractor / service provider that may result in an increased liability as at 30 June 2023; which are not fully disclosed in the notes to the 2023 Financial Report.

EQUITY

- (2) There have been no adjustments to the Accumulated Surplus other than those allowable under the Australian Accounting Standards.
- (3) All reserve funds required by legislation to be maintained have been at all times maintained in the accounting records of the Authority.
- (4) All transfers to and from reserve funds (including the Accumulated Surplus) have been prior authorised by Authority.
- (5) Other than for the Asset Revaluation Reserve, all other reserve accounts are those applied for 2023 Authority budget purposes and have the same balances as at 30 June 2023.
- (6) The Authority does not maintain a 'Contingency Reserve' (or equivalent).
- (7) No reserve funds that are 'cash backed'.

2023 STATEMENT OF COMPREHESIVE INCOME

- (1) Please find attached a summary of all variations greater than 10% for all income and expense amounts (variances less than \$5,000 have been deemed immaterial and

not included) disclosed in the 2023 Statement of Comprehensive Income, compared to 2022.

- (2) No amounts have been re-classified in the 2023 Statement of Comprehensive Income.
- (3) Salaries and Wages expense disclosed in the 2023 Statement of Comprehensive Income reconciles to the last budgeted salaries and wage amount approved by Authority for 2023 annual budget funding purposes.
- (4) Capital grants have been correctly separated from operating grants, in accordance with the requirements of the Model Financial Statements.

CHIEF EXECUTIVE OFFICER'S REPORT

There are no exceptions to the standard Chief Executive Officer's Report that may be or will be expressed in the 2023 report to be included in the 2023 Financial Report.

OTHER REQUIRED REPRESENTATIONS

- (1) No events have occurred (or are known to occur) subsequent to the 30 June 2023 that would require any consideration for adjustment to or additional disclosure in the 2023 Financial Report.
- (2) The Authority does not have any plans or intentions that may materially affect the carrying value or classification of all assets and liabilities as at 30 June 2023.
- (3) The Authority has complied with all aspects of contractual arrangements and agreements that would have a material effect on the 2023 Financial Report in the event of non-compliance.
- (4) There were no material commitments for construction or acquisition of property, plant and equipment or to acquire other non-current assets, other than those disclosed in the 2023 Financial Report.
- (5) There are no violations or possible violations of laws, compulsory standards or regulations whose effects should be considered for disclosure in the 2023 Financial Report or as a basis for recording as an expense or otherwise.
- (6) The methods, the data, and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.
- (7) The Authority has full title to all assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.

- (8) All details concerning related party transactions and related amounts receivable or payable (including sales, purchases, loans and guarantees) have been correctly recorded in the accounting records. All related parties have been identified and disclosed to you during your audit.
- (9) The Authority reviews, at least on an annual basis, the adequacy of insurance cover on all assets and insurable risks. This review has been consistently performed, and where it is considered appropriate, assets and insurable risks of the Authority are at all times adequately covered by appropriate insurance.
- (10) The minutes of all meetings of Authority and its Committees were made available to you and are complete and authentic records of all such meetings held during the 2023 financial year and to the date of this letter. All other statutory records were properly kept at all times during the year and have been made available to you for audit purposes.
- (11) All audit correspondence has been formally and promptly responded.
- (12) All audit correspondence has been referred to Authority and Authority's Audit Committee.
- (13) Salaries and wages records together with records for the Goods and Service Tax were at all times fully maintained in accordance with the requirements of the Australian Taxation Office, as applicable.
- (14) All documentation relating to the capture of Related Party Disclosures and Transactions (AASB 124 Related Party Disclosures) including all authorised forms provided by the deemed Key Management Personnel, evidence of review of total related party transactions processed during the financial year by the Authority e.g. Transaction reports of payments made by Authority to related parties and any working papers of calculation methodologies for the disclosures in the 30 June 2023 financial statements have been made available to the auditors.
- (15) All deemed material transactions relating to Related Party Disclosures and Transactions (AASB 124 Related Party Disclosures) have been included and adequately disclosed in the 30 June 2023 financial statements.
- (16) Authority has formally in place and has at all times maintained an appropriate standard of accounting, internal control structure and framework, segregation of duties and risk management structure and framework across the entire organisation, including appropriate controls and mechanisms specifically designed to prevent and detect fraud and error. Further, we advise that there have not been any instances of fraud or error during the financial year ended 30 June 2023 or to the date of this letter. In addition, there are no matters that should be brought to your attention for the purposes of your making an assessment as to Sections 129(5) and 129(6) of the *Local Government Act 1999*.
- (17) The 2023 Financial Report has been adjusted for all agreed audit adjustments for the year ended 30 June 2023.

- (18) There have been no changes in accounting practices and accounting policies made for the financial year ended 30 June 2023 compared to the financial year ended 30 June 2022.
- (19) Authority's Audit Committee has addressed all of its prescribed responsibilities and no member of the Committee has undertaken other professional services for the Authority.
- (20) In our opinion, there are no grounds to believe that the Authority will not be able to pay its debts as and when they fall due, that assets will be at all time maintained to the service standards currently determined by Authority and accordingly, the Authority is long term financially sustainable.

Yours sincerely

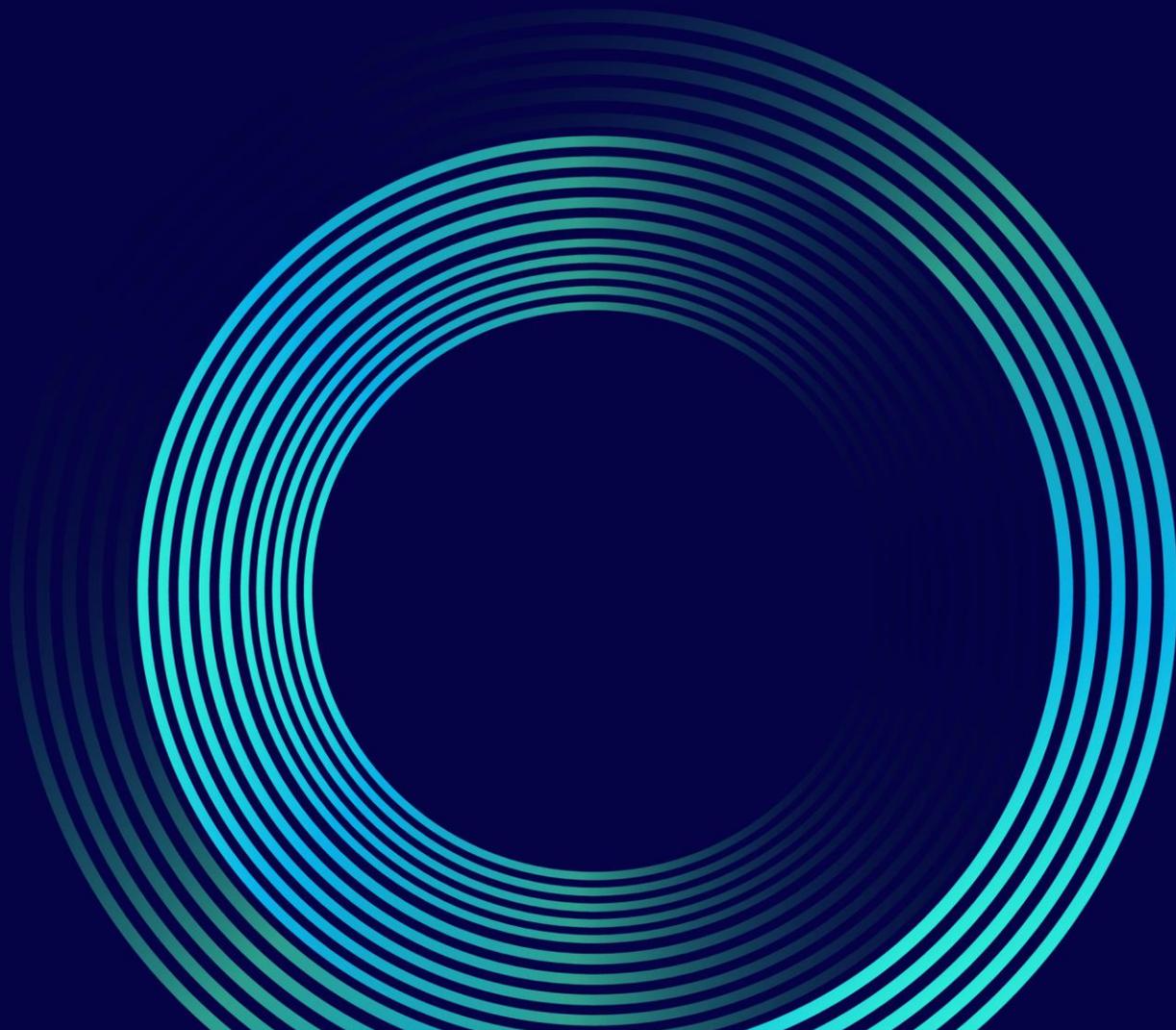
Colin Byles
Interim Executive Officer

Enclosures (as applicable)

Audit Completion Report

Year Ended 30 June 2023

Limestone Coast Local Government Association



24 August 2023

Mayor Lynette Martin
Presiding Member – Risk and Audit Committee
Limestone Coast Local Government Association

Dear Mayor Martin

This report has been prepared for the Risk and Audit Committee of the Limestone Coast Local Government Association (the Authority) in relation to the 30 June 2023 external audit.

The purpose of this report is to provide members of the Risk and Audit Committee and those charged with governance of the Authority a summary of the significant matters that have arisen from our audit which we believe covers material matters dealt within our work completed.

We are pleased to advise that subject to finalisation of the outstanding matters outlined within this report, our audit opinion for financial year ended 30 June 2023 is expected to be issued as an unmodified audit report.

I would like to take this opportunity to thank the Administration for the assistance provided throughout the year.

Your sincerely
DEAN NEWBERY



Jim Keogh
Director

Scope

The audit procedures have been designed and carried out by the audit team in accordance with Australian Auditing Standards and per the audit scope prescribed under the *Local Government Act 1999* and applicable Regulations for the financial year ended 30 June 2023.

Independence

In accordance with our professional ethical requirements, we confirm that, for the audit of the Authority for the financial year ended 30 June 2023, all members of our audit team have maintained their independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Part 4A, published by the Accounting Professional and Ethical Standards Board and in accordance with *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Audit Status

All requested audit adjustments have been processed and disclosures within the financial report appropriately modified based on audit testing completed.

All requested information has been provided by the Administration during the course of the audit.

Subject to the finalisation of the matters outlined in this report, our audit opinion for the financial year ended 30 June 2023 will be signed without reference to any qualification.

Outstanding Matters

All requested audit adjustments have been processed and disclosures within the financial report appropriately modified based on audit testing completed.

Subject to the following work being satisfactorily completed, we expect an unmodified audit opinion to be issued for the financial year:

- Undertake a review of subsequent events since 30 June
- Obtain certified financial statements as required
- Receipt of the signed Management Representation Letter

Fraud & Litigation

As part of our audit we have discussed with the Administration's management staff;

- The safeguards in place in relation to the prevention and detection of fraud
- The existence of any fraud
- The existence of any litigation and claims.

We have not become aware of any matter which should be brought to the Board or Risk and Audit Committee's attention.

Summary of Misstatements

There remain no misstatements that have not been adjusted by the Administration that have been identified during the course of our audit or that in our assessment, require to be reported to Authority's Risk and Audit Committee.

Any misstatements, either individually or in aggregate, that are considered to be immaterial, have not been reported and regarded as being minor in the context of the financial report as a whole.

All requested audit adjustment have been processed within the financial report appropriately modified based on audit testing completed.

Subject to all matters being appropriately completed as outlined in this report, we anticipate to be issuing an unqualified audit opinion on the financial statements (Section 129(1)(a) audit opinion).

Key Audit Matters Considered

As part of our audit planning process we identified key audit and accounting matters that were considered and tested during the course of the audit which represented areas of identified risk where material misstatements could occur.

As a result of the work we have recently completed, we have provided further detail below of the key audit matters and the outcomes from our testing completed.

Key Audit Matter Description	Audit Work Undertaken	Outcomes of Testing Completed
Management override of internal controls	<ul style="list-style-type: none"> Review and observation of controls in operation to assess whether controls are operating effectively as intended throughout the period. Perform analytical reviews and recalculation of transactions. 	<ul style="list-style-type: none"> As there are strict budget controls and transparent reporting to the Board on a monthly basis there were no issues noted.
Revenue recognition	<ul style="list-style-type: none"> Review of amounts recorded as revenue from multiple sources, e.g. State and Local Government and Program Participants. 	<ul style="list-style-type: none"> All grants received during the financial year were correctly recorded as per AASB 1058 Income of Not-for-Profit Entities. Testing of revenue received for Programs didn't identify any issues.
Operating Expenditure	<ul style="list-style-type: none"> Detailed sample transaction testing. Perform analytical reviews and recalculation of transactions. 	<ul style="list-style-type: none"> Testing of the expenditure relating to Note 3 in the financial statements didn't identify any issues.
Expenditure on employee costs	<ul style="list-style-type: none"> Detailed sample transaction testing. Perform analytical reviews. Review of termination calculations. 	<ul style="list-style-type: none"> Testing of employee costs didn't find any issues to note.

Matters to be Addressed in Future Financial Years

As a result of audit work completed, the following audit matters have been identified during the course of our audit which we have summarised below.

Audit Matter	Audit Recommendation
Risk and Audit Committee Meetings	<p>We noted that there was only one Risk and Audit Committee meeting during the financial year, the Terms of Reference of the Committee state that 'Ordinary meetings of the Committee shall be held two weeks prior to LCLGA Board meetings at a place determined by the committee.'</p> <p>We recommend that the Board put in place a process to ensure that the Limestone Coast LGA Risk and Audit Committee meet on the frequency specified in the Terms of Reference of the Risk and Audit Committee.</p>

INDEPENDENT AUDITOR'S REPORT

To the members of the Limestone Coast Local Government Association

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report of the Limestone Coast Local Government Association (the Authority), which comprises the Statement of Financial Position as at 30 June 2023, the Statement of Comprehensive Income, the Statements of Changes in Equity, the Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and other explanatory information and the Certification of the Financial Statements.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2023, and its financial performance and its cash flows for the year then ended in accordance with the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and the Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Authority in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibility of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the Authority's financial report in accordance with Australian Accounting Standards, the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011, and for such controls as Management determines is necessary to enable the preparation of the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, Management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that the audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DEAN NEWBERY

Jim Keogh

Director

Signed on the day of 2023

Disclaimer:

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Dean Newbery

ABN 48 007 865 081

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10.4 Kingston District Council – Funding Of Mobile Black Spots

Committee: Board Meeting

Meeting Date: 13 October 2023

Author: Colin Byles LCLGA Interim Executive Officer

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan – Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: Low

Recommendation

1. That the Limestone Coast Local Government Association (LCLGA) Board discuss the motion raised by Kingston District Council in relation to Mobile Black Spots.

EXECUTIVE SUMMARY:

The Kingston District Council moved a Motion Without Notice at their Council meeting on the 19th September 2023 that read;

“ That the Mayor raise the issue of funding of mobile black spots for discussion at the next LCLGA meeting, with the view to recommend that the LCLGA advocate for state and federal governments to be responsible for funding telecommunications projects”

Mayor Jeff Pope will raise this motion at the Board meeting.

This issue will have relevance at this Board Meeting as Michael Patterson, Regional Manager Telstra will be the Guest Speaker speaking to the funding application by Telstra to address Mobile Black Spots.



Ref 203/2023
File 10/3/2.6

5 October 2023

Colin Byles
Level 1, 9 Bay Road
MOUNT GAMBIER SA 5290

Re: LCLGA agenda item

Dear Colin

Further to my email and subsequent telephone discussion today, I am corresponding with you to formally request that the following Motion Without Notice, which was carried unanimously at Council's 19 September 2023 meeting, please be tabled at the upcoming LCLGA meeting scheduled for 19 October 2023:

"That the Mayor raise the issue of funding of mobile black spots for discussion at the next LCLGA meeting, with the view to recommend that the LCLGA advocate for state and federal governments to be responsible for funding telecommunications projects."

If you require any further information, please do not hesitate to contact me.

Kind regards

Nat Traeger
Chief Executive Officer

ceo@kingstondc.sa.gov.au

0408 809 712

COUNCIL OFFICE

Address

29 Holland Street
Kingston SE
South Australia 5275

Telephone

08 8767 2033

Email

info@kingstondc.sa.gov.au

COUNCIL WORKS DEPOT

Address

Lot 23 Adam Road
Kingston SE
South Australia 5275

Telephone

08 8767 3070

POSTAL ADDRESS

PO Box 321
Kingston SE
SOUTH AUSTRALIA 5275

www.kingstondc.sa.gov.au

10.5 Limestone Coast Regional Sporting Academy Report

Committee: Board Meeting

Meeting Date: 13th October 2023

Author: Adrian Maywald, Academy Coordinator

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan – Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: High

Recommendation

1. That the Limestone Coast Regional Sporting Academy (LCRSA) should move to being a Body Incorporated with a Board of Management (similar to Substance Abuse) over the next 6 to 12 months. This would include negotiations for ongoing support from state bodies, local government, and private sponsorship.
2. A Business Case to substantiate the viability of the LCRSA becoming a body incorporated be developed.

Purpose: –

To give Board Members an overview of the Limestone Coast Regional Sporting Academy.

Discussion: -

The LCRSA is recognised as a fantastic pathway to provide genuine expertise and support to future and current youth sporting stars within our Limestone Coast region and to strengthen and grow expertise in our region of athletes and coaches across a diverse range of sports.

We are currently working on 3 core aims:

- Long Term sustainability.
- Better use of systems and technologies for improved outcomes and efficiencies for our 7 Council regions and all Athletes.
- Introducing additional sporting pathways as part of the Academy.

I personally wish to acknowledge and thank Tony Elletson for his vision and commitment to the Academy in creating and maintain a diverse team as he has increased funding, educational programs, coaching expertise and Athlete pathways in the Limestone Coast.

His work is inspirational and highly valued by all who are involved with the Academy. Thanks, you and your continued support is also greatly appreciated.

A recent survey of Athletes/Families in August 2023 highlighted that 78% of Athletes and Families have found the Academy to be beneficial with a positive impact upon them and 85% would recommend to other Athletes that they should apply for the Academy in 2024.

Some of the recent works/achievements of the LCRSA over the last 7 weeks include:

- Meeting with the Director of the Warrnambool Sporting Academy and reviewing a range of models of Sporting Academy's across Australia's State and Territories to establish a position on the best way forward for sustainability/viability.
- Meeting with Recreation and Sport and key South Australia Sports Institute representatives to review programs and future options.
- Digitising the application process and hire agreement forms for athletes, then next stage is digitizing medical, contact details and live Calendars for educational, sports training and competitions etc for all participants.
- Inducting our 2024 Cycling Athletes which include 4 female track cyclists for 2024.
- I have met with and surveyed all coaches, worked with State Sporting Bodies met with our Educators and gained feedback from Athletes and Families to help refine future directions of the Academy which includes:
 - meeting with individual coaches/state bodies to review feedback on session to best meet athlete needs in their chosen sport.
- Share a live calendar with alerts for reminders when trainings and academy session are being held.
- Educational's have trialled and will now continue to have a video link option (using Microsoft Teams) to allow recording, chat features and video links. Athletes will be required to have cameras on and actively speak/use chat if wanting video links to support increased attendance. Due to many sports having different training times we will also provide recording where it is impossible for an athlete to join a live session.
- Review time lengths of academy events and venues for best engagement and success.
- Medical details, hire agreements, uniforms etc will be completed in digital format.
- Increase the accountability on Athletes to attend gym, trainings and educational's.
- Review options to add additional sports and or link Lonestar athletes together more.
- A formal half to full day induction will be held in late Jan/Early Feb 2024
- (dependant upon availability) for all athletes, coaches, educators and families to ensure aligned approach to start the year.

- Chat groups will be created to better support athletes to attend gym sessions with others and organise training partners etc to help each other achieve.
- We will pursue further pathways around sponsorship and support to give each athlete the best chance of success including accommodation, equipment, travel.
- Review options to compete/train more with other Academy's in 2024.
- Application have now opened for Athletes to apply for the LCRSA for 2024 and over the next two months we will finalise arrangements with State Bodies, SASI, Recreation and Sport, Coaches and Educators including MOU's to be ready for 2024.

Limestone Coast Regional Sporting Academy Incorporation Potential

Recommendation from the August Meeting 11/8/23:

That the Limestone Coast Local Government Association Board authorise the Limestone Coast Sport Academy coordinator to explore Incorporation options and to report back to the Limestone Coast Local Government Association Board with a recommendation by the October 2023 Board meeting.

- After having reviewed all State and Territory practices across Australia, discussed with SASI, finance support and reviewing National Sporting Funding and State Recreation and Sports Funding, along with background from Tony Elletson who has looked into this previously.
- My recommendation is the Academy should move to being a Body Incorporated with a Board of Management (similar to Substance Abuse) over the next 6 to 12 months. This would include negotiation support from State Bodies, Local Government and private sponsorship.
- The transition period would still require support from the LCLGA to ensure a smooth and successful pathway with a long-standing commitment from State Government, Local Councils and Private Sponsors to ensure we can have and maintain a sub-elite pathway to strengthen our sporting clubs, athletes and facilities within the Limestone Coast.
- A proposal that we consider a business case is put forward at this meeting to explore the viability of the LCRSA becoming a body incorporated.

10.6 Audit Committee Minutes

Committee: Board Meeting

Meeting Date: 13 October 2023

Author: Colin Byles LCLGA Interim Executive Officer

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan – Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: Low

Recommendation

1. That the LCLGA Credit Card Policy and Agreement to Use Policy be reviewed and be presented to the next Audit and Risk Committee.
2. That the Audit and Risk Committee meet in late November 2023 to consider and develop a workplan that will include:
 - Review of Terms of Reference of the Audit and Risk Committee
 - Review of Credit Card Policy
 - Budget Reviews
 - Delegations
 - Policy Review of all policies

EXECUTIVE SUMMARY:

The Audit and Risk Committee met on the 14 September 2023 (minutes attached) as well as endorsing the 2023-24 Financial Statements the committee moved two other recommendations that were on the agenda and need to be adopted by the LCLGA Board.

The process is to bring these recommendations out of the Audit and Risk Committee minutes and have them adopted by the LCLGA Board if the Board finds the recommendations acceptable.

1. Discussion took place on the current Credit Card Policy. Committee determined that the current Credit Card Policy is not fit for purpose and needs to be reviewed.

The following recommendation was moved.

Moved Mayor Des Noll

Seconded Sarah Philpott

That the LCLGA Credit Card Policy and Agreement to Use Policy be reviewed and be presented to the next Audit and Risk Committee.

Carried

2. Discussion took place on the importance of having the Audit and Risk Committee meetings and the role this Committee plays in reviewing the operations of the LCLGA.

The following recommendation was moved.

Moved Sarah Philpott

Seconded Paul Duka

3. That the Audit and Risk Committee meet in late November 2023 to consider and develop a workplan that will include:
- Review of Terms of Reference of the Audit and Risk Committee
 - Review of Credit Card Policy
 - Budget Reviews
 - Delegations
 - Policy Review of all policies

Carried

The items for the Audit and Risk Committee workplan also have appeared in Executive Officers Report highlighting that these issues need to be addressed.

MEETING VIA TEAMS

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION AUDIT AND RISK COMMITTEE MEETING
--

1. Present

Mayor Lynette Martin OAM	President LCLGA, Mayor, City of Mount Gambier
Mayor Des Noll	Mayor, Wattle Range Council
Sarah Philpott	CEO, City of Mount Gambier
Paul Duka	Director Corporate Services, Wattle Range Council
Colin Byles	Interim Executive Officer, LCLGA
Whitney Sandow – Senior Auditor	Dean Newbery Auditors
Vanessa McDonald	LCLGA Accountant

2. Apologies - Nil

3. Minutes of the Previous Meeting

Moved Paul Duka

Seconded Mayor Des Noll

That the minutes of the Audit and Risk Committee meeting held on the 28th September 2022 be accepted as La true and correct record of the meeting.

Carried

4. 2022-23 Audit and End of Financial Year Results

4.1 2022/23 Financial Statements (includes)

Management Representation Letter
Audit Completion Report

Whitney Sandow, Senior Auditor, Dean Newbery outlined the audit process, what was examined and reported as per the Audit Completion Report that the only item to be reviewed is the Terms of Reference of the Audit and Risk Committee as the meeting schedule is not being met.

Dean Newbery has submitted an unqualified audit statement which can be signed off on after the Board has approved the Financial Statements.

Moved Mayor Des Noll

Seconded Paul Duka

That the Limestone Coast Local Government Association (LCLGA) Audit and Risk Committee endorse the 2022/23 Financial Statements to the LCLGA Board for approval

Carried

Moved Paul Duka

Seconded Mayor Des Noll

That the Limestone Coast Local Government Association Interim Executive Officer be authorised to sign the Audit Management Representation Letter and the Certificate of Auditor Independence statement.

Carried

5. General Business

5.1 Review of Credit Card Policy

Discussion took place on the current Credit Card Policy. Committee determined that the current Credit Card Policy is not fit for purpose and needs to be reviewed.

Moved Mayor Des Noll

Seconded Sarah Philpott

That the LCLGA Credit Card Policy and Agreement to Use Policy be reviewed and presented to the next Audit and Risk Committee.

Carried

6. Other Business

Audit and Risk Committee Meetings

Discussion took place on the importance of having the Audit and Risk Committee meetings and the role this Committee plays in reviewing the operations of the LCLGA

Moved Sarah Philpott

Seconded Paul Duka

That the Audit and Risk Committee meet in late November 2023 to consider and develop a workplan that will include:

- Review of Terms of Reference of the Audit and Risk Committee
- Review of Credit Card Policy
- Budget Reviews
- Delegations
- Policy Review of all policies

Carried

Mayor Martin left the meeting at 1.37pm

Mayor Des Noll took over as Chair for the rest of the meeting.

7. Meeting Closed – 1.40pm

11. LCLGA REPORTS

11.1 LCLGA President's Report

Since the last LCLGA meeting held on 11 August, I have attended the following meetings and events, noting that whilst most are in my capacity as Mayor of the City of Mount Gambier, I believe they have relevance to our region and are therefore of interest.

- Met with Senator Kerrynne Liddle – general conversation about our region and The Voice referendum.
- Two Radiation Treatment Limestone Coast Working Party meetings. We are still awaiting the transcript from the Legislative Review Committee. Positive news that the proposed Cancer Care Centre upgrades for Mount Gambier and the surrounding region will not be tendered until the feasibility study for radiation therapy services in the region is complete. The study will be undertaken by an independent consultant and will engage with a wide range of health and community stakeholders, including the Radiation Treatment Limestone Coast Working Party as well as experts in radiation oncology.
- UniSA Leaders in Industry Luncheon
- Met with Hon Connie Bonaros MLC re proposed off-shore windfarm at Port MacDonnell.
- Attended Memorial Service for Robyn Campbell, CEO Burrandies Aboriginal Corporation.
- Met with Flinders University Team re launch of Allied Health degree programmes in Mount Gambier, being Occupational Therapy, Physiotherapy and Speech Pathology.
- Regional Growth Strategy Meeting, which resulted in LCLGA taking over the administration of this. Colin has sought input from committee members and is now compiling the final tender document for approval.
- Mt Gambier Migrant Resource Centre convened a community and industry stakeholders forum at which Dr B (Hass) Dellal AO was the guest speaker, followed by general discussion about challenges and opportunities facing the successful settlement of migrants in our region.
- Attended LCLGA Team Meeting. Colin holds weekly Team Meetings with staff at the LCLGA Office. At these meetings, staff give an outline of what they are currently working on etc. Meetings have had a very positive effect on staff.
- LCLGA Audit and Risk Committee Meeting.
- Business Network Roundtable, convened by the Hon Ben Hood MLC.
- SAROC Meeting in Adelaide on 21 September.

Members are able to access the Agenda and Minutes on the LGA website. However I offer the following comments in relation to proposed items of business submitted by Member Councils.

1. Item 5.1 – Animal Impounding/Rehoming (Clare & Gilbert Valleys Council) – SAROC did not support the Recommendation as written and in fact the Motion was lost.
 2. Item 5.2 – Landscape SA and the Levy (District Council Barunga West). The Recommendation was lost and a Motion “That the SAROC Committee encourages the Secretariat in its advocacy to the state government in relation to local councils not collecting a landscape levy on behalf of the regional Landscape Boards.” Was successful.
 3. Item 5.3 – Youth participating in post-secondary education – Youth Allowance Eligibility criteria. Members will remember this recommendation came from the City of Mount Gambier, then sought support from the LCLGA, which was forthcoming and the SAROC Committee approved this item of business being included in the agenda for the LGA Annual General Meeting to be held on 26 October 2023, on the basis that it aligns with the strategic objectives of the LGA by advocating for Government support to address regional skills shortages.”
- SA CFS Region 5 Briefing – Mayors & CEOs of LCLGA were invited – This was an operational meeting, particularly relevant to the LCLGA District Councils.
 - Attended workshop on research Department for Premier and Cabinet and the SA Tourism Commission are undertaking on Brand SA.
 - Several meetings re appointment of EO for LCLGA with next meeting to conduct interviews on 5 October.
 - SAROC Annual Business Plan Workshop on 4 October. This will be an important workshop to set the future direction of SAROC. At the time of submitting this report, the meeting had not been held, but I will be able to report more fully at our meeting.

<p>Recommendation</p>

- | |
|--|
| <ol style="list-style-type: none">1. That the Report be noted. |
|--|

11. 2 Executive Officers Report

Committee: Board Meeting

Meeting Date: 13th October 2023

Author: Colin Byles, LCLGA Interim Executive Officer

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan – Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: Not Required

Recommendation

1. That the Report be noted

Executive Summary

Materials Recovery Facility (MRF)

The Regional Waste Management Steering Committee which consists of the Directors/Managers of the seven Councils has met to discuss the consultant's report on the Material Recovery Facility.

The Chief Executive Officers of the seven Councils had previously considered the report and referred the report to the Regional Waste Steering Committee to confirm the tonnage data listed in the report and consider the recommendations in the report.

The tonnages have now been verified, with the Regional Waste Steering Committee has recommended a workshop meeting with the consultants to discuss issues that need to be further discussed.

I am presently communicating with the Chief Executive Officers to determine who and when this workshop should occur.

Delegations, Policies and Budget Delegation Approvals

In the process of working through some grant contracts for the Connect and Active Communities programs it was found that there were no operational delegations or budget approval delegations as well as most of the LCLGA policies had not been reviewed.

It had been assumed that the Limestone Coast Local Government Association Charter and Business Plan approval was what was required to operate the business.

As the Limestone Coast Local Government Association is a Local Government Subsidiary, then the Association is required to comply with the Local Government Act requirements.

I will now commence a project to ensure the LCLGA has Delegations, Budget Approval Delegations, and reviewed Policies in place.

Activities for the last two months

- Meeting with David Wheaton RDA Limestone Coast re what is happening in each organisation.
- Weekly Staff Meetings
- Development of Staff - understanding Local Government processes.
- Updating Human Resource matters
- Mayors Information Forums fortnightly
- Meetings with Office Recreation and Sport representatives re CAC program
- Roads and Transport Management Group meeting
- Regional Waste Management Steering Committee meeting
- Regional Growth Strategy Tender Brief meeting with the Working Group
- Finalisation of Regional Growth Strategy Tender Brief and release of the Tender.
- Regional Capacity Building Annual Report and next Workplan.
- Teams meeting with Michael Patterson, Regional General Manager Telstra re Grant Funding
- LCLGA CEOs meeting
- Financial Statements Audit Questions with Auditors
- Discussion with Auditors re Audit Completion Report
- Audit and Risk Committee Meeting
- Regional Local Government Executive Officers meeting
- Regional Tourism Review workshop with South Australian Tourism Commission
- Local Government Association, Clinton Jury CEO and SAROC Chair Leon Stephens, catch up with Regional LGA CEO's
- Presentation to District Council of Robe re Connected and Active Communities program.
- Met with DC Robe Acting CEO to discuss any issues for LCLGA.
- Executive Officer recruitment – facilitating paperwork and Teams meetings.
- Meeting with Mayor Martin re SAROC agenda
- Green Triangle Freight Plan Implementation Monitoring Group Meeting.
- Meeting with Tim Viner-Smith from HDS re Regional Transport Plan

11.2.1 South Eastern Water Conservation and Drainage Board

Committee: Board Meeting

Meeting Date: 13th October 2023

Author: Colin Byles, LCLGA Interim Executive Officer

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan – Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: Not Required

Recommendation

1. That the Report be noted.

Executive Summary

At the August 2023 Board meeting nominations were called for a position on the South Eastern Water Conservation and Drainage Board and the following motion was adopted.

That the South Eastern Water Conservation and Drainage Board be advised the new Limestone Coast Local Government Association representative on the South Eastern Water Conservation and Drainage Board is Mayor Ross.

I have since been advised that the South Eastern Water Conservation and Drainage Board (SEWCDB) were incorrect in asking the Limestone Coast Local Government Association to call for nominations.

The SEWCDB should have asked the Local Government Association SA (LGASA) to run the process and call for nominations.

Therefore, the nomination of Mayor Patrick Ross by the LCLGA for this position is now null and void. Mayor Ross has been advised of this by the CEO of the LGASA Clinton Jury.

The LGASA has now called for nominations for this position on the SEWCDB which will close on Friday 3rd November.

Further information relating to the position, eligibility and how to nominate is available on the LGASA website.

11.2.2 Regional Growth Strategy

Committee: Board Meeting

Meeting Date: 13th October 2023

Author: Colin Byles, LCLGA Interim Executive Officer

Authoriser: Colin Byles, LCLGA Interim Executive Officer

Strategic Reference: LCLGA Strategic Plan – Stronger Economy

Budget Impact: Nil

Risk Assessment: Not Required

Recommendation

1. That the Report be noted.

Executive Summary

That the Regional Growth Strategy Tender Brief has been finalised and is currently out for Tender closing on the 23rd October 2023.

The Tender Brief has been revisited several times over the last 12 months.

In the past month the working party (made up of members of the LCLGA and the Regional Development Board Limestone Coast) has met and worked through the final comments to achieve a final Regional Growth Strategy Tender Brief document that was released on the 2nd October 2023.

The Tender Brief document is attached to this report for information.

Released: 2nd October 2023

Close: 5pm (Adelaide time) Monday 23rd October 2023

INVITATION TO TENDER FOR THE DEVELOPMENT AND PROVISION OF

Regional Growth Strategy for the Limestone Coast Region.

To be supplied to

THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Please note: The Limestone Coast Local Government Association (LCLGA) is partnering with Regional Development Australia Limestone Coast (RDALC) for the development of a new Regional Growth Strategy (RGS).

The LCLGA seeks the submission of tenders from selected suitably qualified tenders for the provision of the Service.

All information provided to LCLGA will be treated as commercial-in-confidence and will not be transmitted to any party that is not a member of the LCLGA or the RDALC unless otherwise required by law.

All information provided to Tenderers is deemed commercially in confidence and is not to be transmitted to any third parties without the LCLGA's express consent.

By submitting a response to this Invitation to Tender, each Tenderer acknowledges the above and all requirements and conditions set out in this ITT.

I look forward to receiving your proposal.

Yours sincerely,



Colin Byles
Interim Executive Officer
Limestone Coast Local Government Association

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ATTACHMENT A:

Current Limestone Coast Regional Growth Strategy (jointly commissioned by LCLGA and RDALC in 2018)

ATTACHMENT B:

Potential Key Stakeholders

1. ORGANISATION

The Limestone Coast Local Government Association (LCLGA) is a regional subsidiary body established by the seven Constituent Councils in the Limestone Coast (LC) region of South Australia, namely the City of Mount Gambier, District Council of Grant, Kingston District Council, Naracoorte Lucindale Council, District Council of Robe, Tatiara District Council and Wattle Range Council.

As a regional organisation with elected membership, the Association is highly accountable to its members and is the peak body representing Local Government in the LC Region. We facilitate shared projects and advocate for our region across various issues.

The purpose of Regional Development Australia Limestone Coast is to support the development of the region by facilitating industry collaboration, encouraging investment, building capability and capacity in our community, and driving collaboration between stakeholders.

2. BACKGROUND

Regional Development Australia Limestone Coast (RDALC) and the Limestone Coast Local Government Association (LCLGA) partnered to develop the current Regional Growth Strategy (RGS) and Action Plan. The RGS was developed in 2018 with a horizon to 2026. It identifies the areas of focus for the Limestone Coast region to grow to meet its aspirational targets.

The RGS has been a very effective tool for engaging with stakeholders on our priorities and assisting Councils, Businesses and Community initiatives to access funding by providing evidence to support the rationale of these priorities.

Importantly this strategy was the first of its type in SA, giving us a point of difference and competitive advantage from other regions.

However, the current operating environment has changed significantly from when the RGS was developed. The major factors are changing geopolitical relationships and tensions and their impact on international and Australian markets and shifts in supply chain risk; new and updated data sets from the last census, and changes in governments (state and federal).

The Boards of the RDALC and LCLGA have agreed that whilst the strategy had been effective, changes in the strategic operating environment meant the RGS must be at least updated (for data, new policy and political language) or a new fit-for-purpose strategy developed.

A working group has been established comprising representatives from the RDALC and LCLGA to progress the thinking on a scope to develop a new RGS. The working group and Boards recognise it is important to recapture the advantage the current strategy provided us in innovation and thought leadership for our community to leverage the strategic advantages of our region.

3. PURPOSE

To develop a Regional Growth Strategy that focuses on the strengths and unique advantages that make the Limestone Coast different and provides a competitive advantage. It will be a catalyst to attract investment and migration, as well as reiterating the reasons why existing businesses, professionals and families should stay and expand in the region.

The RGS provides clarity on where and how resources and effort should be applied to achieve a sustainable economic growth in the Limestone Coast.

4. OBJECTIVES

The RGS aims to enable.

“The sustainable increase in living standards that deliver higher incomes, growth in net wealth, better education, health and wellbeing, as well as environmental protection resulting from a conscious and applied effort. **At its core, economic development is about improving the quality of life in our community**”,

The RGS provides clarity on where and how we should apply our resources and effort to achieve a sustainable increase in living standards in the Limestone Coast.

Our why for this project is to improve economic development opportunities and outcomes and increase living standards in the Limestone Coast.

The objectives for the new RGS include:

- 1) Deliver a RGS that creates a competitive advantage for our region in the (measurable) areas of:
 - a. Economic growth and jobs
 - b. Living standards (costs, income, net wealth, infrastructure and economic activity).
 - c. Education (traditional and non-traditional).
 - d. Wellbeing (physical and psychological).
 - e. Environmental outcomes (natural and built).
 - f. Community services
 - g. Resilience
- 2) Clarify the priorities and directions for our community on where best to apply our resources and effort for the greatest return,
- 3) Create a compelling narrative to activate and inspire our community and stakeholders,
- 4) Explore benefits of the economic and social opportunities from cross-border collaboration,
- 5) Create a compelling narrative for policymaker’s political leaders and private/corporate investors that supports investment in our region, and
- 6) Create a tool to help us secure resources to support economic and social development projects in our region.
- 7) Demonstrate an alignment with the State and Commonwealth governments priorities in:
 - a. Connectivity and Infrastructure incorporating digital connectivity, transport links, and freight and supply chain infrastructure.

- b. Human Capital and Skills to develop and support a skilled and adaptable workforce, Regional Universities and training, and schooling.
- c. Regional Employment and Business to develop regional businesses and industry, local R&D and innovation, and a strategic regional vision.
- d. Leadership and Collaboration by investing in regional leadership, capable local government, and the Indigenous community.
- e. Amenity and Livability providing services, facilities and support for local priorities.
- f. Sustainable Natural Resources to build future resilience, ensure sustainable foundations and provide economic opportunities and jobs.
- g. Addressing the need to reduce climate change impacts.
- h. Delivering Ag2030
- i. Consider opportunities associated with the Aviation White Paper

5. CONSULTANCY BRIEF

The LCLGA is seeking submissions from credible organisations that have the capability to develop an updated RGS that delivers on the objectives and focuses on our strengths and the unique advantages that make us different and that differentiate the Limestone Coast region to ensure we have a competitive advantage.

The selected organisation is expected to have, as a minimum, the capability to:

- 1) Review the current RGS to assess the opportunity for innovation to create greater value.
- 2) Propose a methodology to create the strategy.
- 3) Conduct environmental scanning and situational analysis of the Limestone Coast Economy within the context of the purpose statement. This could include an analysis of available data such as:
 - a. Existing and new industries.
 - b. Emerging technology.
 - c. Social drivers and changes.
 - d. Constraints and blockages to growth and knowledge gaps.
 - e. Growth opportunities (may need to be revisited following consultation);
 - f. Circular economy drivers.
 - g. Demographics and trends, including migration and diversity and inclusion.
 - h. Policy enablers and inhibitors.
 - i. Approaches to create focus and manage trade-offs (in the application of resources).
- 4) Implement an agreed community and stakeholder engagement process.
- 5) Prepare an agreed RGS outline prior to drafting. The outline must describe:
 - Key headings for the Regional Growth Strategy
 - Key topics for inclusion under each heading
 - Key references for each topic

This will ensure that there are clear and shared expectations between all the parties.
- 6) Develop a draft strategy for the Steering Committee to review and endorse for respective Board approval. This strategy should include how we measure success and links to data sets we can use to quantify and test actual performance.
- 7) Engagement with our community and stakeholders to validate the strategy; and

8) Finalise the agreed strategy.

Tenderers are asked to consider whether they recommend a revision of the existing RGS or a complete rewrite, with justification provided.

The above is provided as an indication of the possible approach but is not intended to be prescriptive. The LCLGA and RDALC is seeking an organisation that can achieve the outcomes set out in this brief and brings an approach to the development of the new RGS to achieve our objectives.

6. REQUIRED DELIVERABLES AND PROGRAMME

The tenderers are to provide an overall program based on their proposed methodology, that as far as possible achieves the following overall time objectives.

DELIVERABLE	TIMEFRAME **
Commencement meeting with the LCLGA and RDALC	DECEMBER 2023
Stakeholder Engagement (face to face where possible) Community Engagement Plan	TBD AT COMMENCEMENT MEETING
Outline of RGS for agreement by LCLGA and RDALC prior to drafting	JANUARY 2024
Submission of Draft RGS for Steering Committee review and endorsement for consultation	FEBRUARY 2024
Incorporation of comments and endorsement of Final RGS	APRIL 2024

** Or other time(s) as agreed with LCLGA in acceptance of the proposal

LCLGA has provided the above timeframes in accordance with its project requirements.

7. SEPARATE CONCURRENT INITIATIVES

In the same project timeframe, there are several other strategic planning processes being undertaken in the Limestone Coast. Consideration will need to be given to commonality, opportunities for collaboration and the potential for consultation fatigue. Known planning processes are articulate but not limited to:

Plan	Lead Organisation	Timeframe
Regional (Land Use) Plan for the Limestone Coast	Plan SA	2023 - 24
Limestone Coast Drought Resilience Plan	RDALC (LCLGA / Landscape Board)	30 Jun 2024

Lower Limestone Coast Water Allocation Plan	Limestone Coast Landscape Board	Review due Dec 2023 Revision 2024 – onwards
Council Strategic Plans	7 Limestone Coast Councils	2023-2024
Council Land Use Plans	7 Limestone Coast Councils	Varied
Limestone Coast Coastal Adaptation Strategy	LCLGA on behalf of 4 Coastal Councils	2023
Limestone Coast Prospectus of Priorities	RDALC	2019-2034
SA 20 Year State Infrastructure Strategy	Infrastructure South Australia	2040

8. TENDER SUBMISSION REQUIREMENTS

The Tenderer's proposal must address each item as set in this Section 5, as a minimum.

Tenderers are advised to ensure that each of the Assessment Criteria set out in section 6 are addressed within their response.

8.1 TENDER INFORMATION

Tenderer must provide the following information.

Company Name	
Name of Tenderer's contact person	
Registered Office Address	
Postal Address	
Telephone Number	
Email Address	
Australian Company No. (if applicable)	
Australian Business No. (if applicable)	
Public Liability Insurance details (note that LCLGA requires minimum \$20M) Provide Certificate of Currency	
Professional Indemnity Insurance details (note that LCLGA requires minimum \$5M) Provide Certificate of Currency	
Workers Compensation Insurance (as applicable to Tenderer's business) Provide Certificate of Currency	

8.2 PROJECT APPRECIATION

The proposal must include a summary of the Tenderer's understanding of the project, expected key risks to successful achievement of the project outcomes and deliverables, and the Tenderer's proposed mitigations for those risks.

8.3 METHODOLOGY AND TIMING

The proposal must include an overview of the Tenderer's proposed approach/methodology to achieve the project deliverables and a summary program clearly showing as a minimum: key activities and interdependencies, key LCLGA (and Council) interactions, stakeholder engagement and deliverables dates with hold points and milestones that link to contract payments. This will include a description of the innovation proposed within the methodology and/or that will be captured in the RGS.

Tenderers are also invited to comment on the feasibility of the project deliverables set out in Section 4.

8.4 EXPERIENCE AND CAPABILITY

The proposal must include the name(s), position and experience of proposed personnel, as well as provide a current CV(s) and provide information in relation to additional resources that would be available if required.

Tenderers should note the expectation of interaction with the LCLGA and our members, RDALC and key stakeholders as necessary in the development of the RGS.

For clarity, tenderers are not expected to contact LCLGA members, RDALC or stakeholders during the tender process.

The name(s) of the proposed Project Lead / Client liaison is also to be provided.

A minimum of two examples of current and previous relevant experience in the provision of the Service are to be provided, each with a contact name and phone number that can be contacted as a referee if LCLGA so decides.

Where the provision of any aspect of the Services is proposed to be completed by sub-contractors, the Tenderer must provide substantial information relating to the contractual arrangements for such resources, together with information on the relevant experience of such other organisation(s).

8.5 COST

All prices quoted by Tenderers in their Tender are:

- to be in Australian dollars.
- to be exclusive of GST.
- not subject to rise and fall; and
- to remain valid for a minimum period of ninety (90) days from the Closing Time.

Tenderers are to provide a fixed lump sum fee.

In addition to the lump sum offer, Tenderers may propose an alternative pricing method if this can demonstrate an advantage, which will be considered at the sole discretion of LCLGA.

8.6 RISK

The Tenderer is to provide an explanation of their approach to the management of safety for this engagement, including compliance with all Work Health Safety, SA regulations.

The Tenderer is to provide information about their quality assurance management system as applicable, including the status of any accreditation held.

The Tenderer is to confirm that their engagement would not create any conflict of interest or advise of any potential conflict(s) of interest and proposed relevant mitigation(s).

9. ASSESSMENT CRITERIA

Tenders received will be assessed against the following criteria (in no order of importance):

Scored Criteria

- Demonstrated understanding of the project and LCLGA/RDALC expectations
- Ability of the Tenderer's proposed methodology and program to achieve objectives.
- Level of innovation incorporated into the proposed methodology and RGS
- Demonstrated capability of the Tenderer's Key Personnel to achieve the Project deliverables.
- Suitability of Tenderer's demonstrated experience on similar work

Risk Assessed Criteria

- Appropriateness of insurance (Certificates of currency required)
- Approach to compliance with occupational health and safety
- Assessment of the level of risk associated with the negotiation of an acceptable Contract for Services with the Tenderer
- Suitability of Quality Assurance management system
- Level of staff resources
- Any unacceptable conflict of interest or extent that any potential conflict of interest may adversely impact LCLGA and/or its members and stakeholders.
- Any other relevant risk to LCLGA and/or the RDALC.

Value for Money Assessment

In determining the overall value for money proposition provided by each Tenderer, LCLGA will take account of all relevant matters, including:

- the tendered prices, including the overall impact on LCLGA and RDALC costs.
- the proposed pricing structure.
- assessed score of each scored criteria.
- risk assessment of any potential adverse outcomes at any point in the procurement or project delivery phases
- any unacceptable proposal(s) from Tenderer that cannot be resolved to LCLGA satisfaction.

10. ENQUIRIES

All enquiries or requests for information or clarification regarding this Project must be addressed to the Nominated Contact Person via email.

Name: Colin Byles Interim, Executive Officer LCLGA
Email: cbytes@lclga.sa.gov.au

If the LCLGA is requested to provide any information to a Tenderer by way of clarification, then LCLGA will provide that information to all Tenderers unless:

- a) the Tenderer can demonstrate to LCLGA satisfaction that this would adversely impact a commercial-in-confidence aspect of its business, or
- b) LCLGA, in its absolute discretion, considers that the general release of the information would materially impact the integrity or competitiveness of the tender process.

11. LODGEMENT OF TENDER

Tenders must be received by the LCLGA Office no later than 5 pm (Adelaide Time) Monday 23rd October 2023 (the Closing Time).

Tenderers are required to lodge an electronic copy of their submission in full (including copies of all supporting documentation) prior to the Closing Time by email:

Email: admin@lclga.sa.gov.au

Submissions must be marked CONFIDENTIAL and be addressed as follows:

Invitation to Tender for the preparation of a new Regional Growth Strategy for the Limestone Coast region.

Tenders received after the designated closing time will not be considered unless the LCLGA, at its sole discretion, decides that the Tenderer was prevented from transmitting their submission by factors genuinely outside their control and that the late submission of the Tender has no material impact on the tender process.

12. PROPOSED TENDER PROCESS

The tenders will be reviewed and shortlisted, with LCLGA, at its discretion, further clarifying and negotiating with the shortlisted tenderers or preferred tenderers.

The proposed timing of the Tender Process

The proposed timing for the Tender Process is as follows:

Invitation to Tender	2 nd October 2023
Closing Date	23 rd October 2023
Notification to successful Tenderer	November 2023
Execution of Contract for Services	November 2023
Commencement of provision of Services	December 2023

Whilst the LCLGA currently intends to enter a Contract for Services with the successful Tenderer, LCLGA and RDALC reserves the right to:

- Abandon this process whether before or after the receipt of Tenders.
- Extend the ITT Closing Time
- Clarify any aspect of a Tender submission after the Closing time but prior to the completion of the evaluation process
- Seek additional information from or negotiate with one or more Tenderers on any issue
- Discontinue negotiations at any time with any Tenderer.

ATTACHMENT A:

Current Limestone Coast Regional Growth Strategy (jointly commissioned by LCLGA and RDALC in May 2018)

ATTACHMENT B: Potential Key Stakeholders

The following list of Key Stakeholders is indicative and not necessarily exhaustive.

- Councils (elected members), LCLGA Board and RDALC Board
- Government representatives – state and federal across relevant departments (to be agreed with the steering committee).
- Industry representatives, various-size businesses, local Chambers of Commerce, representative bodies (such as the Forestry Hub) and large corporates
- Community groups
- Education institutions – vocational and tertiary
- Health institutions
- Opinion and thought leaders (in and outside of our region)
- Local Members of Parliament
- Cross Border Councils
- Cross Border Commissioners
- Cross Border RDAs
- Limestone Coast Landscape Board

11.3 Destination Development

Committee: Board Meeting

Meeting Date: 13 October 2023

Author: Kate Napper, Destination Development Manager

Authoriser: Colin Byles, Interim Executive Officer

Strategic Reference:

LCLGA Strategic Plan: Building A Stronger Economy

Goal - Value of tourism to the region continues to increase.

Destination Development Strategy 2025 strategic initiatives

Priority Area 1: Marketing

Priority Area 2: Visitor Servicing

Priority Area 4: Experience Development

Priority Area 6: Governance + Collaboration

Priority Area 8: Promote the Value of Tourism

Budget Impact: Nil

Risk Assessment: Nil

Recommendation

1. That the Report be noted.

Report Recommendation: Information Report

Purpose: Project update in accordance with the initiatives and actions set out in the Destination Development Strategy.

General project updates are as follows.

- LCLGA Interim Executive Officer and Destination Development Manager attended the South Australia Regional Tourism Review Next Steps Workshop on 1st September in Adelaide. Attendees were asked to provide input and perspective around the proposed operating models (in the Review) in preparation for the next stage which is a government business case. Refer to Update from South Australian Tourism Commission (SATC) in the Correspondence Report.
- Contributed to a tourism briefing prepared by SATC for the upcoming Country Cabinet to be held in Naracoorte 26 & 27 October 2023.

Updates specific to Strategy initiatives and action plan as follows.

Priority Area 1: Marketing

- Digital marketing activities (social media, blogging, e-newsletter) continue to drive strong engagement to the Destination website. Refer to Appendix A Digital Marketing Report (July-September 2023) for full insights.
- A Destination Storytelling Framework has been developed to ensure we can proactively maintain our 'always on' digital marketing activities. This framework is a planning tool for the Limestone Coast Tourism Management Group (LCTMG) and includes a content calendar and timeline for updates to the Destination website including all blogs and informs the social media storytelling and electronic direct mail (eDM) narratives. Refer to Appendix B to view Destination Storytelling Framework document.
- Collaboration with Australian Tourism Data Warehouse continues in preparation for their platform upgrades in early 2024. This includes contacting operators with expired/out of date listings to reactivate ahead of the upgrades. This platform remains integral to promotion of Limestone Coast (LC) events and tourism offerings.

Priority Area 2: Visitor Servicing

- Working with HWR Media to plan for next edition of the LC visitor guide This includes content tweaks in accordance with feedback from Councils.

Priority Area 4: Experience Development

- Engaging with Coorong Visitor Experience Plan developments and will attend stakeholder briefing in Kingston 24 October to understand opportunities and alignments with Limestone Coast Destination Development Strategy.
- Connected with Ian Hamilton, LC Heritage Advisor to discuss tourism alignments and opportunities to activate our regions heritage stories.
- Continue to engage with Department Environment Water team to explore funding opportunities for visitor centre upgrades for the Naracoorte Caves National Park.

Priority Area 6: Governance + Collaboration

- Continue to provide regular updates and communication with industry via the Tourism Industry Network Facebook Group. 3-5 posts per week 600+ LC members.
- Attending Australian Regional Tourism Convention 10-12 October in Newcastle.

Priority Area 7: Industry Capability

- Planning for the next LC Tourism Networking Event on 23 November 2023 is underway. Collaborating with the Tourism Industry Council SA (TiCSA) is a focus of this event to reinforce the support and industry capability services available to LC operators.

Priority Area 8: Promote the Value of Tourism

- Monthly tourism snapshot reports are now being prepared by Localis with July and August editions distributed to LCTMG to date. These reports represent a 'state of play' for tourism and visitation to the region with a focus on key metrics like overnight visitors, occupancy, length of stay and average daily rate. Comparisons are provided against neighbouring regions (Great Ocean Road and Grampians) to give some context on LC performance.

Reports can be accessed on the Regional Tourism page of LCLGA website (scroll to bottom of page) and distribution will now extend to tourism community via the LC Tourism Industry Facebook Group and a new industry e-newsletter. Refer to Appendix C to view July and August LC tourism snapshot reports.

Appendix A
Digital Marketing Report Jul-Sep 2023



Visit Limestone Coast

Digital Marketing Report

July – September 2023

Social Media

Summary

- Another positive quarter overall for Limestone Coast Instagram and Facebook channels, with varied performance across key metrics of post reach, community engagement, amplification, advocacy and community growth metrics, and records in some areas.
- July - September activity across the two accounts saw **126 posts** shared organically (non-paid) which **reached 241,644 people** (around 24% down on the previous quarter).
- A number of Limestone Coast Social Media posts were picked up and reshared by amplifier accounts, including SATC, TA and other SA Media Channels. Whilst these re-posts didn't always tag back to the Limestone Coast social media accounts, the **re-shared posts were seen by a massive potential audience of over 7.3 million people** (based on their collective community size and reach per post).
- It is important to note however, that as **SATC is now almost exclusively focusing on posting 'owned' material on its social channels (including Instagram)**, this means its sharing of UGC and/or owned material from SA Regional accounts is also occurring far less. This **also has implications on what Tourism Australia is sharing on its social media channels**, as their content is heavily influenced by SATC.
- Average engagement on posts by reach (people taking action on the posts when they saw them) was well above industry average. **Instagram was once again a whopping 8.13%** (industry benchmark is 4.35%) and **Facebook was 5.76%** (industry benchmark is 0.45%).
- Community size grew by a **huge 14.19% on Instagram to 13,065 followers** (a similar rate to the previous quarter, making the last 6 months the strongest period of growth since the account's inception in 2020-21) and by **2.51% on Facebook to 5,585 fans**.
- **Reach was around 24% down on the previous quarter** (not surprising, given that period was the highest-reaching quarter since January-March 2022). However, **overall engagement remains extremely strong**, reflecting a high level of community interest and relevance.
- It is again important to note that **SATC's Facebook page is no longer tagging regional Facebook pages** after shifting their focus purely to driving web-traffic to southaustralia.com (their rationale is to minimise the number of clickable options for readers of their posts, thus ensuring traffic is totally directed to southaustralia.com). This is at odds with Tourism Australia's approach (who do tag regional accounts and creators) - and severely limits any SA region's ability to extract social referral traffic from their page, and thus limits regions' ability to grow their own pages. The issue was raised by all regions in 2022 with SATC, however they have indicated there will be no change to current practice. This is unfortunate given we believe they still have a responsibility to support regions in growing consumer awareness and advocacy.
- Having said this, **the Limestone Coast is still maintaining the 4th highest number of posts on the SATC's Instagram channel (@southaustralia) this Financial Year - as compared to all other SA regions**. This continues to demonstrate the massive overall shift in positive promotion for the region over the last couple of years by SATC, having moved from almost nothing. It also continues to demonstrate the importance of consistently sourcing and sharing strong, powerful visuals that align to SATC's brand.

- The hashtag **#visitlimestonecoast** has been promoted since November 2020 as a way to unify and collect social media stories across the Region and it has been used a total of **6,961 times since commencement**, with a total of **322 individual uses this quarter**.
- **On Facebook, the fanbase is mostly women aged 25 – 54** living in Adelaide, Mount Gambier, Melbourne, Millicent, Naracoorte and Sydney.
- **On Instagram, the fanbase is mostly women aged 25 – 44** living in Adelaide, Melbourne, Sydney, Mount Gambier, Brisbane and Perth.
- **The top performing posts, across both platforms for reach and engagement were similar** on each platform, with a couple of notable variations.
- **On Facebook, the top performers were:** Best Beaches on the Limestone Coast (Link Post), Misty Morning at Valley Lake, Lobster Lunch at Periwinkles Café, Spring Wattle and Kangaroos at Mount Burr, Late Winter Mood at Centenary Tower and Lush Green Fields around Little Blue Lake.
- **On Instagram the top performers were:** Lush Green Fields around Little Blue Lake, Beach 4WD in Beachport, Umpherston Sinkhole, Cape Banks Lighthouse at Carpenter Rocks, Cape Dombey Obelisk in Robe (Reel) and Tantanoola Caves Conservation Park (Reel).

Key Insights

- Posts continued to feature visually impactful content and stories that supported key messaging in order to 1) plant seeds for future travel and 2) drive bookings and 3) drive dispersal
- **Regional Focus:** Posts are shared of key experiences and businesses across the 7 council Regions, in key theme areas of events, outdoor and nature, national parks, food and wine, coastal, accommodation, arts, heritage and culture.
- **Seasonal Weather:** Responsive, weather-driven content also remained important, with the need to stay adaptable and flexible to current conditions a constant focus.
- **Winter Focus:** misty mornings, rainy and stormy days, rich red wine, freshly brewed coffees, hearty/comfort food, cosy fireplaces, cosy accommodation, scenic/country drives and landscapes, rugged winter walks (nature and coastline), camping/glamping and campfires, underground sinkholes and caves (consistent temperatures year-round), forests and ghost mushrooms, arts and culture, events and family activities (particularly around Winter school holidays).
- **Spring Focus:** Transition to better weather, lush landscapes, longer days sunshine, seasonal changes in nature and flora (eg. canola, spring blossoms and gardens, incl. Umpherston Sinkhole, budding vineyards), al-fresco dining with a view, walks and hikes, wildlife spotting, accommodation, scenic drives, beaches and coastline, national parks (coastal + inland), 4WD and camping, family activities (particularly around October school holidays), Father's Day.
- **Events coverage:** Winter + Spring School Holiday Events, Ghost Mushroom Lane, Coonawarra Cellar Dwellers (incl. associated winery events), Coonawarra Cabernet Celebrations (incl. associated winery events), Coonawarra Golf Day, SALA Festival, individual winery events, among others.
- Promotion of the Qantas Red Tail Sale was also a feature of the period, as was the promotion of the Limestone Coast Tourism EDM (focus on driving subscriptions).
- **Blog Coverage:** strategically timed blog articles from the Limestone Coast website were shared on the Facebook newsfeed, e.g. How to Do Winter in the Limestone Coast, Top 10 Winter School Holiday Ideas, A Coffee Lover's Guide to the Limestone Coast, Nurture, Nourish and Restore Your Soul in the Limestone Coast (wellness focus), A Slice of Italy in the Limestone Coast, Escape to Luxury on the Limestone Coast, Best Lunch Spots With a View, Best Scenic Drives on the Limestone Coast, Ultimate 4WD Guide to the Limestone Coast, Best Short Walks in the Limestone Coast, Ultimate Limestone Coast Golf Trip, Ultimate

Seafood Experiences in the Limestone Coast, Best Beaches in the Limestone Coast, Sinkhole and Swimming Hotspots of the Limestone Coast, Creative Corners of the Limestone Coast, Road Trips for Young Families in the Limestone Coast, Craft Beer and Spirits in the Limestone Coast, Best Playgrounds in the Limestone Coast.

- **Amplification:** Content from the Visit Limestone Coast social channels was shared by a huge number of major influencers and local media channels. These included South Australia (SATC), Tourism Australia, Glam Adelaide, South Aussie With Cosi and Play & Go Adelaide (who are becoming an increasing supporter of SA Regions. Whilst they occasionally didn't tag the Limestone Coast social media accounts, the coverage of the region to new audiences is in excess of 7.3 million people when looking at their combined community sizes).
- **Results continue to be solid on both channels**, indicating that the content is very much resonating with our core audience and that community sentiment is increasingly positive.
- **On Facebook, engagement was slightly down on the last quarter**, however this is not surprising given that period was the 3rd highest quarterly engagement figure of all time.
- **On Instagram, engagement was well up on the last quarter**, making this period the second successive month to reach the highest quarterly engagement figures, since September 2021.
- **On Facebook, reach was down on the previous quarter**, which is again no surprise given that period had seen the highest reach since records began.
- **On Instagram, reach was very slightly down** on the previous quarter – which is consistent with trends seen by other destinations/brands on the platform, given the recent algorithm changes.
- **On Facebook, fanbase increased by 2.5% in the last quarter**, slightly down on the previous quarter (not surprising given it was **the strongest quarter of growth for 2022-23 and the highest since Oct-Dec 2021**). This is still a very solid result, given the current challenges faced by brands in growing organically on the network.
- **On Instagram, followers grew by 14.19% in the last quarter** – roughly the same rate as last quarter - which was the strongest quarter of growth last FY and the highest since Oct-Dec 2021. **This makes the last 6 months the strongest period of growth since the account opened in 2020-21, seeing around 40% total increase in audience, in record time** (to put this in context, followers grew by 42% across the whole 2022-23 FY). A truly phenomenal achievement in the context of recent algorithm changes.
- **The reduction in social media investment since late 2021** means we are still serving up half the original level of content, which impacts most key statistics on both Facebook and Instagram – as well as our ability to feature all council areas each month (due to having a more limited content schedule). Given the more limited window to reach people, we must ensure that the strongest possible content is being posted in order to generate maximum reach and cut-through with the limited budget available.
- **The Facebook and Instagram algorithms continue to shift in favour of video content (particularly Reels)**, and are currently skewed towards **rewarding original content that hasn't been shared previously**. Sourcing original footage from other creators (and making something new) takes significantly more time, as opposed to simple image/video optimisation.
- **Direct Messaging/Stories content is also seeing growth**, as users increasingly spend less time sharing and interacting with content on their main feeds, due to privacy concerns. This represents another significant time challenge in terms of content management/operations.
- An overall drop in organic reach and engagement has continued for most brands over the last year on both platforms as accounts adapt to these changes, as well as more paid ads cluttering the landscape. This means an investment in **social media resources (time and budget)** remains critical to achieving results.
- **Post level summary of council by council posts** can be viewed on the social media channels of [Facebook](#) and [Instagram](#).

Metric	# Posts	Reach	Community Size	Community Growth	Average Engagement Rate on Reach per Post
	<i>How many posts shared on the channel the quarter (excludes Stories)</i>	<i>Total number of people who saw a post over the quarter</i>	<i>How many people are following the Account at the quarter end.</i>	<i>% growth in followers since the previous quarter.</i>	<i>Of the people who saw a post, what % engaged with it (shared, reacted, saved it)</i>
Instagram	39	129,119 people	13,065	14.19%	8.03%
Facebook	87	112,525 people	5,585	2.51%	5.76%

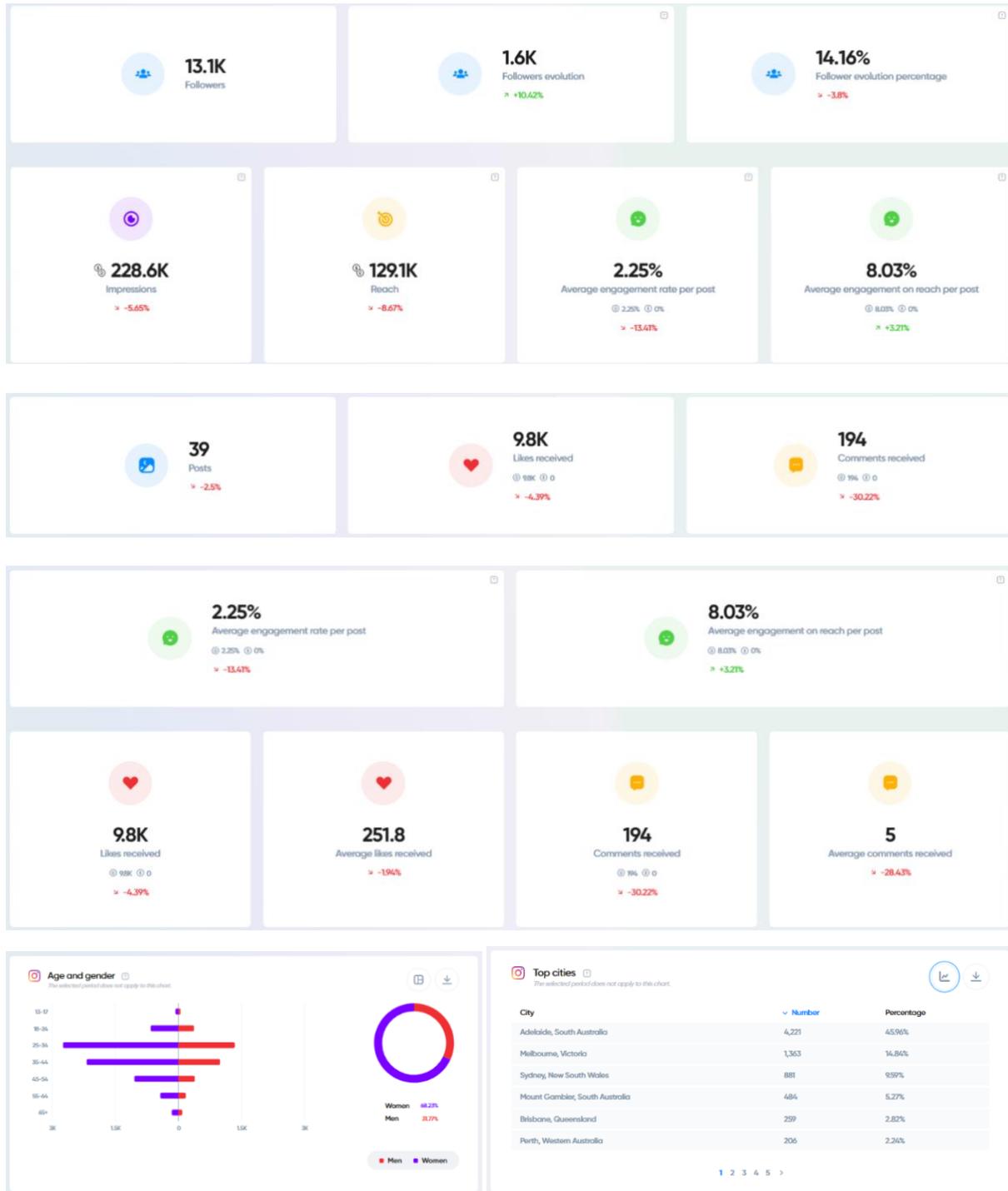
#visitlimestonecoast	Running Total: 6,961 uses	Almost 5% increase since the last quarter
Key Themes for the Quarter	<p>Events – Winter + Spring School Holiday Events, Ghost Mushroom Lane, Coonawarra Cellar Dwellers (incl. associated winery events), Coonawarra Cabernet Celebrations (incl. associated winery events), Coonawarra Golf Day, SALA Festival, individual winery events, among others.</p> <p>Pushing website blogs and articles – How to Do Winter in the Limestone Coast, Top 10 Winter School Holiday Ideas, A Coffee Lover’s Guide to the Limestone Coast, Nurture, Nourish and Restore Your Soul in the Limestone Coast (wellness focus), A Slice of Italy in the Limestone Coast, Escape to Luxury on the Limestone Coast, Best Lunch Spots With a View, Best Scenic Drives on the Limestone Coast, Ultimate 4WD Guide to the Limestone Coast, Best Short Walks in the Limestone Coast, Ultimate Limestone Coast Golf Trip, Ultimate Seafood Experiences in the Limestone Coast, Best Beaches in the Limestone Coast, Sinkhole and Swimming Hotspots of the Limestone Coast, Creative Corners of the Limestone Coast, Road Trips for Young Families in the Limestone Coast, Craft Beer and Spirits in the Limestone Coast, Best Playgrounds in the Limestone Coast.</p> <p>Winter seasonal content – misty mornings, rainy and stormy days, rich red wine, freshly brewed coffees, hearty/comfort food, cosy fireplaces, cosy accommodation, scenic/country drives and landscapes, rugged winter walks (nature and coastline), camping/glamping and campfires, underground sinkholes and caves (consistent temperatures year-round), forests and ghost mushrooms, arts and culture, events and family activities (particularly around Winter school holidays).</p> <p>Spring seasonal content – Transition to better weather, lush landscapes, longer days sunshine, seasonal changes in nature and flora (eg. canola, spring blossoms and gardens, incl. Umpherston Sinkhole, budding vineyards), al-fresco dining with a view, walks and hikes, wildlife spotting, accommodation, scenic drives, beaches and coastline, national parks (coastal + inland), 4WD and camping, family activities (particularly around October school holidays), Fathers Day.</p> <p>Promotion of the Qantas Red Tail Sale and Limestone Coast Tourism EDM (focus on driving subscriptions) was also a feature of the period.</p>	

Social Media Amplification Coverage

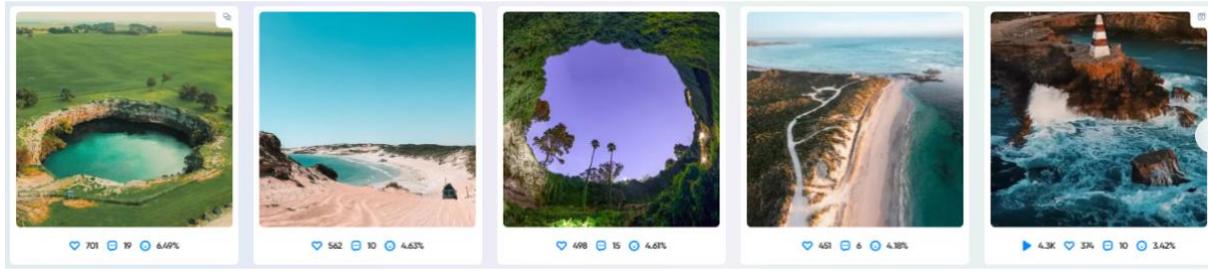
Organisation	Channel	Community Size / Potential Reach	Post	Likes / Reactions / Views	Comments	Shares
SATC	IG	623,951	Ewens Ponds CP (Reel)	5,061	64	N/A
Tourism Australia	IG	5,773,372	Ewens Ponds CP (Reel)	27,517	304	N/A
Glam Adelaide	IG	121,153	Misty vines, Wrattenbully	N/A	N/A	N/A
Glam Adelaide	IG	121,153	4WD in Beachport	N/A	N/A	N/A
Play + Go Adelaide	IG	28,051	Umpherston Sinkhole	N/A	N/A	N/A
Play + Go Adelaide	IG	28,051	Morning Fog, Mt Gambier	N/A	N/A	N/A
Play + Go Adelaide	IG	28,051	Tantanoola Cave CP (Reel)	N/A	N/A	N/A
Play + Go Adelaide	IG	28,051	Umpherston Sinkhole (Reel)	N/A	N/A	N/A
Play + Go Adelaide	IG	28,051	Southend Jetty (Reel)	N/A	N/A	N/A
South Aussie With Cosi	IG	124,358	Camel rock, Cape Northumberland	171	0	N/A
South Aussie With Cosi	FB	226,000	Cape Jaffa Lighthouse	392	19	17
South Aussie With Cosi	FB	226,000	Camel rock, Cape Northumberland	271	12	6
Total		7,356,242				

Instagram

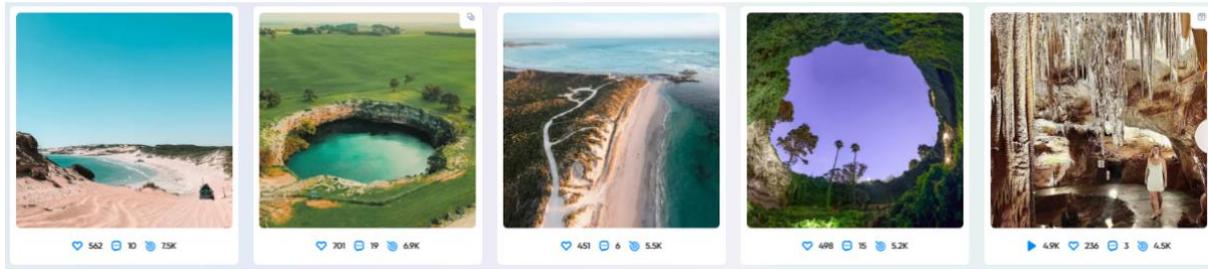
July-September 2023 Overview



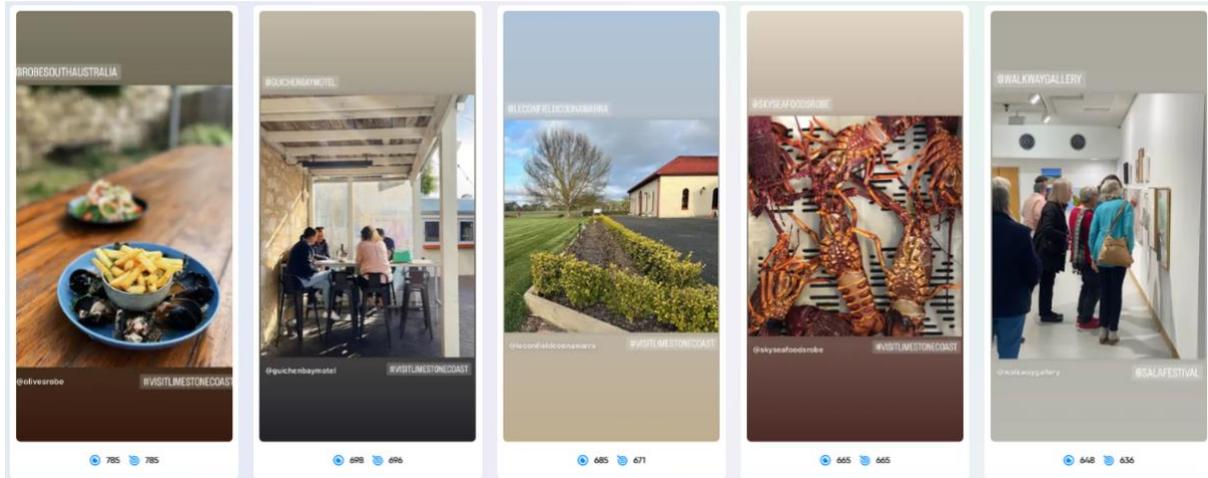
Top 5 Posts – Engagement



Top 5 Posts – Reach

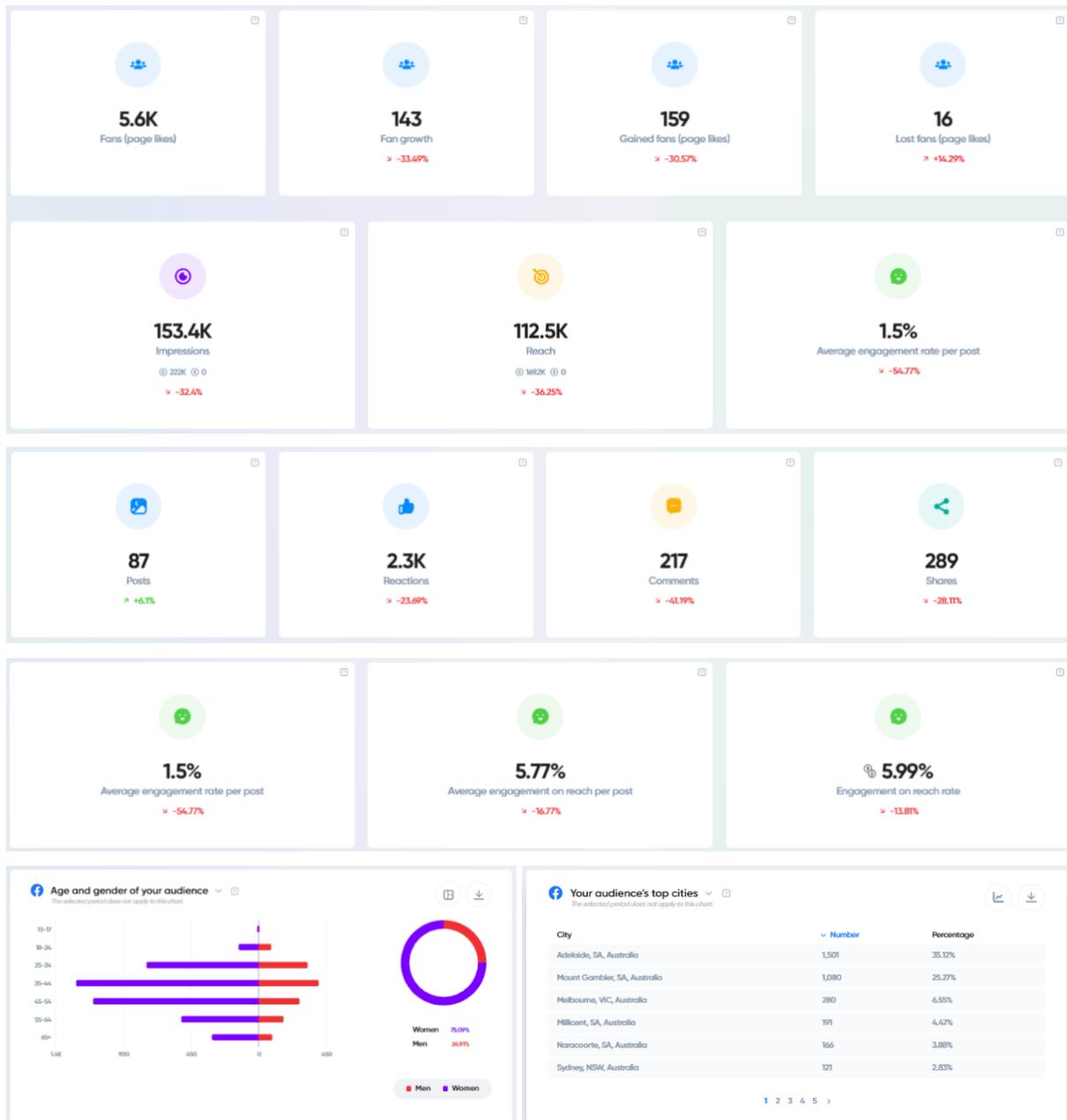


Stories - Top Frames - Impressions

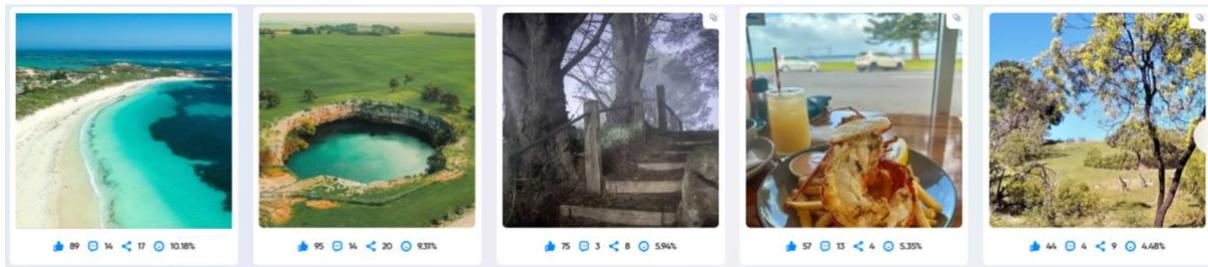


Facebook

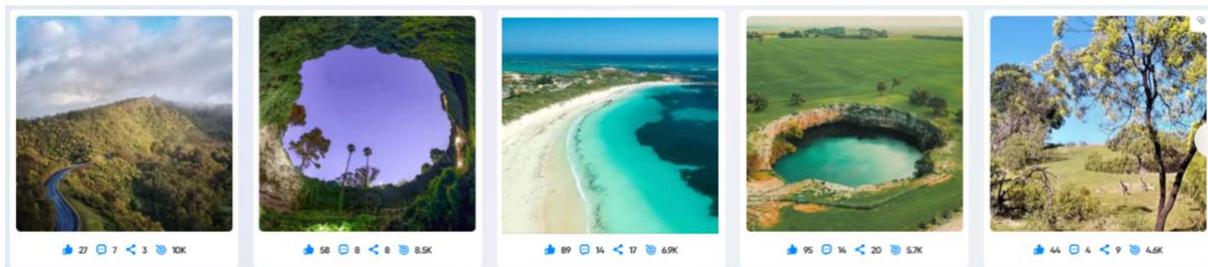
July-September 2023 Overview



Facebook Top 5 Posts – Engagement



Facebook Top 5 Posts – Reach



Forward Planning

October - December 2023

- Spring and early summer focus, with seasonal content to match visible changes in the Limestone Coast and experiences on offer for visitors.
- Highlight relevant events such as School Holiday Activities, Robe Beer Festival, Ride the Limestone Coast, Spring to Life Festival (Kingston District Council), Coonawarra Cabernet Celebrations, Geltwood Festival, Nature Festival (eg. Bool Lagoon with South East Safari), Millicent AH&P Society Show, Coonawarra Vignerons Cup, Christmas + New Year Celebrations, individual winery events, and any others as they arise.
- Spring focus on the transition to better weather and daylight savings, lush landscapes, longer days sunshine, seasonal changes in nature and flora (eg. canola, spring blossoms and gardens, incl. Umpherston Sinkhole, budding vineyards), al-fresco dining with a view, walks and hikes, wildlife spotting, accommodation, scenic drives, beaches and coastline, national parks (coastal + inland), 4WD and camping, family activities (particularly around October school holidays).
- Summer focus on making the most of daylight savings, glorious sunny weather, beaches and coastline, seasonal changes in nature and flora (eg. Blue Lake at its bluest, leafy green glades and gardens), underground sinkholes and caves (consistent temperatures year-round), al-fresco dining with a view, crisp ales, spirits and white wine, coastal walks and hikes, marine life, water-based experiences, coastal accommodation, scenic drives (coastal), national parks (coastal), camping/glamping and campfires, events family activities (especially around Summer school holidays).
- Increase the focus on coast and beaches, cross-border messaging (VIC-SA focus) on road trips, Xmas school holiday fun, outdoor adventures (nature, walks, 4WD, fishing, kayaking, SUP, mountain biking etc), summer-themed messaging.

- Promote the destination in line with the planning and booking elements of the travel booking cycle, which work in harmony with dreaming/inspiration - providing visually impactful content with supporting this messaging to drive travel to the region.
- Continue to highlight smaller towns across the Limestone Coast and what to see and do.
- Support any SATC and Tourism Australia campaigns and/or wider campaign activations through overall messaging.

Website Marketing

Revised Blogging + EDM Strategy, 2023-24

With a change of resourcing from 1 July 2024, the Limestone Coast Local Government Association (LGLCA) team are managing blog articles on www.visitlimestonecoast.com.au, updating the content updates on the destination website, and sharing quarterly consumer eNews.

LCLGA will also be working with the Limestone Coast's 7 Councils Tourism and Visitor Servicing teams to support research and website updates. The Tourism Collective team will continue to manage the social media accounts on a day-to-day basis.

Given the above, a Limestone Coast Destination Storytelling Framework was recently developed and supplied to support LCLGA and LC Councils on regular website updates across the 12 months to 30th June 2024, ensuring messaging is aligned to attracting more of the region's High Yielding Visitor Personas. Specifically, the Framework supports LCLGA and Councils to:

- Proactively plan ahead for key seasonal and in-region events, to ensure relevant blog and itineraries are updated well ahead of time to support strong organic web traffic to www.visitlimestonecoast.com.au, be available LCLGA to share in the consumer eNews at the right time, and to be available for TTC team to share on LC social media channels.
- Proactively plan other content updates on www.visitlimestonecoast.com.au such as General Website Pages (eg Experiences, Towns, Itineraries) and Product Listings (via ATDW listings).
- Guide the sourcing and share new story ideas for social media, blogging and eNews for Storytelling Themes not included in the current DMP Storytelling Framework of - Sustainability, Wellness, First Nations and Agritourism, which also align with SATC Experience Focus areas

An additional benefit of the Storytelling Framework is it will support LCLGA and LC Councils to identify experience and storytelling gaps that currently exist in the destination

Upcoming Blog Articles, 2023-24

There will be one more new website page/article written by TTC for handover to the LCLGA team to upload by the end of October, detailed as follows:

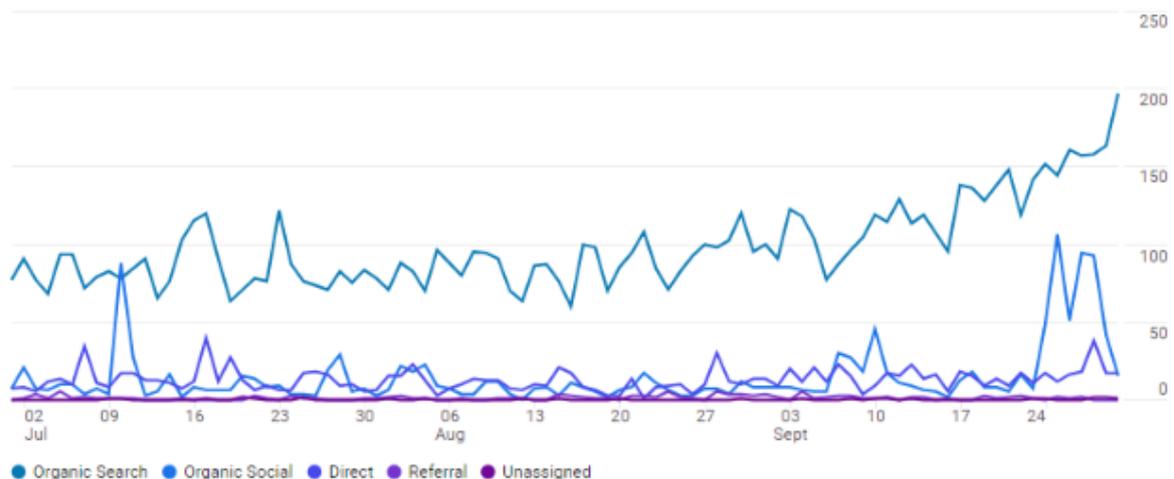
Article Intent	Business Events in the Limestone Coast
Targeted Persona/s	Business Events Planners (not leisure segments)
Goal	Evergreen content content that can be found (via search) and referenced by people looking to hold Business Events in the Limestone Coast.
Stage of Travel	<p>Non-consumer travel focus. Business Events Planners looking to hold an industry event somewhere different, outside of a big city that is easy to get to and offers lots of things for delegates, while also being great spot to stay on and explore before/after.</p> <p>Their business event needs are based around one central town, without too much driving. Ideally walking distance for delegates to conference venue and/or easy to transfer by bus. Event Planners are looking for a destination with great dinner/networking options, and also possible pre/post activities.</p>
Article Type	Evergreen (year-round)
Content Focus	Key message: the Limestone Coast offers a wide variety of options for Business Events Planners, from venue selection through to pre and post touring.

Social Media Website Referrals + Engagement Report

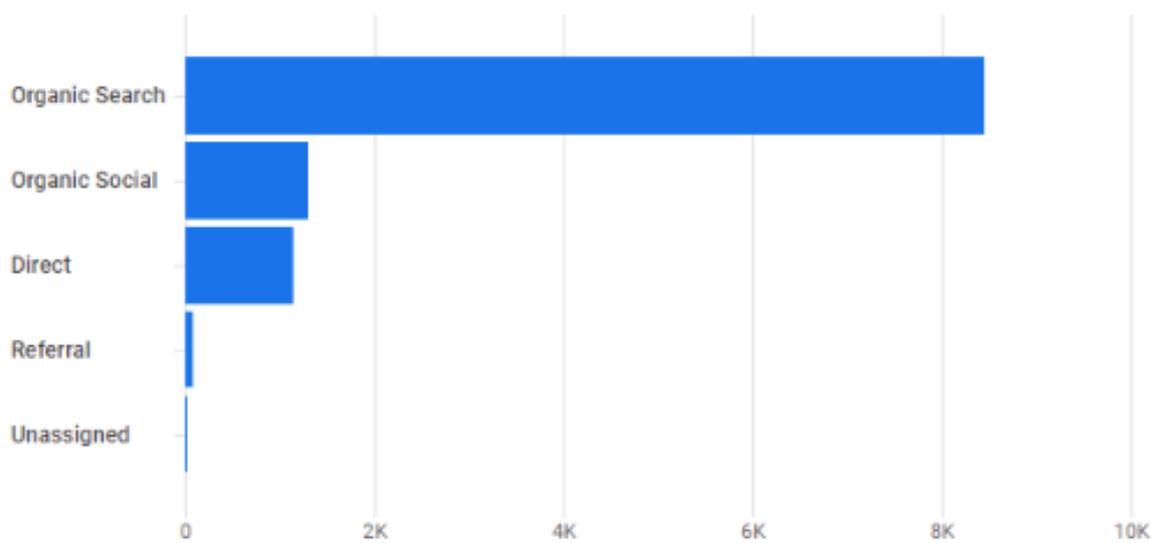
From July – September 2023, social media activity resulted in the following website referrals and engagement outcomes.

- **Around 11.8% of traffic to the website was driven by social media (slightly down on the previous quarter)** – with **organic search still strong at around 77% for the quarter** (slightly up on the previous quarter), reinforcing the website’s growth in search engine visibility and discovery.
- This continues to demonstrate that the social and content/SEO strategies are continuing to work in synergy, and again underscores the importance of using both tactics/channels in the overall marketing mix.
- **Total Facebook Referrals (sessions) were slightly down on the previous quarter** – 1,224 in total, with the channel driving around 94% of total social media traffic to the website. Instagram traffic was also slightly down with a total of 71 sessions.
- While Instagram Stories (along with the new allowance for five bio links on the profile page) do present opportunities to generate further web traffic, they are extremely time-consuming - thus further investment would be required to drive more traffic from the platform.

Users by Session default channel group over time



Users by Session default channel group



A breakdown of user sessions on the website that were driven by organic Facebook activity from July to September 2023 is detailed in the chart below.

Q organic social

Session default channel group	Session source	Users	Sessions	Engaged sessions
		1,297 11.83% of total	1,448 10.22% of total	568 6.58% of total
1 Organic Social	Facebook	1,032	1,161	506
2 Organic Social	m.facebook.com	173	183	18
3 Organic Social	Instagram	71	73	26
4 Organic Social	l.facebook.com	13	16	12
5 Organic Social	facebook.com	3	3	0
6 Organic Social	lm.facebook.com	3	3	2
7 Organic Social	instagram.com	2	3	1
8 Organic Social	blog.goo.ne.jp	1	2	1
9 Organic Social	l.instagram.com	1	1	0
10 Organic Social	l.messenger.com	1	2	2

An overview of the landing pages which saw the most organic Facebook sessions from July to September 2023 is detailed in the chart below.

Landing page	First user source / medium	Sessions	Users	New users	Average engagement time per session
		1,326 9.36% of total	1,198 10.92% of total	1,180 10.93% of total	0m 29s Avg -53.82%
1 /blog/best-beaches-in-the-limestone-coast	Facebook / Social	374	354	347	0m 37s
2 /blog/10-winter-school-holiday-ideas-limestone-coast	Facebook / Social	110	110	106	0m 17s
3 /blog/best-scenic-drives-on-the-limestone-coast	Facebook / Social	71	68	63	0m 48s
4 /blog/sinkhole-and-swimming-hotspots-of-the-limestone-coast	Facebook / Social	63	62	59	0m 33s
5 /blog/best-short-walks-in-the-limestone-coast	Facebook / Social	49	46	42	0m 43s
6 /blog/wellness-experiences-in-the-limestone-coast	Facebook / Social	40	35	34	0m 15s
7 /blog/road-trips-for-young-families	Facebook / Social	36	31	25	0m 23s
8 /blog/best-lunch-spots-with-a-view	Facebook / Social	35	33	30	0m 40s
9 /blog/a-slice-of-italy-in-the-limestone-coast	Facebook / Social	27	26	26	0m 27s
10 /blog/best-short-walks-in-the-limestone-coast	m.facebook.com / referral	25	25	25	0m 00s
11 /blog/creative-corners-of-the-limestone-coast	Facebook / Social	25	24	20	0m 09s
12 /listings/accommodation/southend-tourist-park	Facebook / Social	18	18	17	0m 19s
13 /listings/accommodation/wrights-bay-house	Facebook / Social	18	17	16	0m 04s
14 (not set)	Facebook / Social	16	12	0	0m 00s
15 /listings/attraction/woakwine-range-wind-farm-tourist-drive	Facebook / Social	15	15	13	0m 04s
16 /townships/mount-gambier	Facebook / Social	14	14	13	1m 28s
17 /blog/coffee-lovers-guide-to-the-limestone-coast	Facebook / Social	13	13	13	0m 00s
18 /listings/accommodation/cape-banks-campground-canunda-national-park	Facebook / Social	13	13	13	0m 04s

Facebook **Link-based** posts continue to be solid drivers of traffic to the site, further reflecting the need for fresh new blog content to be written on an ongoing basis. Strong **Image-led** posts that link to highly relevant pages continue to perform well, so it's important to maintain a balance between the two (too many link posts may impact social media engagement).

A few examples of a recent Facebook Link-based posts are highlighted below:



Visit Limestone Coast
Published by Lachlan Swan · 24 September at 17:00 · 🌐

How good is that sunshine? It's getting closer to beach time, baby! Here's a few favourites for your spring and summer sojourns... 🌞🌊



VISITLIMESTONECOAST.COM.AU
Best Beaches in the Limestone Coast
The Limestone Coast is home to some of Australia's best beaches.

Visit Limestone Coast
Published by Lachlan Swan · 27 September at 17:30 · 🌐

Wait... what? School holidays are here again, and if you're busy packing that family wagon and heading our way, here's your ultimate go-to for keeping the rug rats entertained! 🧒🧒🧒



VISITLIMESTONECOAST.COM.AU
Things to do with Young Families in the Limestone Coast
To take the stress out of planning your next 'family friendly' holiday with your cherubs, we've c...

Visit Limestone Coast
Published by Lachlan Swan · 28 September at 17:35 · 🌐

A great playground is worth its weight in gold, right parents? Here's where to let them run wild these school holidays! 🧒🧒🧒



VISITLIMESTONECOAST.COM.AU
Play and Stay in the Limestone Coast: Our Best Playgrounds
A family road trip to the Limestone Coast is never complete without a stop at a local playgrou...

Visit Limestone Coast
Published by Lachlan Swan · 29 September at 07:00 · 🌐

Keen for a splash of colour these school holidays? From top galleries to spectacular street murals, our creative culture runs deep. Here's some of our best finds! 🎨



VISITLIMESTONECOAST.COM.AU
Creative corners of the Limestone Coast
From acclaimed art galleries to quirky local finds and spectacular street art, the Limestone Coa...



NEW GOOGLE ANALYTICS 4. Comparisons shown are against previous year, unless otherwise indicated

Country ▼ | Town/City ▼ | Campaign (first user) ▼ | Source/Medium (firs... ▼ | 1 Jul 2023 - 30 Sept 2023 ▼

WEBSITE VISITORS

VISITORS 10,995 ↑ 47.1% 	SESSIONS 14,173 ↑ 56.9% 	PAGE VIEWS 22,066 ↑ 60.9% 	
NEW VISITORS 10,800 ↑ 50.1%	SESSIONS > 30s 14,173 ↑ 56.9%	PAGES / SESSION 1.56 ↑ 2.6%	ENGAGEMENT RATE 60.90% ↑ 13.1%

ATDW LEADS / LISTING ENGAGEMENT

VIEW (click title/name) 400 -	WEBSITE 434 -	BOOK NOW 111 -
ADD TO BUCKET LIST 26 -	MAP 79 -	

FORMS COMPLETED

SUBSCRIBE (NAME/EMAIL) 28 ↑ N/A	SUBSCRIBE (PREFERENCES) 15 ↑ N/A	VISITOR GUIDE REQUEST 5 ↑ N/A
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VIC LISTING INTERACTIONS

WEBSITE 50 -	PHONE 5 -	EMAIL 4 -
----------------------------------	-------------------------------	-------------------------------

ADDITIONAL TOOLS

ALPACA MAP (TOP) 5 -	PHONE (TOP) 10 ↑ N/A
---	--

PDF DOWNLOADS

EVENT GUIDE PDF 17 ↑ N/A	BUCKET LIST PDF 4 ↑ N/A
--	---

Appendix B
Destination Storytelling Framework

Limestone Coast Destination Storytelling Framework

2023 - 2024



Contents

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Q4 - Autumn/Winter (01 Apr – 30 Jun).....	10

About this Document

Destination Storytelling forms a key part of the demand-driving activities in order to attract the most aligned, high-value visitors to the Limestone Coast, as per the *Limestone Coast Destination Tourism and Marketing Plan 2025*. Specifically, this addresses *Priority Area 1: Marketing*, which aims to *Actively communicate the appeal of the destination to the Limestone Coast's high-yield visitor personas and niche interest travellers throughout their whole travel purchase journey, to drive demand, increase length of stay, spend more and disperse around the Region*.

Since November 2020, The Tourism Collective (formerly Tourism eSchool) have been managing the destination storytelling of the Visit Limestone Coast consumer-facing destination storytelling channels of social media (Facebook and Instagram), writing monthly blog articles for www.visitlimestonecoast.com.au and sending quarterly consumer newsletters.

With a change of resourcing from 1 July 2024, the Limestone Coast Local Government Association (LGLCA) team are managing blog articles on www.visitlimestonecoast.com.au, updating the content on the destination website, and sharing quarterly consumer eNews. LCLGA will also be working with the Limestone Coast's 7 Councils Tourism and Visitor Servicing teams to support research and website updates. The Tourism Collective team will continue to manage the social media accounts on a day-to-day basis.

Therefore the aim of this Storytelling Framework is to support LCLGA and LC Councils on regular website updates across the 12 months to 30th June 2024 that are aligned to attracting more of the region's High Yielding Visitor Personas. Specifically, the Framework supports LCLGA and Councils to:

- Proactively plan ahead for key seasonal and in-region events, to ensure relevant blog and itineraries are updated well ahead of time to support strong organic web traffic to www.visitlimestonecoast.com.au, be available LCLGA to share in the consumer eNews at the right time, and to be available for TTC team to share on LC social media channels.
- Proactively plan other content updates on www.visitlimestonecoast.com.au such as General Website Pages (eg Experiences, Towns, Itineraries) and Product Listings (via ATDW listings).
- Guide the sourcing and share new story ideas for social media, blogging and eNews for Storytelling Themes not included in the current DMP Storytelling Framework of - Sustainability, Wellness, First Nations and Agritourism, which also align with SATC Experience Focus areas

An additional benefit of the Storytelling Framework is it will support LCLGA and LC Councils to identify experience and storytelling gaps that currently exist in the destination.

Q1 - Winter/Spring (01 Jul – 30 Sep)

Experience Themes	**Food, Beverage + Produce / Nature + Wildlife / Outdoor + Adventure / History + Heritage / Arts, Culture + Retail** (Events cover all themes)			
Personas	Update	Develop (Website)	Deliver (Social Media)	Deliver (EDM)
	<i>What existing content should be checked and/or updated so it will be ready for promotion next quarter?</i>	<i>What new blogs and/or itineraries can be developed (ie. gaps to fill) to inspire visitation? Which blogs to feature on the website?</i>	<i>What social media imagery, video content and/or articles need to be shared now?</i>	<i>What EDM communications need to be shared right now?</i>
<p>Younger Couples (no children)</p> <p>Older Couples (no children)</p> <p>Families, School Age Children</p>	<p>Current Blogs</p> <ul style="list-style-type: none"> • Best Lunch Spots With a View • Best Scenic Drives on the LC • The Ultimate 4WD Guide to the LC • Best Short Walks in the LC • Ultimate LC Golf Trip • Ultimate Seafood Experiences in the LC • Best Beaches in the LC • Sinkhole and Swimming Hotspots of the LC <p>Pages</p> <ul style="list-style-type: none"> • <u>Townships</u>: Beachport, Robe, Kingston SE, Port MacDonnell • <u>Experiences</u>: Outdoor Adventure, Big Nature + Wildlife <p>ATDW Check + Follow Up</p> <ul style="list-style-type: none"> • Operators/experiences featured in 'Current Blogs' (above). • Q2 Events (incl. Karatta Wines Southern Ocean Art Prize, Ride the Limestone Coast, Spring to Life Festival (Kingston District Council), Robe Beer Festival, Coonawarra Cabernet Celebrations, Geltwood Festival, Nature Festival (eg. any local activations), Millicent AH&P Society Show, Coonawarra Vignerons Cup, 	<p>New Blogs (gaps + ideas)</p> <ul style="list-style-type: none"> • Business Events in the LC (non-leisure focus) • Best of Spring in the LC <p>Winter - Featured Blogs (Home page + Featured Stories)</p> <ul style="list-style-type: none"> • How to Do Winter in the LC • Top 10 Winter School Holiday Ideas • Coffee Lovers Guide to the LC • Nurture, Nourish & Restore Your Soul • Pizza Perfection: A Slice of Italy the LC • Escape to Luxury on the LC • *Any newly created blogs (leisure-focus only)* <p>Spring - Featured Blogs (Home page + Featured Stories)</p> <ul style="list-style-type: none"> • Best Lunch Spots With a View • Best Scenic Drives on the LC • The Ultimate 4WD Guide to the LC • Best Short Walks in the LC • Ultimate LC Golf Trip • Ultimate Seafood Experiences in the LC • Best Beaches in the LC • Sinkhole and Swimming Hotspots of the LC • *Any newly created blogs (leisure-focus only)* 	<p>Key Content Themes - Winter</p> <ul style="list-style-type: none"> • Misty mornings, rainy and stormy days, rich red wine, freshly brewed coffees, hearty/comfort food, cosy fireplaces, cosy accommodation, scenic/country drives and landscapes, rugged winter walks (nature and coastline), camping/glamping and campfires, underground sinkholes and caves (consistent temperatures year-round), forests and ghost mushrooms, arts and culture, events and family activities (particularly around Winter school holidays). <p>Key Content Themes - Spring</p> <ul style="list-style-type: none"> • Transition to better weather, lush landscapes, longer days sunshine, seasonal changes in nature and flora (eg. canola, spring blossoms and gardens, incl. Umpherston Sinkhole, budding vineyards), al-fresco dining with a view, walks and hikes, wildlife spotting, accommodation, scenic drives, beaches and coastline, national parks (coastal + inland), 4WD and camping, family activities (particularly around October school holidays). <p>Events</p> <ul style="list-style-type: none"> • Winter School Holiday Events, Ghost Mushroom Lane, NAIDOC Week, Coonawarra Cellar Dwellers, Coonawarra Cabernet Celebrations, 	<p>Winter EDM (early July)</p> <ul style="list-style-type: none"> • <u>Tone/Theme</u>: As per Social Media 'Key Content Themes – Winter' • <u>Blogs</u>: As per website 'Winter - Featured Blogs', *plus any newly created (leisure-focus only)* • <u>Events</u>: Coonawarra Cellar Dwellers (incl. selected individual winery events) <p>Spring EDM (end of Sept)</p> <ul style="list-style-type: none"> • <u>Tone/Theme</u>: As per Social Media 'Key Content Themes – Spring' • <u>Blogs</u>: As per website 'Spring - Featured Blogs', *plus any newly created (leisure-focus only)* • <u>Events</u>: Robe Beer Festival, Coonawarra Cabernet Celebrations, Geltwood Festival, Nature Festival (eg. any local activations), Ride the Limestone Coast, Millicent AH&P Society Show

	<p>Christmas + New Year Celebrations, School Holiday Activities individual winery events.</p> <ul style="list-style-type: none"> • Other new Q1/Q2 events as they arise • Request social images for new events. <p>Other Website Optimizations</p> <ul style="list-style-type: none"> • First Nations dual naming: Townships (all pages), Experiences (all pages), Itineraries (all pages), Blogs (those listed above), ATDW check and follow up if required (towns/places). 		<p>Spring School Holiday Events, Coonawarra Golf Day, SALA Festival, individual winery events.</p> <p>Blogs to Promote</p> <ul style="list-style-type: none"> • As per website 'Winter - Featured Blogs' • As per website 'Spring - Featured Blogs' • *Any newly created blogs (leisure-focus only)* 	
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Q2 – Spring/Summer (01 Oct – 31 Dec)

Experience Themes	**Food, Beverage + Produce / Nature + Wildlife / Outdoor + Adventure / History + Heritage / Arts, Culture + Retail** (Events cover all themes)			
Personas	Update	Develop (Website)	Deliver (Social Media)	Deliver (EDM)
	<i>What existing content should be checked and/or updated so it will be ready for promotion next quarter?</i>	<i>What new blogs and/or itineraries can be developed (ie. gaps to fill) to inspire visitation? Which blogs to feature on the website?</i>	<i>What social media imagery, video content and/or articles need to be shared now?</i>	<i>What EDM communications need to be shared right now?</i>
<p>Younger Couples (no children)</p> <p>Older Couples (no children)</p> <p>Families, School Age Children</p>	<p>Current Blogs</p> <ul style="list-style-type: none"> How to Beat the Heat Beyond the Beach Roadtrips for Young Families in the LC On Tour with your Teens/Tweens Fishing in the LC Craft Beer and Spirits in the LC Best Playgrounds in the LC A Shopper’s Guide to the LC <p>Itineraries</p> <ul style="list-style-type: none"> Ultimate Limestone Coast Roadtrip On Tour With Your Teens + Tweens Road Trips For Young Families <p>Pages + Key Themes</p> <ul style="list-style-type: none"> <u>Townships</u>: Mount Gambier, Coonawarra, Penola <u>Experiences</u>: Food, Wine + Beverages <p>ATDW Check + Follow Up</p> <ul style="list-style-type: none"> Operators/experiences featured in ‘Current Blogs’ (above). Q3 Events (incl. Cape Jaffa Seafood and Wine Fest, South East Field Days, Grapes of Mirth at Penley Estate, 	<p>New Blogs (gaps + ideas)</p> <ul style="list-style-type: none"> Sustainability in the LC Best of Summer in the LC Top 5 Sunset Spots in the LC Top 5 Adventures for Thrillseekers in the LC Top 5 Wedding Hotspots in the LC <p>Spring - Featured Blogs (Home page + Featured Stories)</p> <ul style="list-style-type: none"> Best Lunch Spots With a View Best Scenic Drives on the LC The Ultimate 4WD Guide to the LC Best Short Walks in the LC Ultimate LC Golf Trip Ultimate Seafood Experiences in the LC Best Beaches in the LC Sinkhole and Swimming Hotspots of the LC *Any newly created blogs (leisure-focus only)* <p>Summer - Featured Blogs (Home page + Featured Stories)</p> <ul style="list-style-type: none"> Best Beaches in the LC Sinkhole and Swimming Hotspots of the LC Roadtrips for Young Families in the LC On Tour with your Teens/Tweens Fishing in the LC Craft Beer and Spirits in the LC Best Playgrounds in the LC 	<p>Key Content Themes - Spring</p> <ul style="list-style-type: none"> Transition to better weather, lush landscapes, longer days sunshine, seasonal changes in nature and flora (eg. canola, spring blossoms and gardens, incl. Umpherston Sinkhole, budding vineyards), al-fresco dining with a view, walks and hikes, wildlife spotting, accommodation, scenic drives, beaches and coastline, national parks (coastal + inland), 4WD and camping, family activities (particularly around October school holidays). <p>Key Content Themes - Summer</p> <ul style="list-style-type: none"> Daylight savings, glorious sunny weather, beaches and coastline, seasonal changes in nature and flora (eg. Blue Lake at its bluest, leafy green glades and gardens), underground sinkholes and caves (consistent temperatures year-round), al-fresco dining with a view, crisp ales, spirits and white wine, coastal walks and hikes, marine life, water-based experiences, coastal accommodation, scenic drives (coastal), national parks (coastal), camping/glamping and campfires, events family activities (especially around Summer school holidays). <p>Events</p>	<p>Summer EDM (mid-Dec)</p> <ul style="list-style-type: none"> Tone/Theme: As per Social Media ‘Key Content Themes – Summer’ Blogs: As per website ‘Summer - Featured Blogs’, *plus any newly created (leisure-focus only)* Events: Coonawarra Vignerons Cup, Christmas + New Year Celebrations, individual winery events.

	<p>Easter Weekend events (various), Coonawarra After Dark, Christmas + New Year Celebrations).</p> <ul style="list-style-type: none"> • Other new Q2/Q3 events as they arise • Request social images for new events. <p>Other Website Optimizations</p> <ul style="list-style-type: none"> • First Nations dual naming: Blogs (those listed above *plus any others not already checked*), Plan Your Trip (all pages), 	<ul style="list-style-type: none"> • A Shopper’s Guide to the LC • *Any newly created blogs (leisure-focus only)* 	<ul style="list-style-type: none"> • School Holiday Activities, Robe Beer Festival, Ride the Limestone Coast, Spring to Life Festival (Kingston District Council), Coonawarra Cabernet Celebrations, Geltwood Festival, Nature Festival (eg. Bool Lagoon with South East Safari), Millicent AH&P Society Show, Coonawarra Vignerons Cup, Christmas + New Year Celebrations, individual winery events. <p>Blogs to Promote</p> <ul style="list-style-type: none"> • As per website ‘Spring - Featured Blogs’ • As per website ‘Summer - Featured Blogs’ • *Any newly created blogs (leisure-focus only)* 	
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Q3 - Summer/Autumn (01 Jan – 31 Mar)

Experience Themes	**Food, Beverage + Produce / Nature + Wildlife / Outdoor + Adventure / History + Heritage / Arts, Culture + Retail** (Events cover all themes)			
Personas	Update	Develop (Website)	Deliver (Social Media)	Deliver (EDM)
	<i>What existing content should be checked and/or updated so it will be ready for promotion next quarter?</i>	<i>What new blogs and/or itineraries can be developed (ie. gaps to fill) to inspire visitation? Which blogs to feature on the website?</i>	<i>What social media imagery, video content and/or articles need to be shared now?</i>	<i>What EDM communications need to be shared right now?</i>
<p>Younger Couples (no children)</p> <p>Older Couples (no children)</p> <p>Families, School Age Children</p>	<p>Current Blogs</p> <ul style="list-style-type: none"> Wine Regions of the LC Pet Friendly Holidays in the LC Ultimate LC Roadtrip Creative Corners of the LC Devouring the LC Best Bakeries in the LC *Any newly created blogs* <p>Pages</p> <ul style="list-style-type: none"> <u>Townships</u>: Millicent, Naracoorte <u>Experiences</u>: History + Heritage <p>ATDW Check + Follow Up</p> <ul style="list-style-type: none"> Operators/experiences featured in 'Current Blogs' (above). Q4 Events (incl. Penola Coonawarra Arts Festival, Beachport Easter Market Day, Tasting Australia, AFL Gather Round Roadtrip Festivities, Health, Harmony & Happiness Festival, Ghost Mushroom Lane, Coonawarra Cellar Dwellers, Coonawarra winery individual winery events (eg. Pizza Vino + Tunes at Raidis Estate), School Holiday Activities) Other new Q3/Q4 events as they arise 	<p>New Blogs (gaps + ideas)</p> <ul style="list-style-type: none"> Agritourism Experiences Best of Autumn in the LC Best Country Pubs in the LC Best Camping/Glamping Experiences in the LC <p>Summer - Featured Blogs (Home page + Featured Stories)</p> <ul style="list-style-type: none"> Best Beaches in the LC Sinkhole and Swimming Hotspots of the LC How to Beat the Heat Beyond the Beach Roadtrips for Young Families in the LC On Tour with your Teens/Tweens Fishing in the LC Craft Beer and Spirits in the LC Best Playgrounds in the LC A Shopper's Guide to the LC *Any newly created blogs (leisure-focus only)* <p>Autumn - Featured Blogs (Home page + Featured Stories)</p> <ul style="list-style-type: none"> Wine Regions of the LC Pet Friendly Holidays in the LC Ultimate LC Roadtrip Creative Corners of the LC Devouring the LC Best Bakeries in the LC *Any newly created blogs (leisure-focus only)* 	<p>Key Content Themes - Summer</p> <ul style="list-style-type: none"> Daylight savings, glorious sunny weather, beaches and coastline, seasonal changes in nature and flora (eg. Blue Lake at its bluest, leafy green glades and gardens), underground sinkholes and caves (consistent temperatures year-round), al-fresco dining with a view, crisp ales, spirits and white wine, coastal walks and hikes, marine life, coastal accommodation, scenic drives (coastal), national parks (coastal), camping/glamping and campfires, events and family activities (especially around Summer school holidays). <p>Key Content Themes - Autumn</p> <ul style="list-style-type: none"> The last of long, warm days and transition to cooler weather, seasonal changes (eg. autumn leaves, Blue Lake turns steel grey etc), making the most of the last sunny days at the beach, walks and hikes in nature (incl. forests), crisper mornings and cool evenings, stunning and colourful walks and drives, vintage in the wine regions, wineries and cellar doors, transition to comfort food and drink, cosy accommodation, National and Conservation Parks, camping season (with campfires), events and family activities (particularly around school holidays and Easter Long Weekend). 	<p>Autumn EDM (end of Mar)</p> <ul style="list-style-type: none"> Tone/Theme: As per Social Media 'Key Content Themes – Autumn' Blogs: As per website 'Spring - Featured Blogs', *plus any newly created (leisure-focus only)*. Events: Cape Jaffa Seafood and Wine Fest, South East Field Days, Grapes of Mirth at Penley Estate, Easter Weekend events (various), Coonawarra After Dark.

- Request social images for new events.

Events

- School Holiday Activities, Cape Jaffa Seafood and Wine Fest, South East Field Days, Grapes of Mirth at Penley Estate, Easter Weekend events (various), Coonawarra After Dark.

Blogs to Promote

- As per website 'Summer - Featured Blogs'
- As per website 'Autumn - Featured Blogs'
- *Any newly created blogs (leisure-focus only)*

Q4 - Autumn/Winter (01 Apr – 30 Jun)

Experience Themes	**Food, Beverage + Produce / Nature + Wildlife / Outdoor + Adventure / History + Heritage / Arts, Culture + Retail** (Events cover all themes)			
Personas	Update	Develop (Website)	Deliver (Social Media)	Deliver (EDM)
	<i>What existing content should be checked and/or updated so it will be ready for promotion next quarter?</i>	<i>What new blogs and/or itineraries can be developed (ie. gaps to fill) to inspire visitation? Which blogs to feature on the website?</i>	<i>What social media imagery, video content and/or articles need to be shared now?</i>	<i>What EDM communications need to be shared right now?</i>
<p>Younger Couples (no children)</p> <p>Older Couples (no children)</p> <p>Families, School Age Children</p>	<p>Current Blogs</p> <ul style="list-style-type: none"> How to Do Winter in the LC Top 10 Winter School Holiday Ideas Coffee Lovers Guide to the LC Nurture, Nourish & Restore Your Soul Pizza Perfection: A Slice of Italy the LC Escape to Luxury on the LC <p>Pages</p> <ul style="list-style-type: none"> <u>Townships</u>: Padthaway, Bordertown, Keith <u>Experiences</u>: Art, Culture + Retail <p>ATDW Check + Follow Up</p> <ul style="list-style-type: none"> Operators/experiences featured in ‘Current Blogs’ (above). Q1 Events (incl Winter School Holiday Events, Ghost Mushroom Lane, NAIDOC Week, Coonawarra Cellar Dwellers, Coonawarra Cabernet Celebrations, Spring School Holiday Events, Coonawarra Golf Day, SALA Festival, individual winery events). Other new Q4/Q1 events as they arise. Request social images for new events. 	<p>New Blogs (gaps + ideas)</p> <ul style="list-style-type: none"> Our First Nations Heritage (prior to NAIDOC Week) Top 5 Wildlife Hotspots in the LC Top 5 Historical Sites in the LC National Parks of the LC Accessibility in the LC <p>Autumn - Featured Blogs (Home page + Featured Stories)</p> <ul style="list-style-type: none"> Wine Regions of the LC Pet Friendly Holidays in the LC Ultimate LC Roadtrip Creative Corners of the LC Devouring the LC Best Bakeries in the LC *Any newly created blogs (leisure-focus only)* <p>Winter - Featured Blogs (Home page + Featured Stories)</p> <ul style="list-style-type: none"> How to Do Winter in the LC Top 10 Winter School Holiday Ideas Coffee Lovers Guide to the LC Nurture, Nourish & Restore Your Soul Pizza Perfection: A Slice of Italy the LC Escape to Luxury on the LC *Any newly created blogs (leisure-focus only)* 	<p>Key Content Themes - Autumn</p> <ul style="list-style-type: none"> The last of long, warm days and transition to cooler weather, seasonal changes (eg. autumn leaves, Blue Lake turns steel grey etc), making the most of the last sunny days at the beach, walks and hikes in nature (incl. forests), crisper mornings and cool evenings, stunning and colourful walks and drives, vintage in the wine regions, wineries and cellar doors, transition to comfort food and drink, cosy accommodation, National and Conservation Parks, camping season (with campfires), events and family activities (particularly around school holidays and Easter Long Weekend). <p>Key Content Themes - Winter</p> <ul style="list-style-type: none"> Misty mornings, rainy and stormy days, rich red wine, freshly brewed coffees, hearty/comfort food, cosy fireplaces, cosy accommodation, scenic/country drives and landscapes, rugged winter walks (nature and coastline), camping/glamping and campfires, underground sinkholes and caves (consistent temperatures year-round), forests and ghost mushrooms, arts and culture, events and family activities (particularly around Winter school holidays). <p>Events</p>	<p>Winter EDM (late June)</p> <ul style="list-style-type: none"> Tone/Theme: As per Social Media ‘Key Content Themes – Winter’ Blogs: As per website ‘Winter - Featured Blogs’, *plus any newly created (leisure-focus only)*. Events: Coonawarra Cellar Dwellers (incl. selected individual winery events)

			<ul style="list-style-type: none">• Penola Coonawarra Arts Festival, Beachport Easter Market Day, Tasting Australia, AFL Gather Round Roadtrip Festivities, Health, Harmony & Happiness Festival, Ghost Mushroom Lane, Coonawarra Cellar Dwellers, Coonawarra winery individual winery events (eg. Pizza Vino + Tunes at Raidis Estate), School Holiday Activities, among others. <p>Blogs to Promote</p> <ul style="list-style-type: none">• As per website 'Autumn - Featured Blogs'• As per website 'Winter - Featured Blogs'• *Any newly created blogs (leisure-focus only)*	
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This LCLGA Storytelling Framework 2023 - 2024 has been prepared by The Tourism Collective in July - August 2023, on behalf of Limestone Coast Local Government Association.

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Disclaimer The information in this report is intended only to guide and inform the investment of resources in strategic destination, and is expected that all recommendations should be : analysed, and appropriate due diligence should be undertaken before making any investment decisions.



Appendix C
Limestone Coast Tourism Monthly Reports – July and August 2023

Limestone Coast Tourism Monthly Report

July 2023

Data Sources



The accommodation data in this report is sourced from various sharing economy platforms in the Limestone Coast, AirBNB, Booking.com, Tripadvisor and Stayz. The accommodation supply from these booking platforms is 744 unique listings , providing an estimated capacity of 4,337 visitors. Note the capacity excludes some operators who may not advertise on these platforms.

Mobility data is sourced from millions of opt in anonymous devices around Australia who have elected to share their location data via applications.

While Localis endeavours to ensure the methodologies and data used in this report are best practice and as accurate as possible, it is agreed and understood that the client accepts sole responsibility for how the data is used. Localis accepts no responsibility for any loss incurred as a result of using this data.

Region Comparisons

The regions below were used in the report to compare key metrics against Limestone Coast.

Regions:

Western Grampians - LGAs:

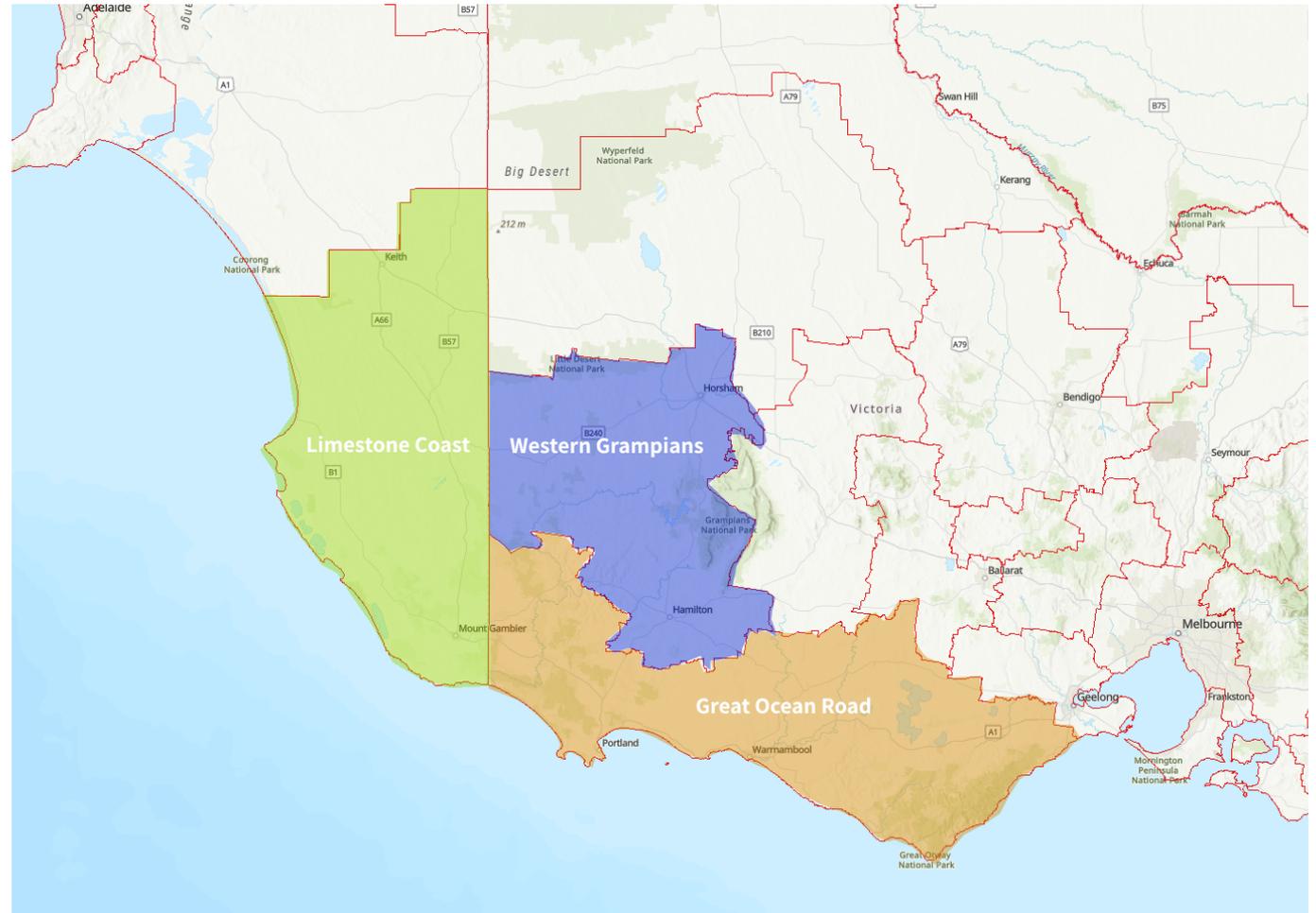
West Wimmera Shire,
Southern Grampians Shire,
Horsham Rural City

Great Ocean Road - LGAs:

Colac Otway Shire,
Corangamite Shire,
Glenelg Shire,
Moyne Shire,
Surf Coast Shire,
Warrnambool City

Limestone Coast - LGAs:

City of Mount Gambier,
DC of Robe,
Kingston DC,
Naracoorte Lucindale Council,
Tatiara DC ,
The DC of Grant,
Wattle Range Council



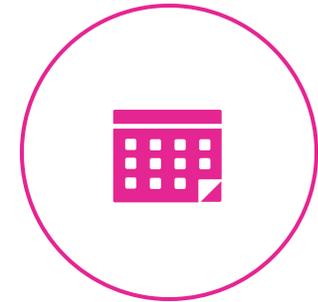
Key Points from July 2023



Limestone Coast's monthly average occupancy level for July 2023 was 40%, which is a 6% decrease compared to last year in July 2022.



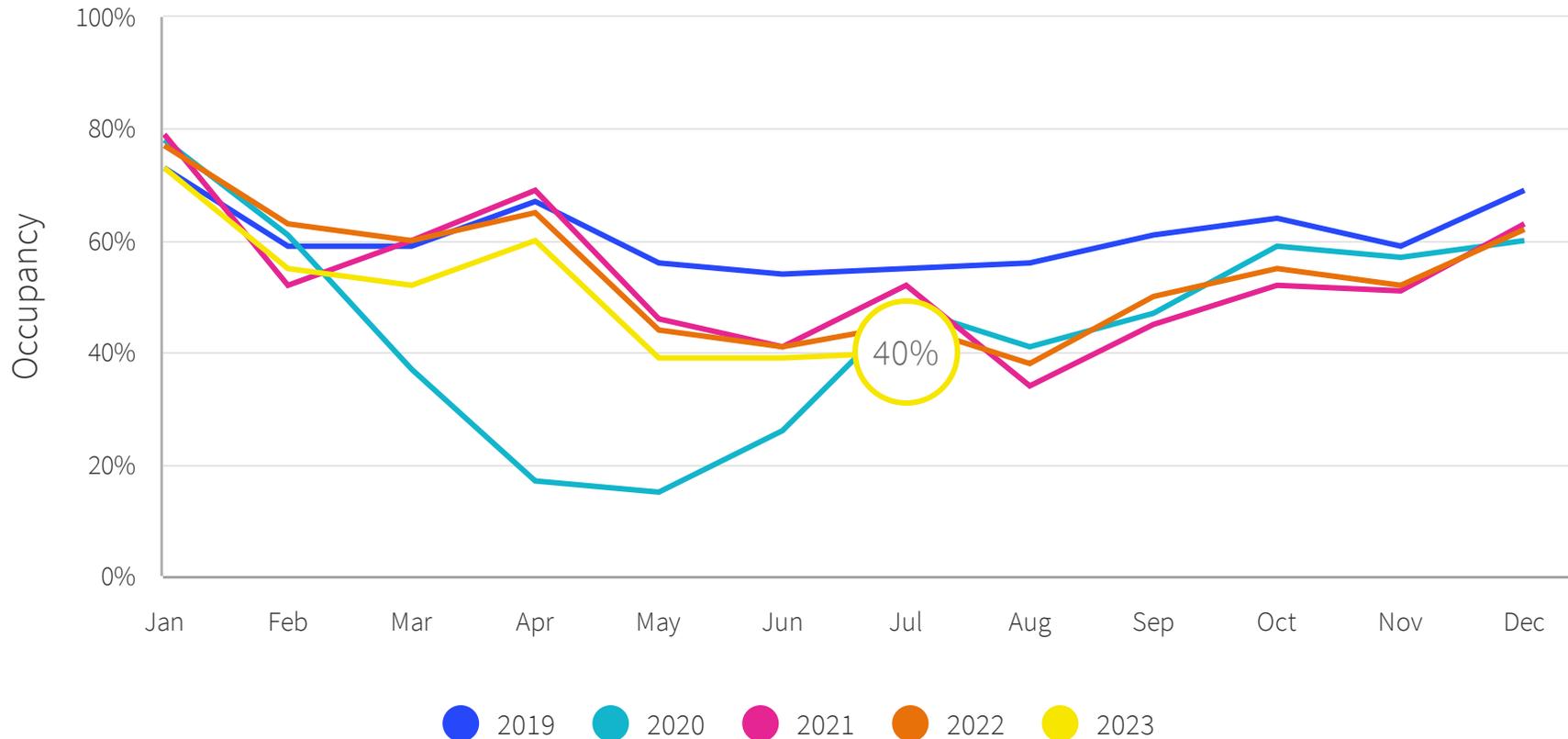
Length of stay in July 2023 was 4.5 days which is an 8% decrease compared to July 2023.



August 2023 future occupancy is projected to be 23.8% which is a decrease of 17% when compared to August 2022.

Average Occupancy Rate

The occupancy rate is the ratio between the number of occupied rooms and the number of rooms offered that are open.



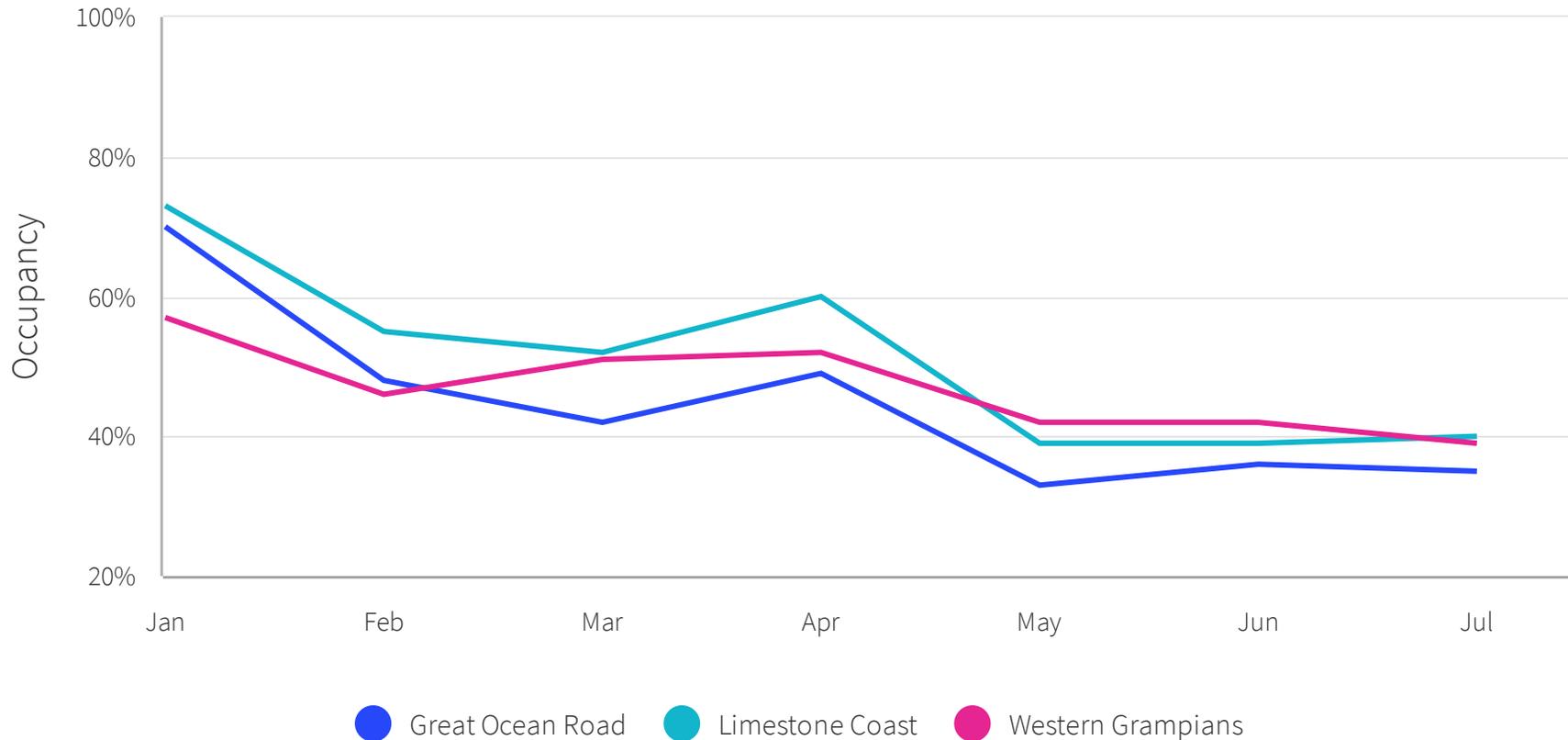
Accommodation Data

INSIGHT

Limestone Coast's monthly average occupancy level for July 2023 was 40%, which is a 6% decrease compared to last year in July 2022.

Average Occupancy Rate - Region Comparison

The occupancy rate is the ratio between the number of occupied rooms and the number of rooms offered that are open.



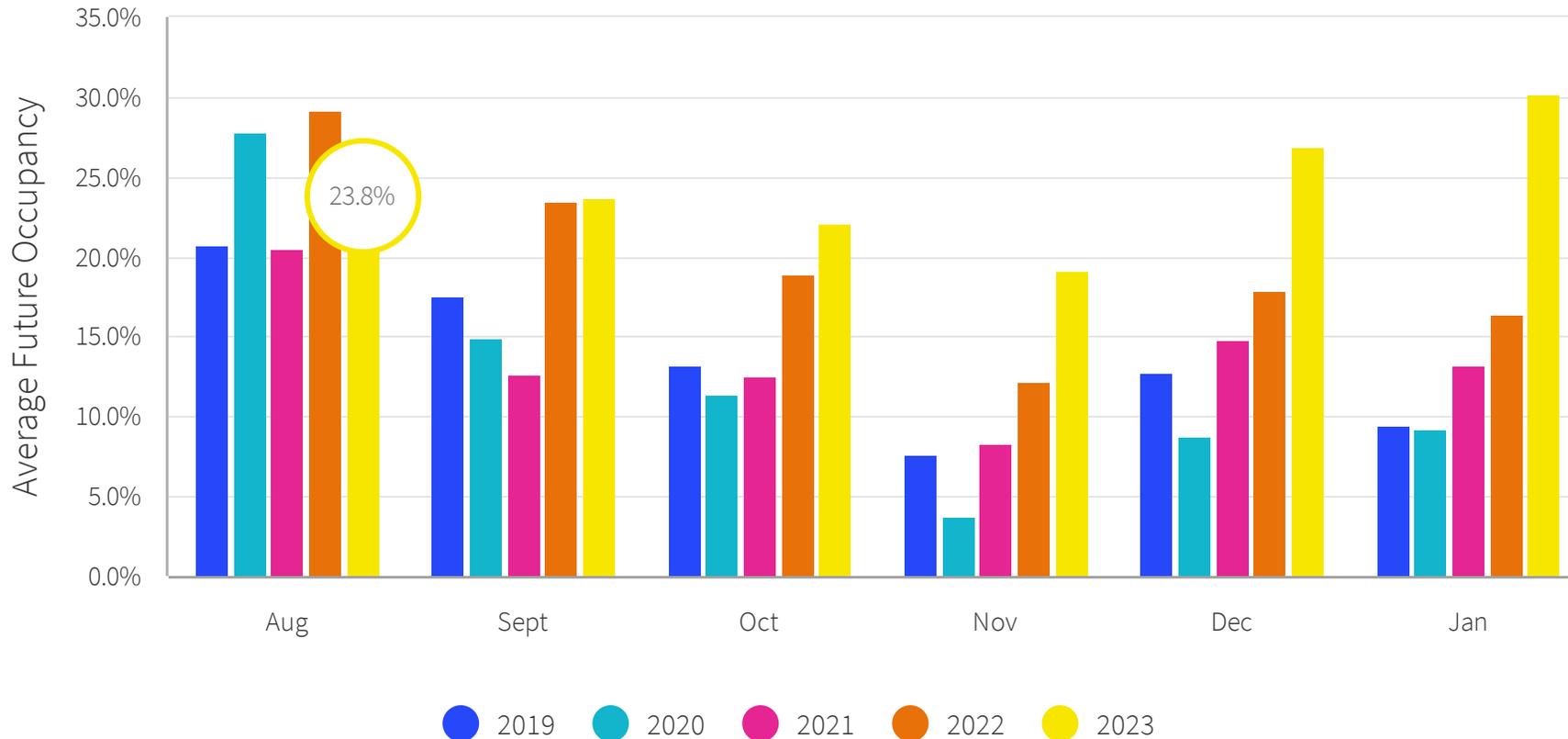
Accommodation Data

INSIGHT

For the past three months, Western Grampians has maintained a slight advantage in the occupancy rate competing closely with Limestone coast for the month of July.

Future Occupancy Rate

This graph shows monthly future occupancy for the next 6 months. You can also compare this to what the future bookings were for the same month in 2019 and 2019 at today's date in those years.



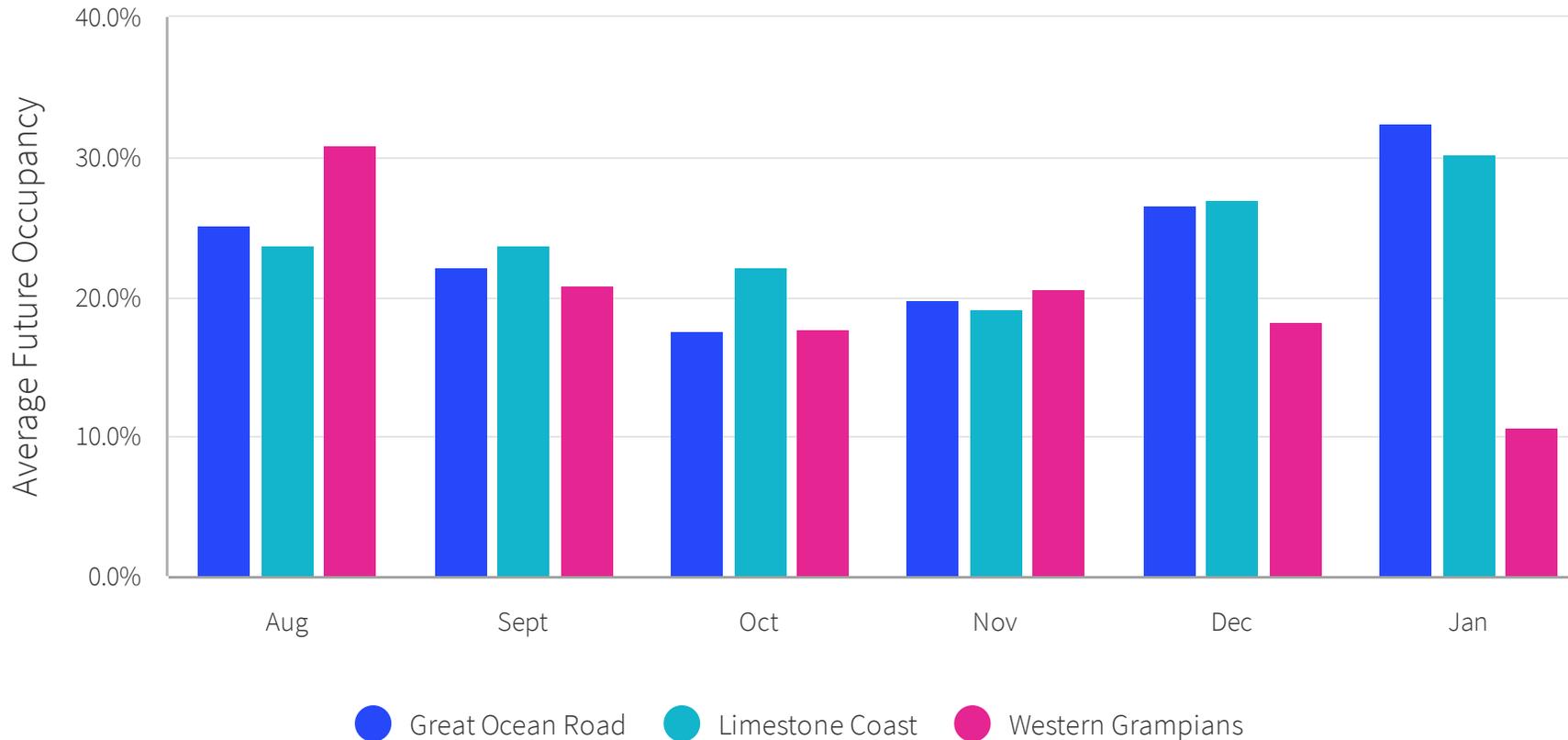
Accommodation Data

INSIGHT

August 2023 future occupancy is projected to be 23.8% which is a decrease of 17% when compared to August 2022.

Future Occupancy Rate - Region Comparison

This graph shows monthly future occupancy for the next 6 months. You can also compare this to what the future bookings were for the same month in 2021 and 2019 at today's date in those years.



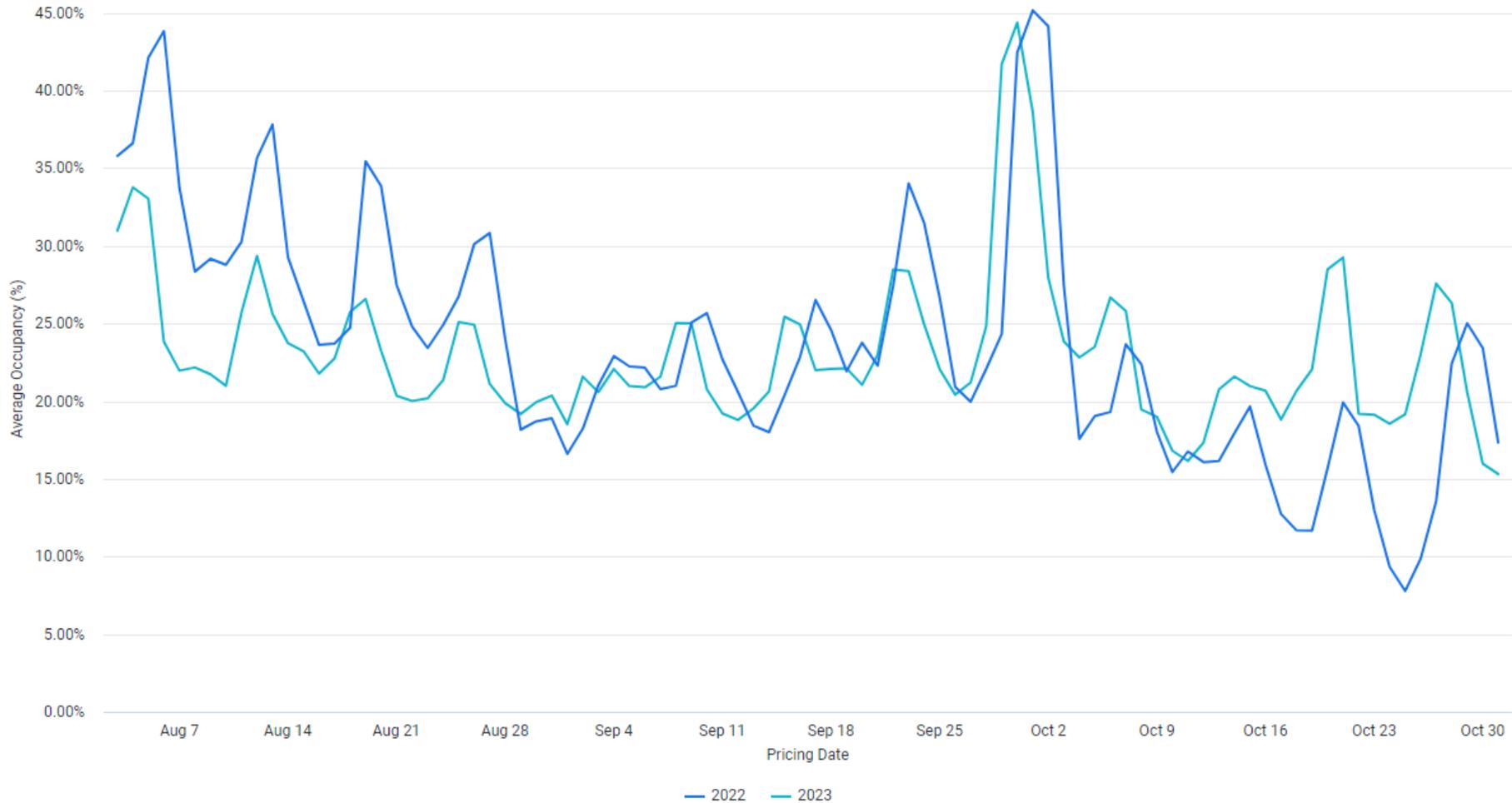
Accommodation Data

INSIGHT

According to projections, the Limestone coast and Western Grampians are expected to have the highest occupancy rate among the compared RTOs in the next four months with Great Ocean Road expected to surge in December.

Daily Future Occupancy - 3 Month Outlook

The graph below shows daily future occupancy over the next 3 months.



13th October 2023



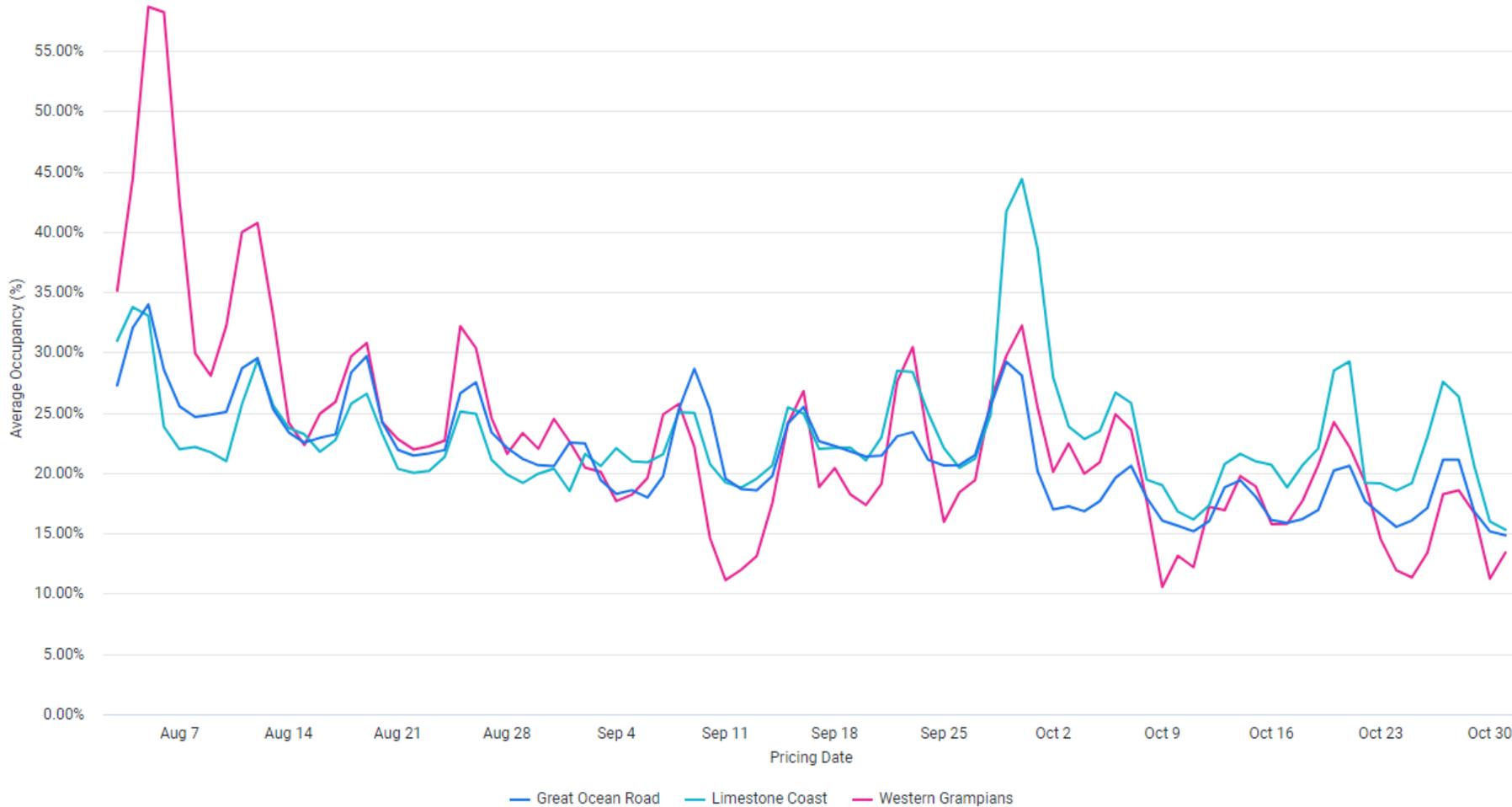
Accommodation Data

INSIGHT

The projected occupancy rates for the next three months of 2023 are expected to track slightly lower than that of 2022.

Daily Future Occupancy - Region Comparison

The graph below shows daily future occupancy over the next 3 months.



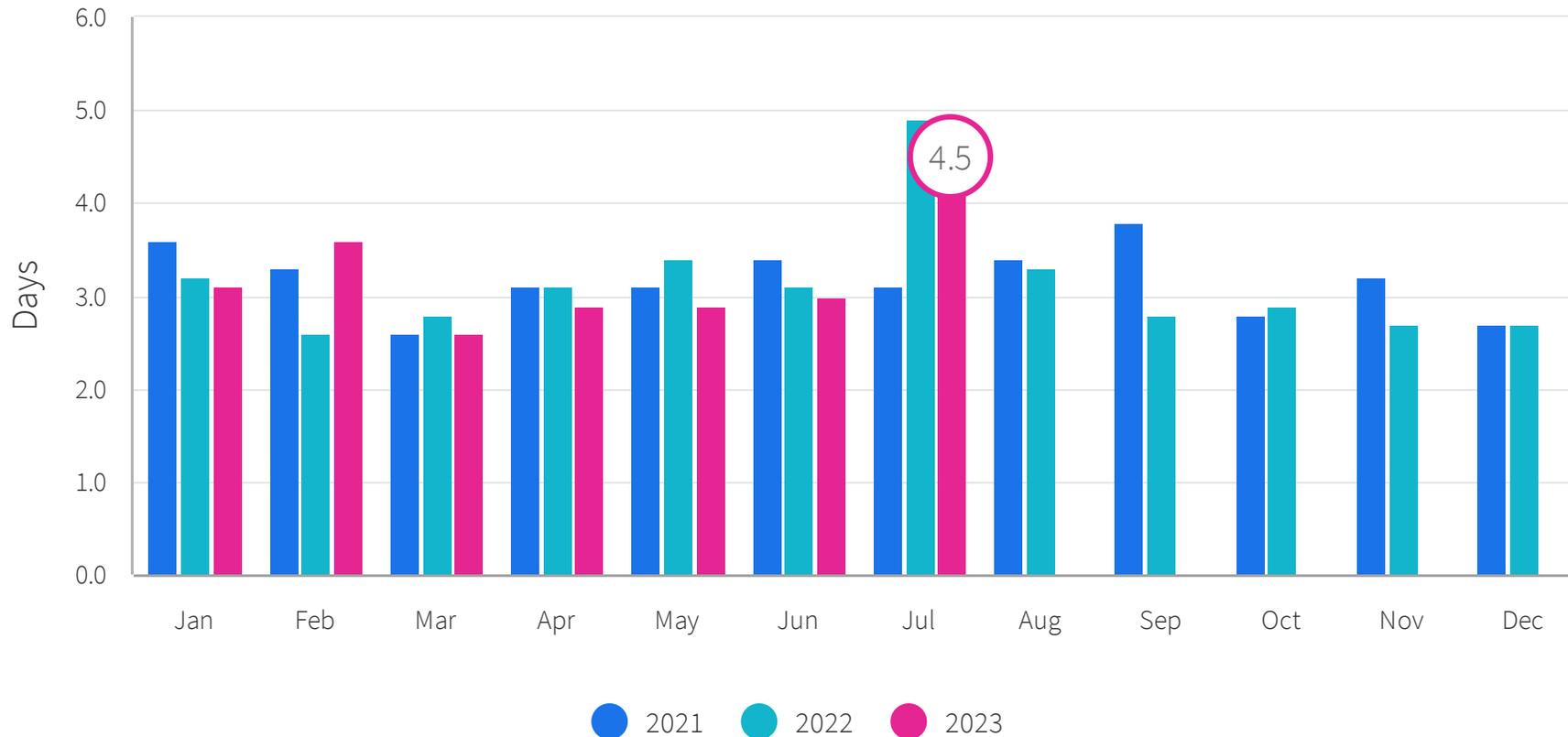
Accommodation Data

INSIGHT

Western Grampians has the highest projected occupancy for August with Limestone coast expected to surge in October.

Length of Stay

Length of stay is the amount of time that was booked at the accommodation. Note: Length of stay year ending 2022 as per Tourism Research Australia: 2.8 days.



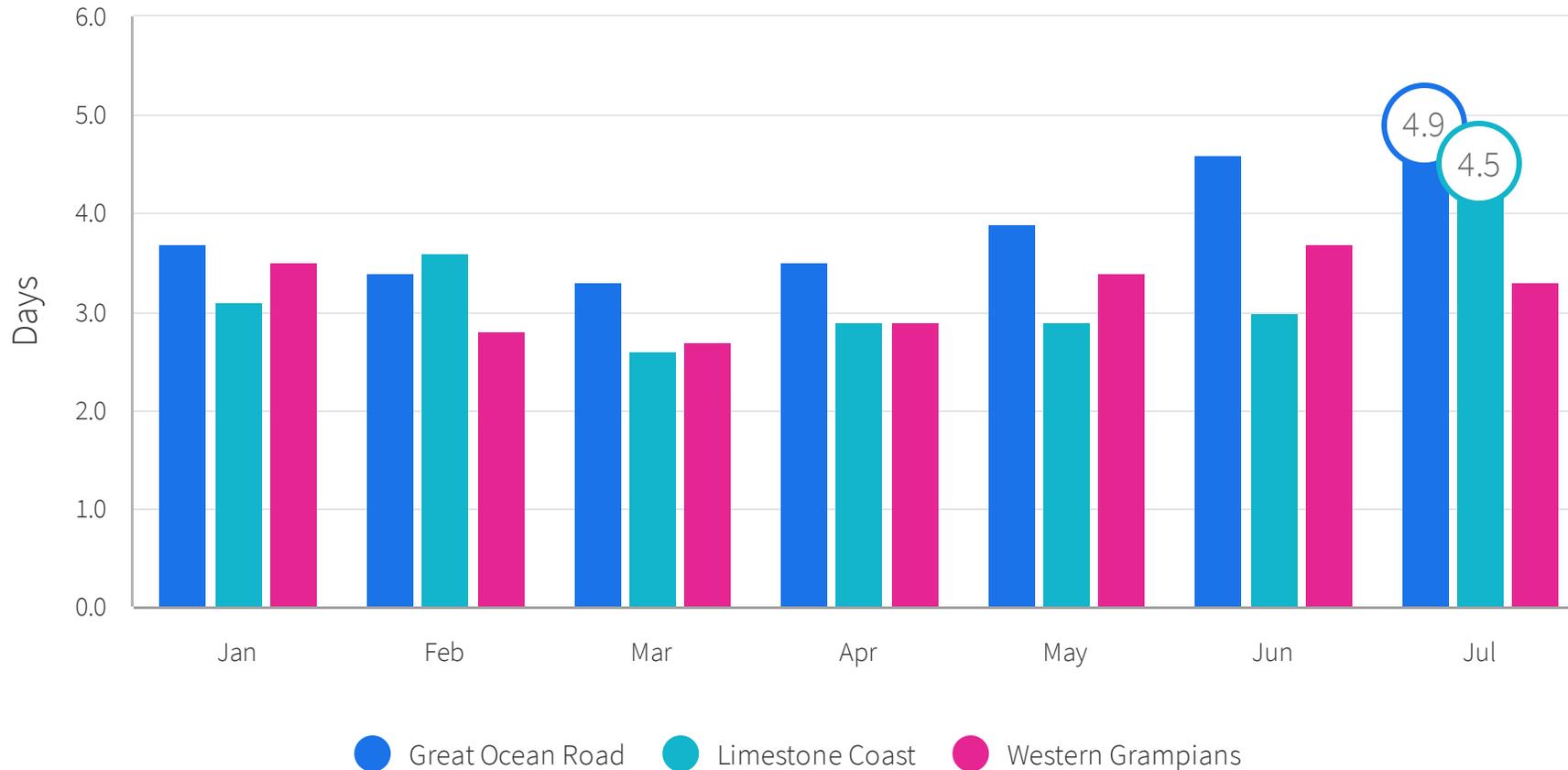
Accommodation Data

INSIGHT

Length of stay in July 2023 was 4.5 days which is an 8% decrease compared to July 2022.

Length of Stay - Region Comparison

Length of stay is the amount of time that was booked at the accommodation.



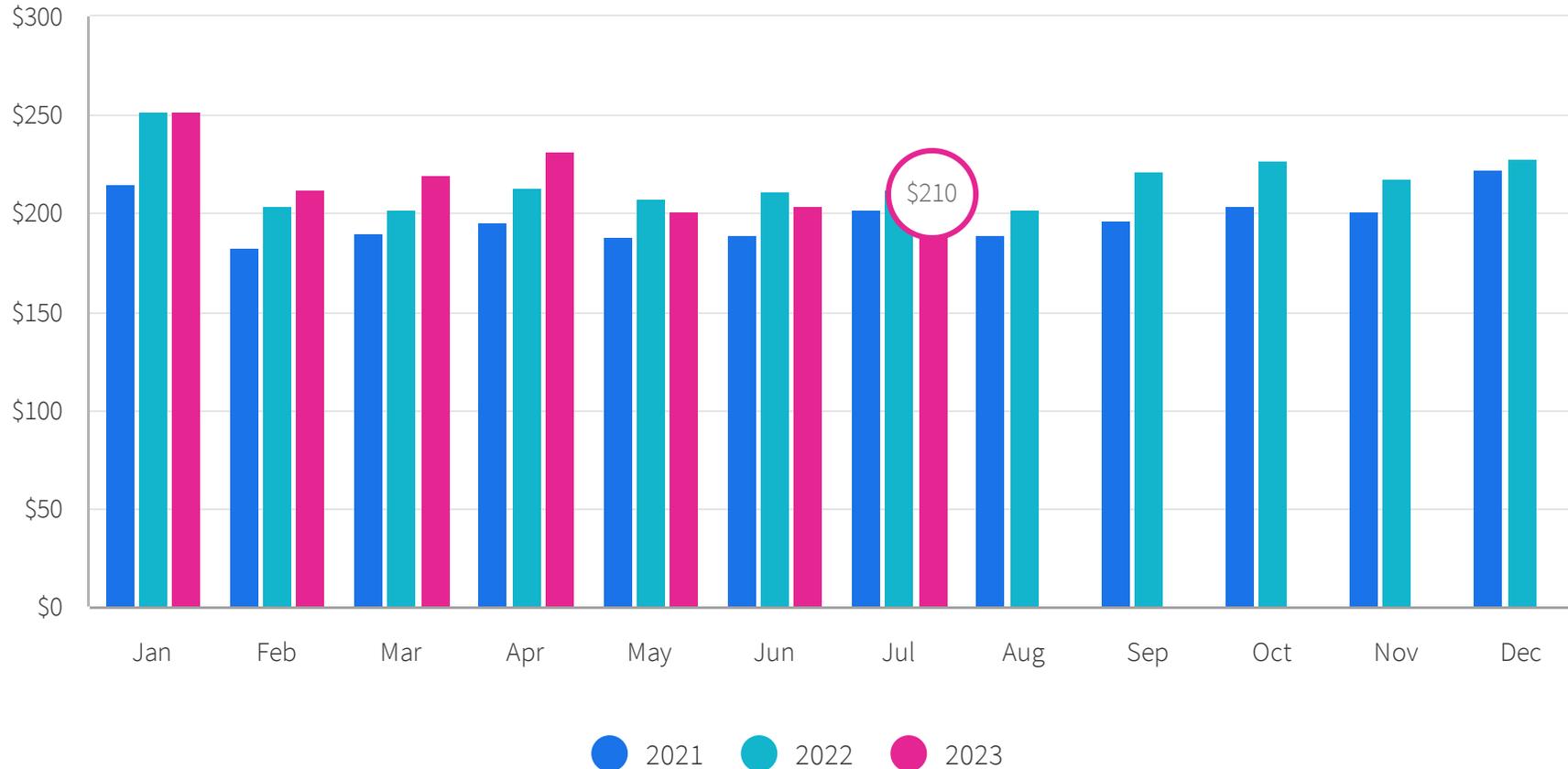
Accommodation Data

INSIGHT

Great Ocean Road had the highest length of stay in July, marginally trailing was Limestone coast with an approximate difference of 8%.

Average Daily Rate

The average daily rate (ADR) measures the average rental revenue earned for an occupied room per day.



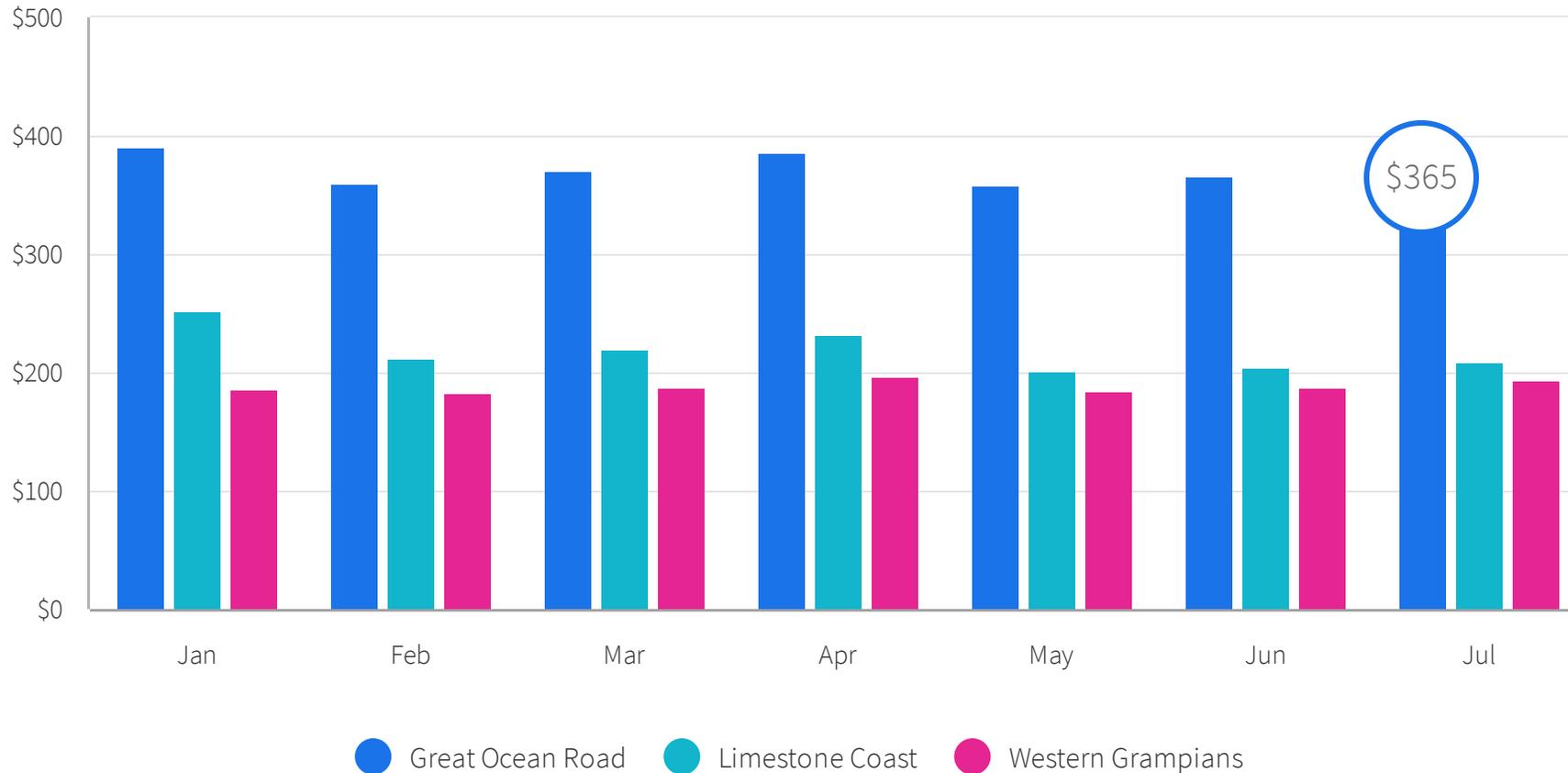
Accommodation Data

INSIGHT

Average daily rate for July 2023 was \$210, which is a increase of 1% when compared to July 2022.

Average Daily Rate - Region Comparison

The average daily rate (ADR) measures the average rental revenue earned for an occupied room per day.



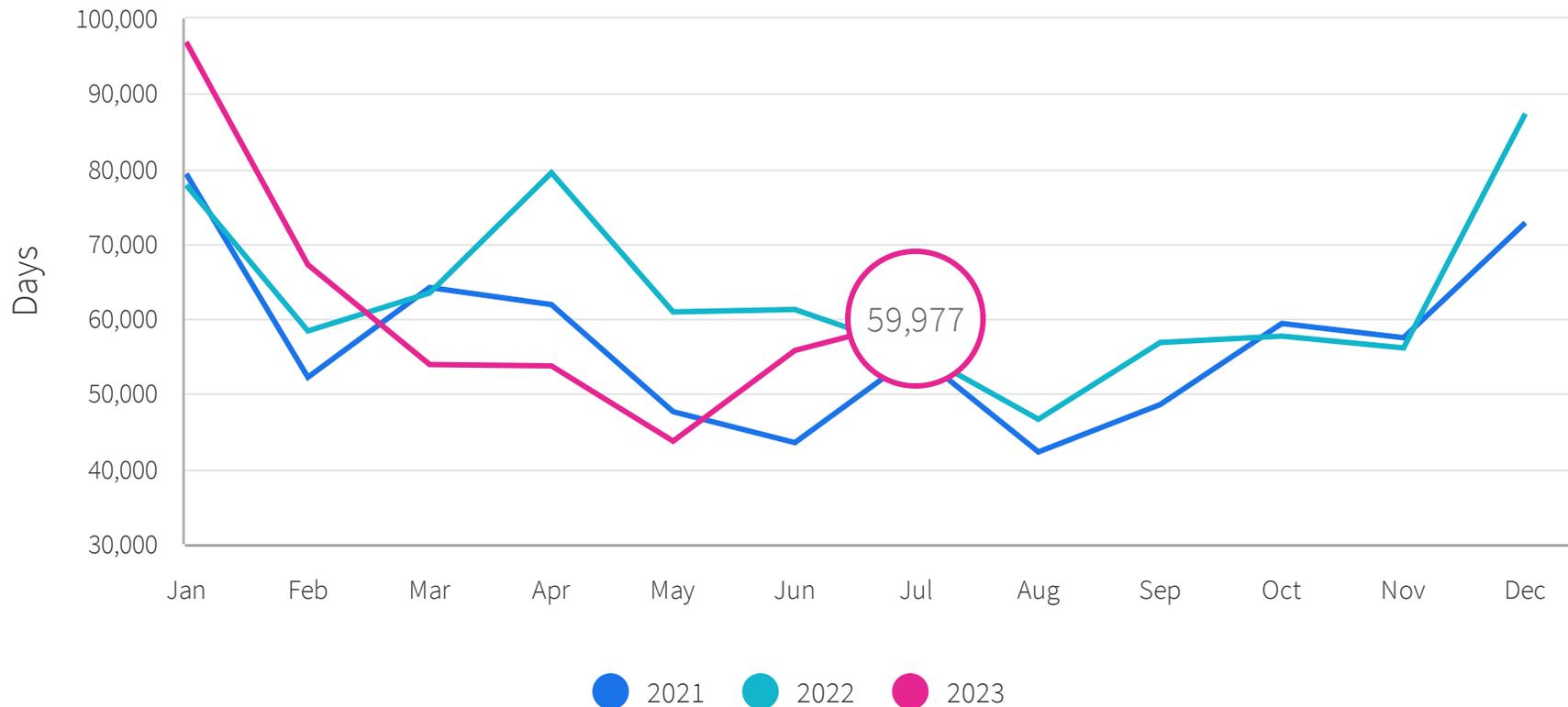
Accommodation Data

INSIGHT

Great Ocean Road had the highest ADR in the month of July 2023 when compared to Limestone Coast and Western Grampians.

Estimated Overnight Visitation

The below chart shows the total estimated overnight visitation to Limestone Coast. This methodology uses a combination of mobility data, occupancy data and Tourism Research Australia data. Note: Overnight visitation year ending December 2022 as per SATC RVS progress snapshot: 622k overnight visitors.



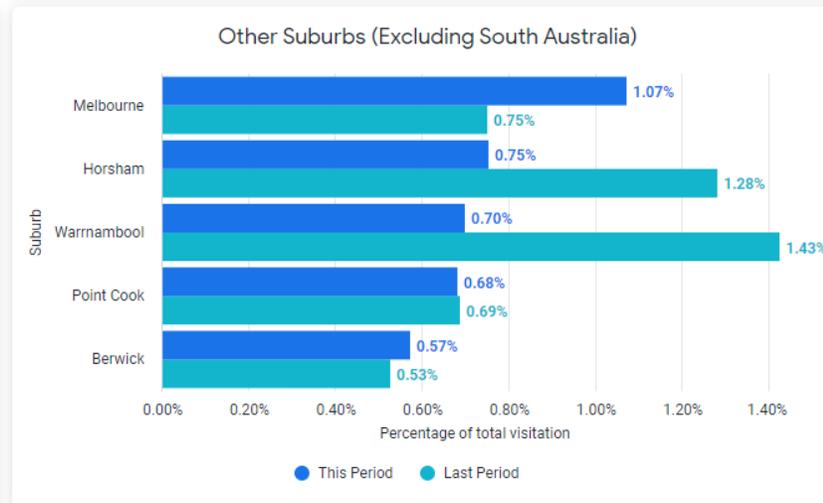
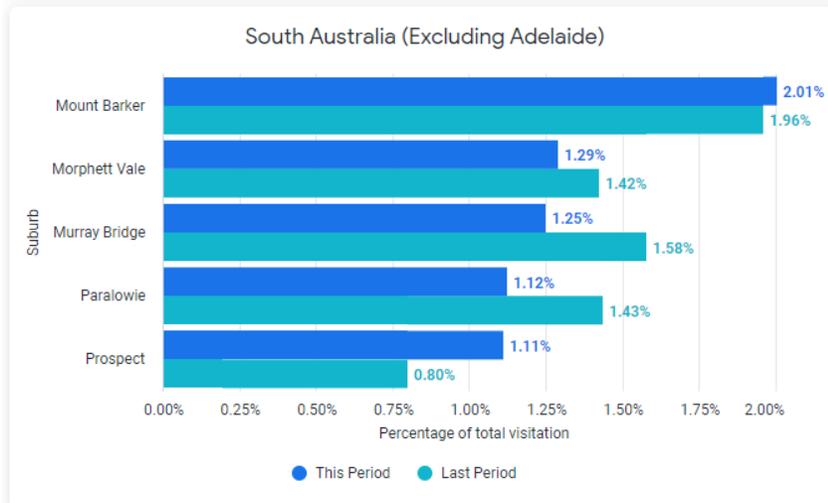
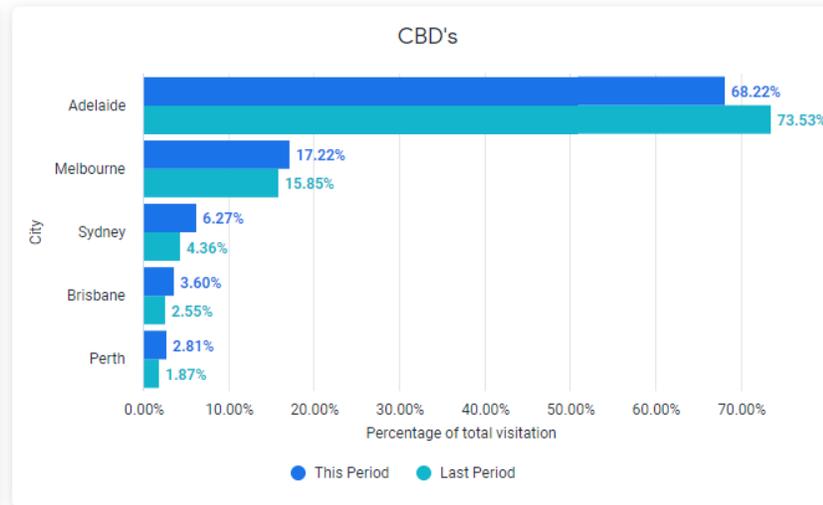
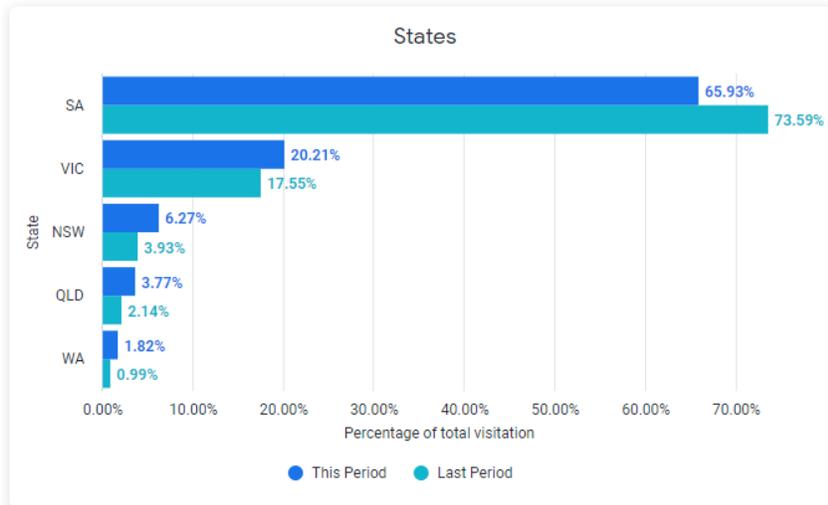
Accommodation Data, TRA and Mobility Data

INSIGHT

July 2023 had approximately 59,977 overnight visitors which is a increase of 8% compared to July 2022.

Interstate + Intrastate Source Markets

This section compares visitation to Limestone Coast by state, city, South Australian suburbs (excluding locals of LGA's in Limestone Coast) and interstate suburbs for the most recently completed month versus the same month last year.



13th October 2023



Mobility Data

INSIGHT

July 2022 vs July 2023

Interstate visitation increased from 26% to 34% since the previous month.

Melbourne was the largest interstate CBD source market accounting for 17% of interstate visitation.

Of the suburbs in South Australia, Mount Barker accounted for 2% of total visitation, marginally more than July 2022



Limestone Coast Tourism Monthly Report

August 2023

Data Sources



The accommodation data in this report is sourced from various sharing economy platforms in the Limestone Coast, AirBNB, Booking.com, Tripadvisor and Stayz. The accommodation supply from these booking platforms is 737 unique listings , providing an estimated capacity of 4,353 visitors. Note the capacity excludes some operators who may not advertise on these platforms.

Mobility data is sourced from millions of opt in anonymous devices around Australia who have elected to share their location data via applications.

While Localis endeavours to ensure the methodologies and data used in this report are best practice and as accurate as possible, it is agreed and understood that the client accepts sole responsibility for how the data is used. Localis accepts no responsibility for any loss incurred as a result of using this data.

Region Comparisons

The regions below were used in the report to compare key metrics against Limestone Coast.

Regions:

Western Grampians - LGAs:

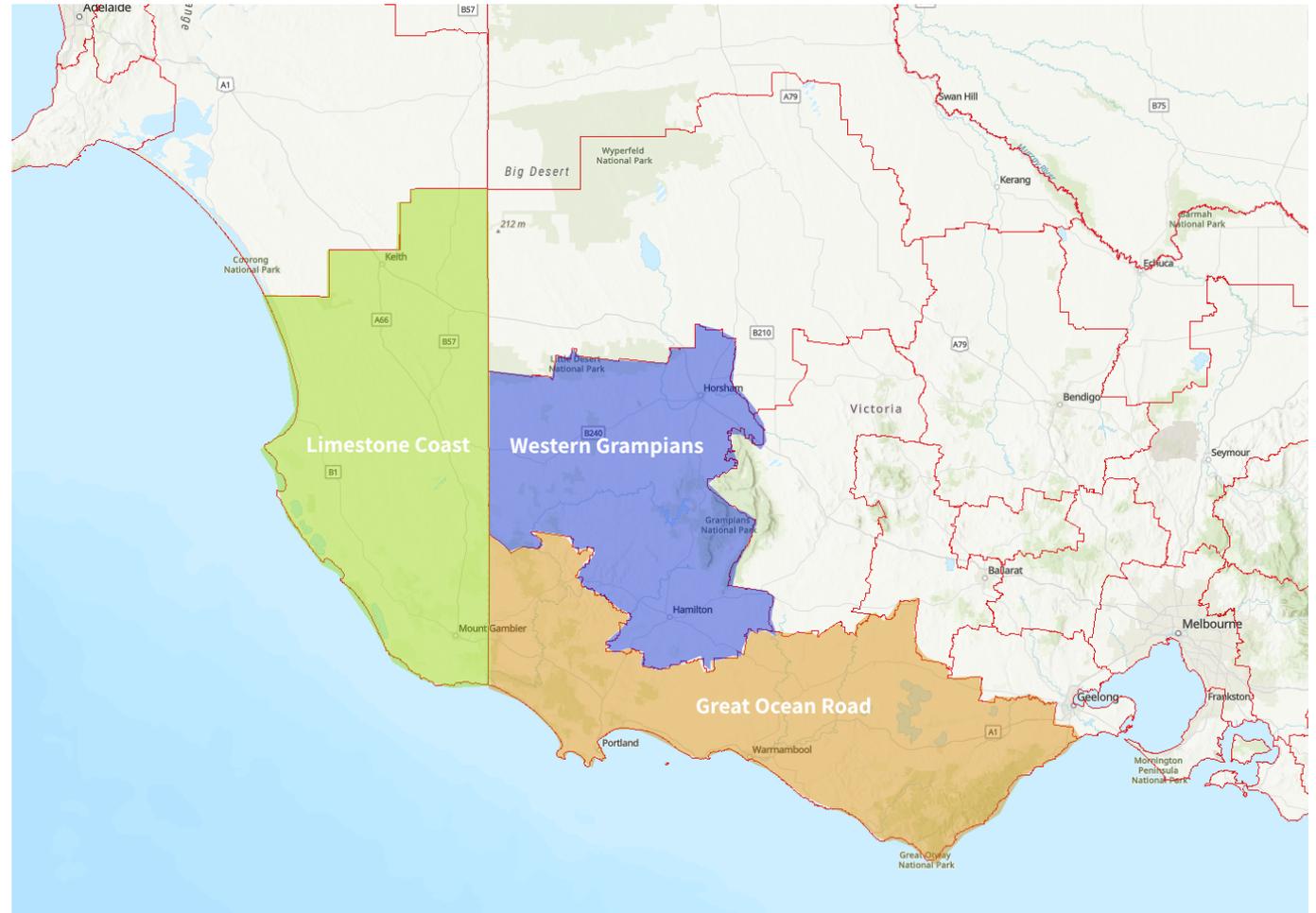
West Wimmera Shire,
Southern Grampians Shire,
Horsham Rural City

Great Ocean Road - LGAs:

Colac Otway Shire,
Corangamite Shire,
Glenelg Shire,
Moyne Shire,
Surf Coast Shire,
Warrnambool City

Limestone Coast - LGAs:

City of Mount Gambier,
DC of Robe,
Kingston DC,
Naracoorte Lucindale Council,
Tatiara DC ,
The DC of Grant,
Wattle Range Council



Key Points from August 2023



Limestone Coast's monthly average occupancy level for August 2023 was 37%, which is a 2.7% decrease compared to last year in August 2022.



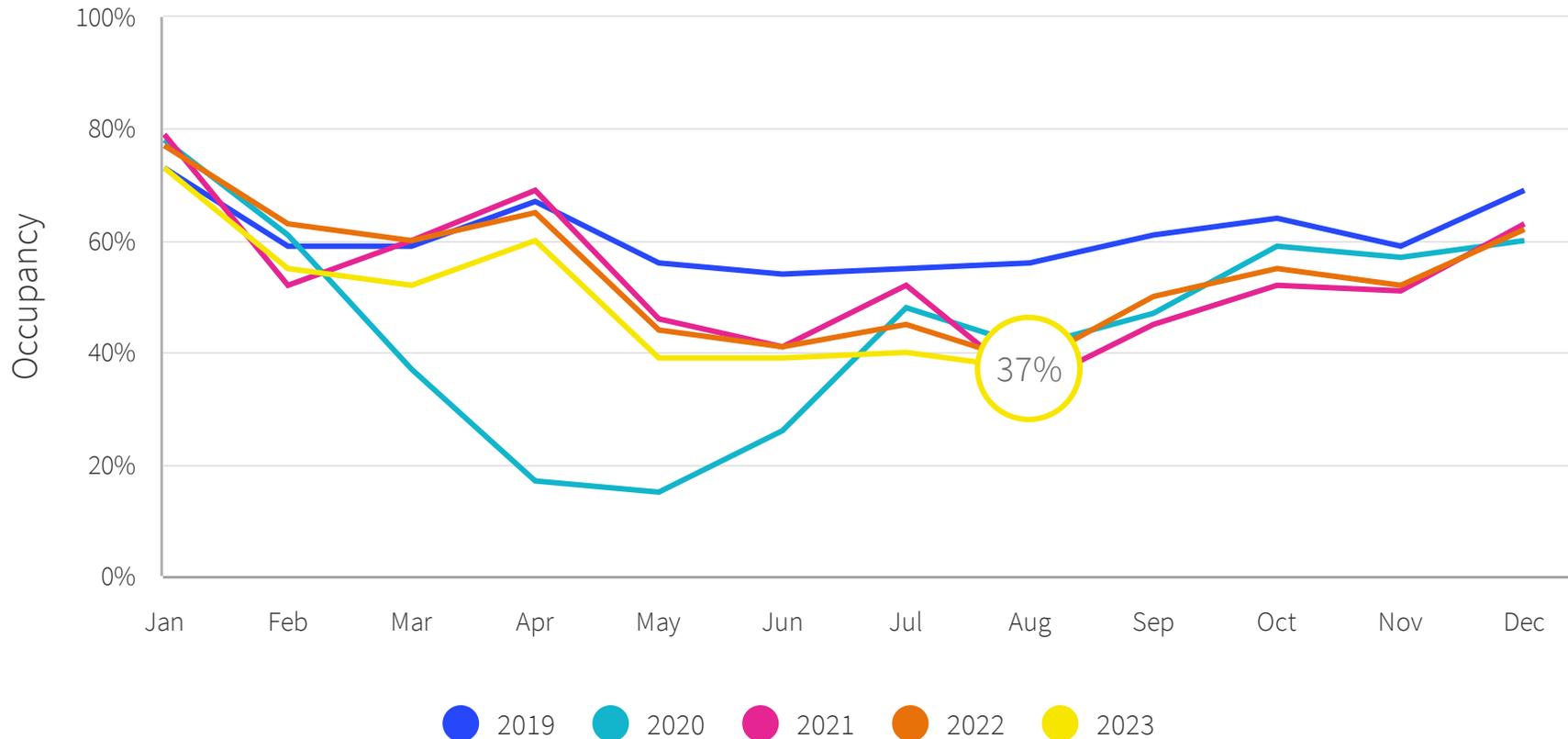
Length of stay in August 2023 was 3.9 days which is an 18% increase compared to August 2022.



September's 2023 future occupancy is projected to be 39% which is a decrease of 22% when compared to September 2022.

Average Occupancy Rate

The occupancy rate is the ratio between the number of occupied rooms and the number of rooms offered that are open.



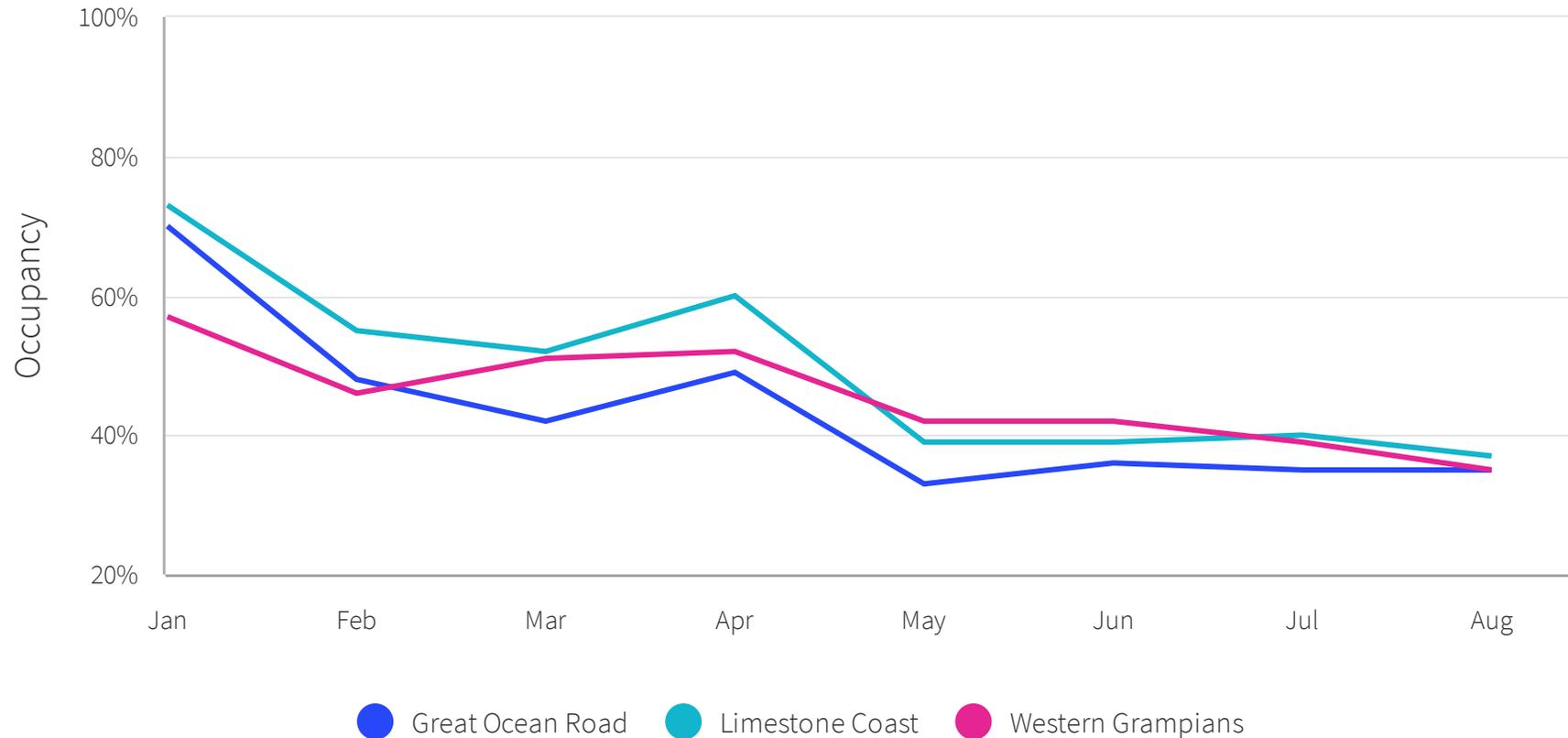
Accommodation Data

INSIGHT

Limestone Coast's monthly average occupancy level for August 2023 was 37%, which is a 2.7% decrease compared to last year in August 2022.

Average Occupancy Rate - Region Comparison

The occupancy rate is the ratio between the number of occupied rooms and the number of rooms offered that are open.



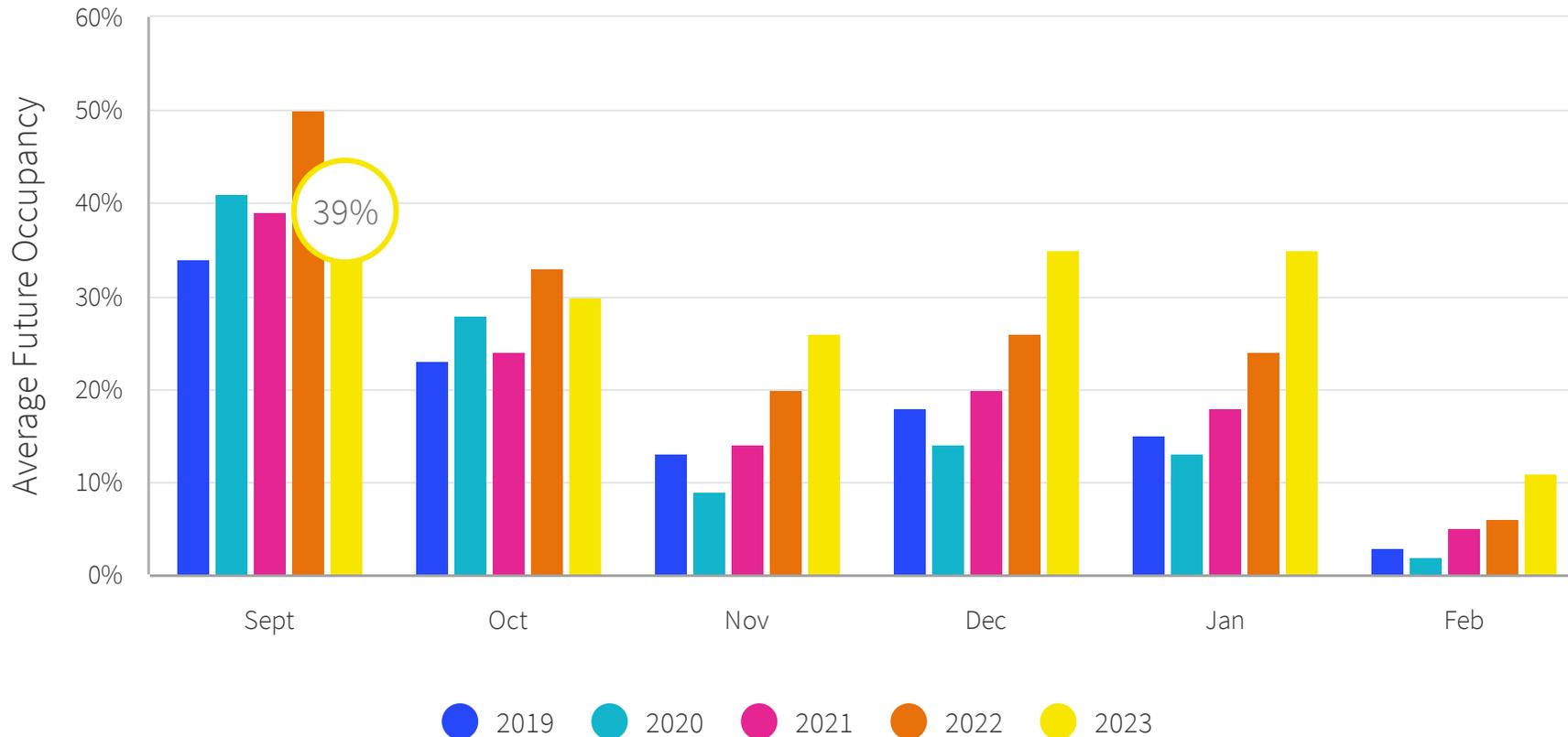
Accommodation Data

INSIGHT

Limestone Coast had a marginally higher occupancy level for the month of August when compared to neighbouring regions.

Future Occupancy Rate

This graph shows monthly future occupancy for the next 6 months. You can also compare this to what the future bookings were for the same month in previous years.



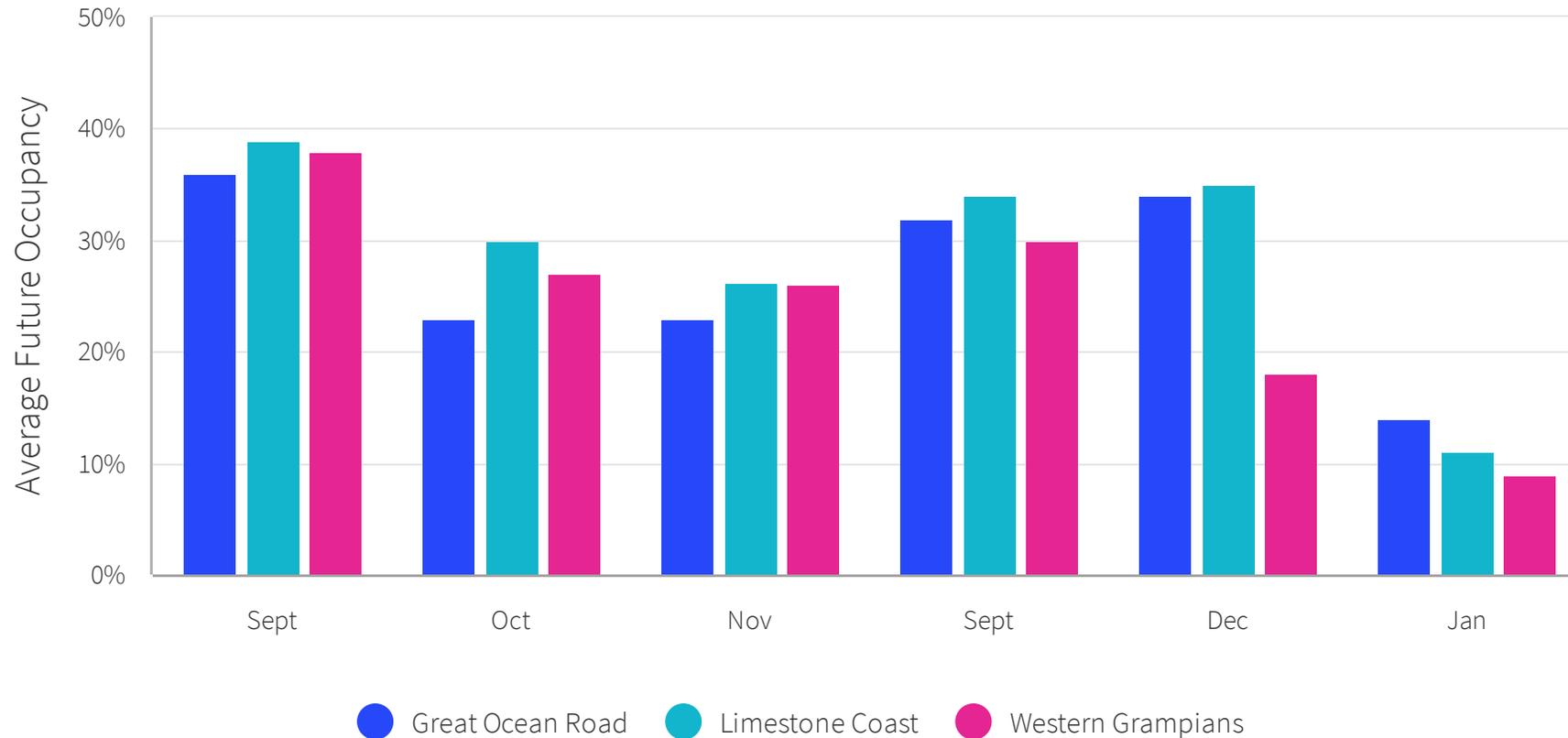
Accommodation Data

INSIGHT

September 2023 future occupancy is projected to be 39% which is a decrease of 22% when compared to September 2022.

Future Occupancy Rate - Region Comparison

This graph shows monthly future occupancy for the next 6 months. You can also compare this to what the future bookings were for the same month in previous years.



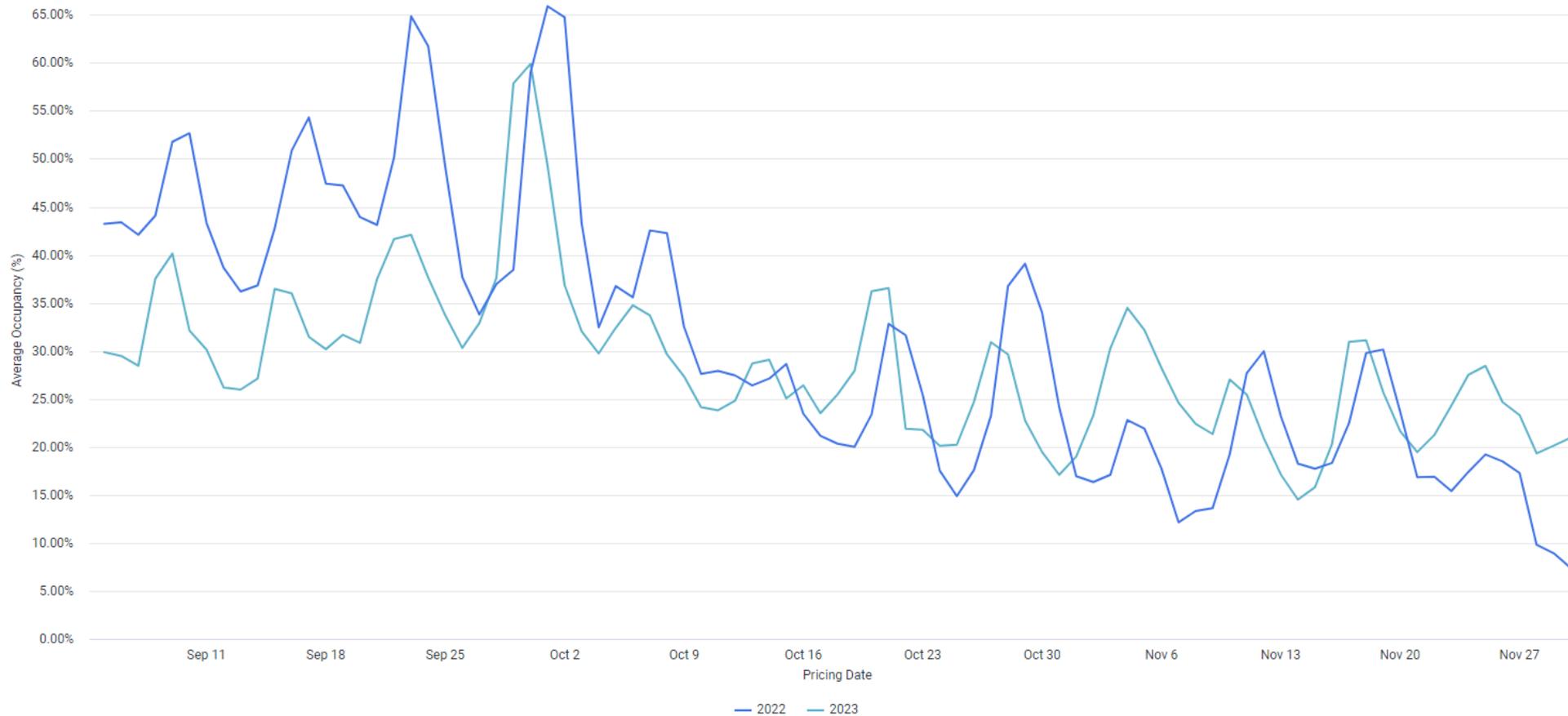
Accommodation Data

INSIGHT

According to projections, the Limestone coast is expected to have the highest occupancy rate amongst its neighbouring regions for the next five months, with Great Ocean Road expected to take over in January.

Daily Future Occupancy - 3 Month Outlook

The graph below shows daily future occupancy over the next 3 months.



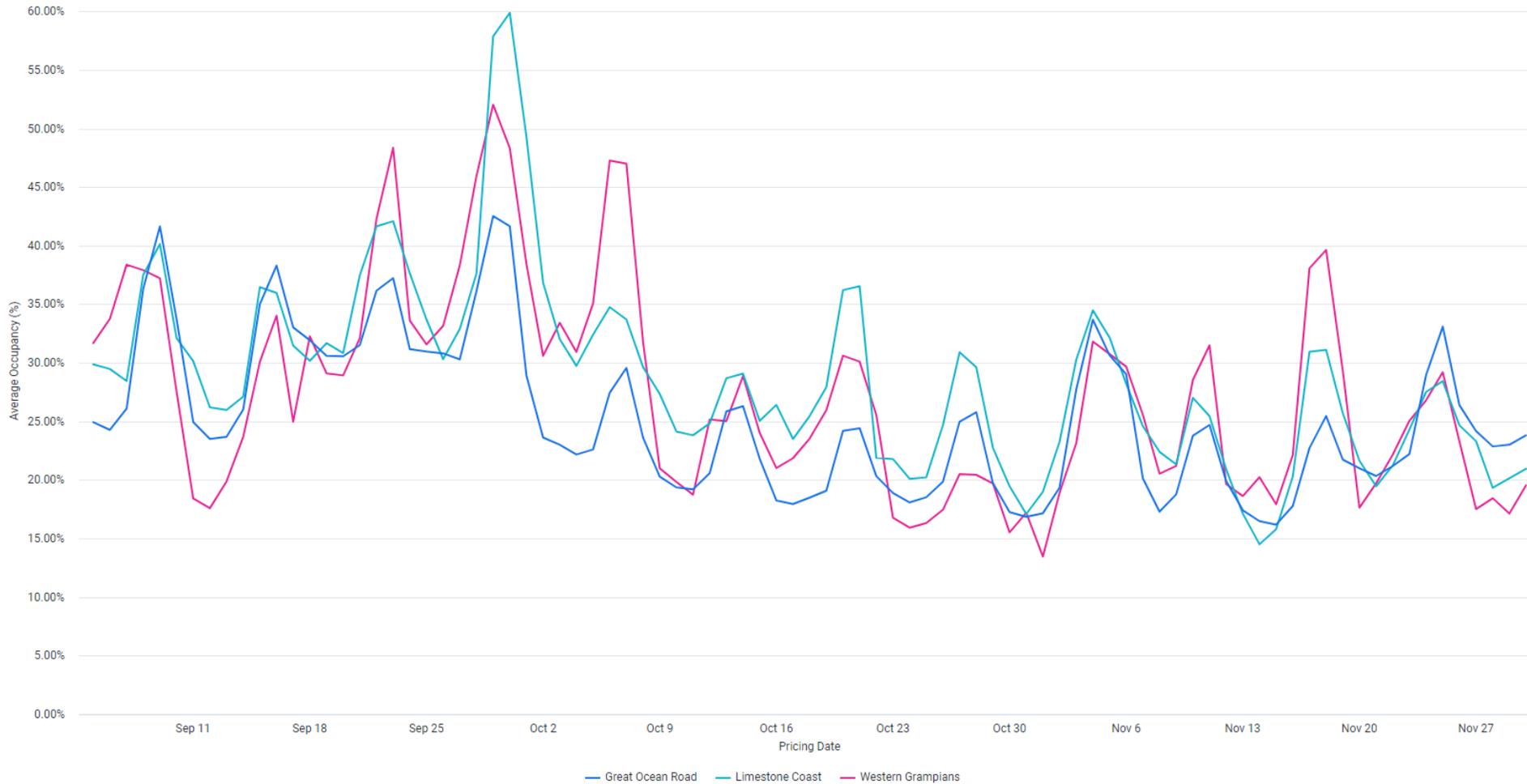
Accommodation Data

INSIGHT

The projected occupancy rates for the next three months of 2023 are expected to track lower than that of 2022.

Daily Future Occupancy - Region Comparison

The graph below shows daily future occupancy over the next 3 months.



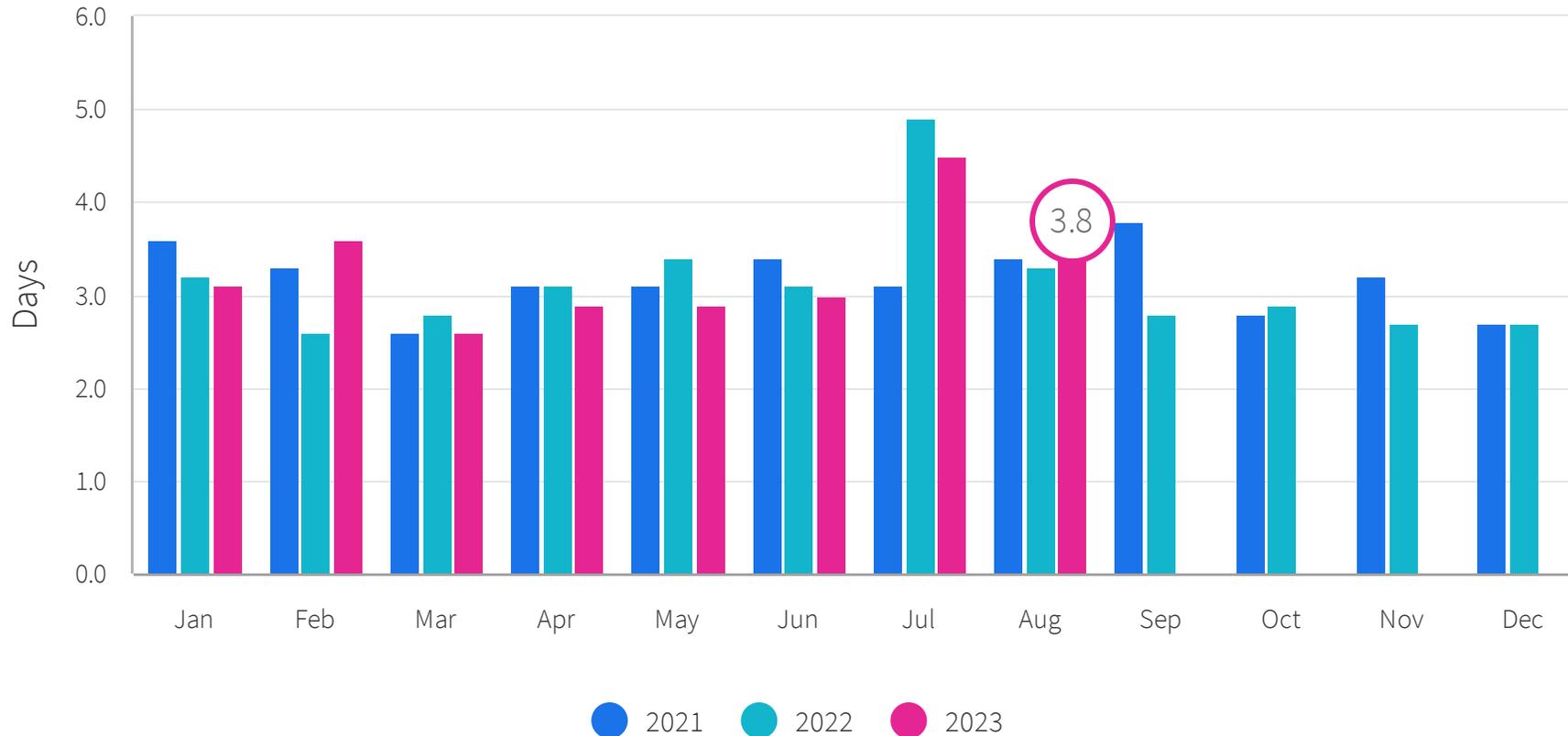
Accommodation Data

INSIGHT

Limestone Coast has the highest projected occupancy towards the end of September, with Western Grampians spiking in early October.

Length of Stay

Length of stay is the amount of time that was booked at the accommodation. Note: Length of stay year ending 2022 as per Tourism Research Australia: 2.8 days.



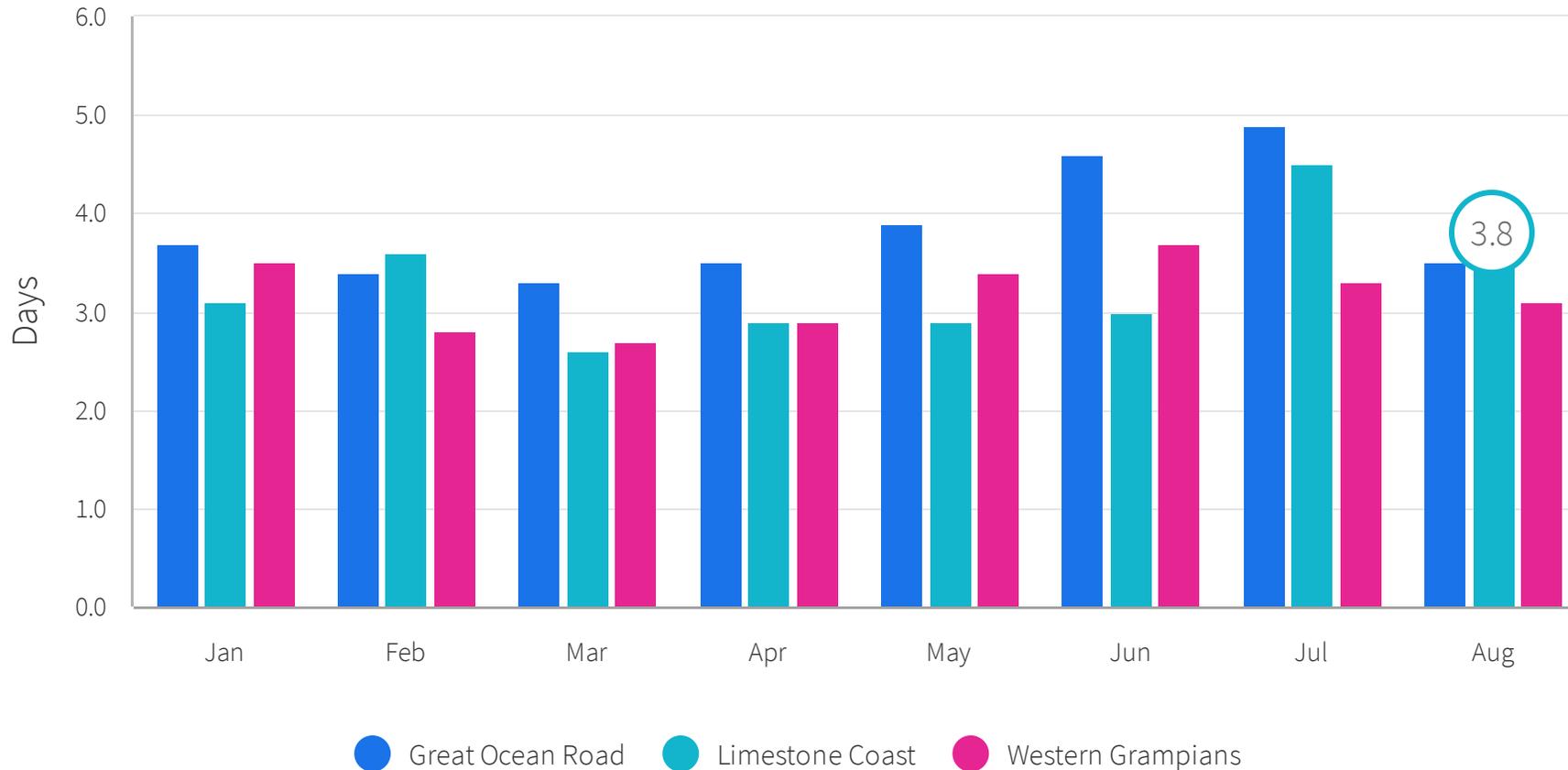
Accommodation Data

INSIGHT

Length of stay in August 2023 was 3.8 days which is a 15% increase compared to August 2022.

Length of Stay - Region Comparison

Length of stay is the amount of time that was booked at the accommodation.



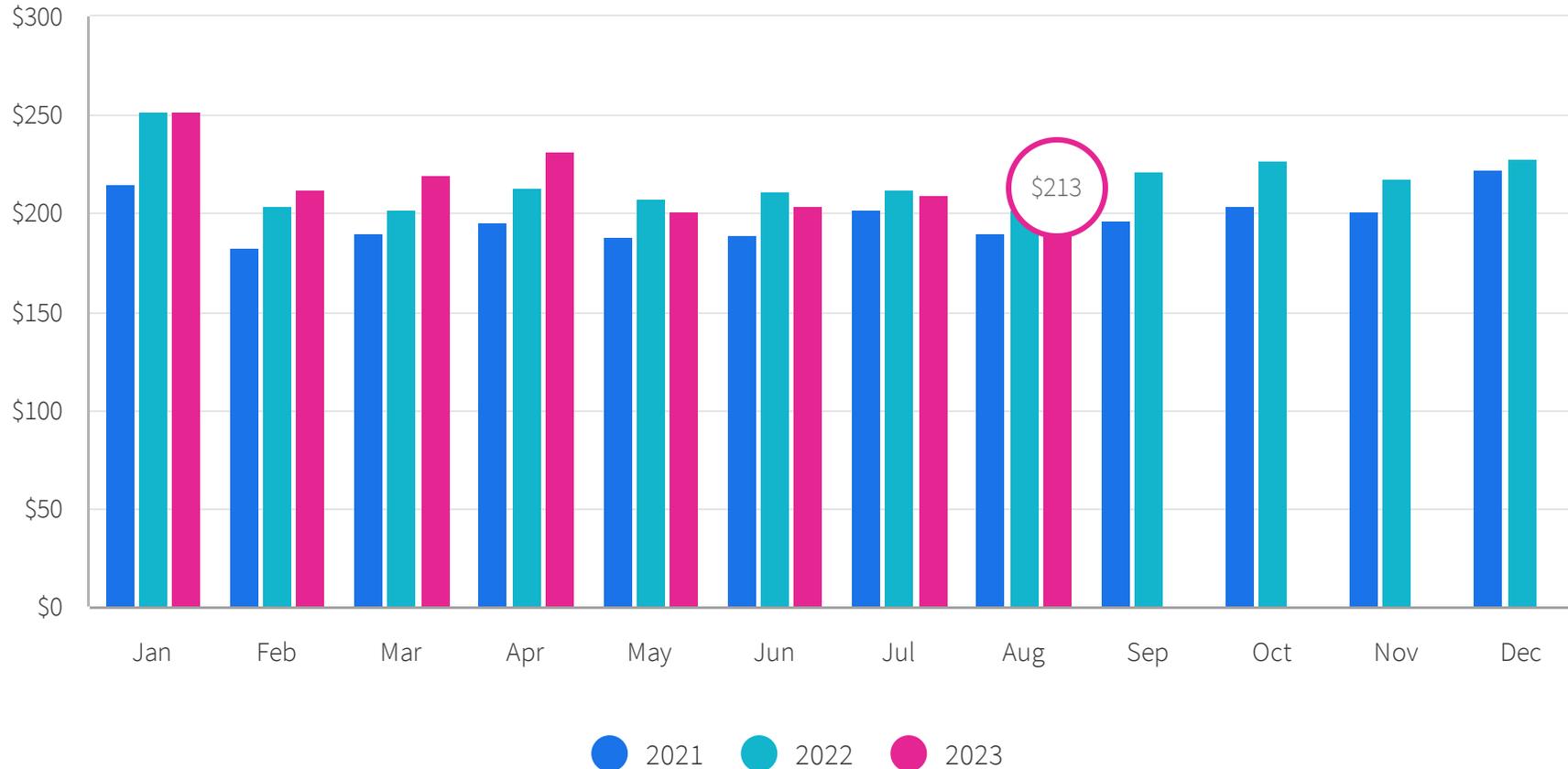
Accommodation Data

INSIGHT

Limestone Coast had the highest length of stay in August, marginally trailing was Great Ocean Road with an approximate difference of 8%.

Average Daily Rate

The average daily rate (ADR) measures the average rental revenue earned for an occupied room per day.



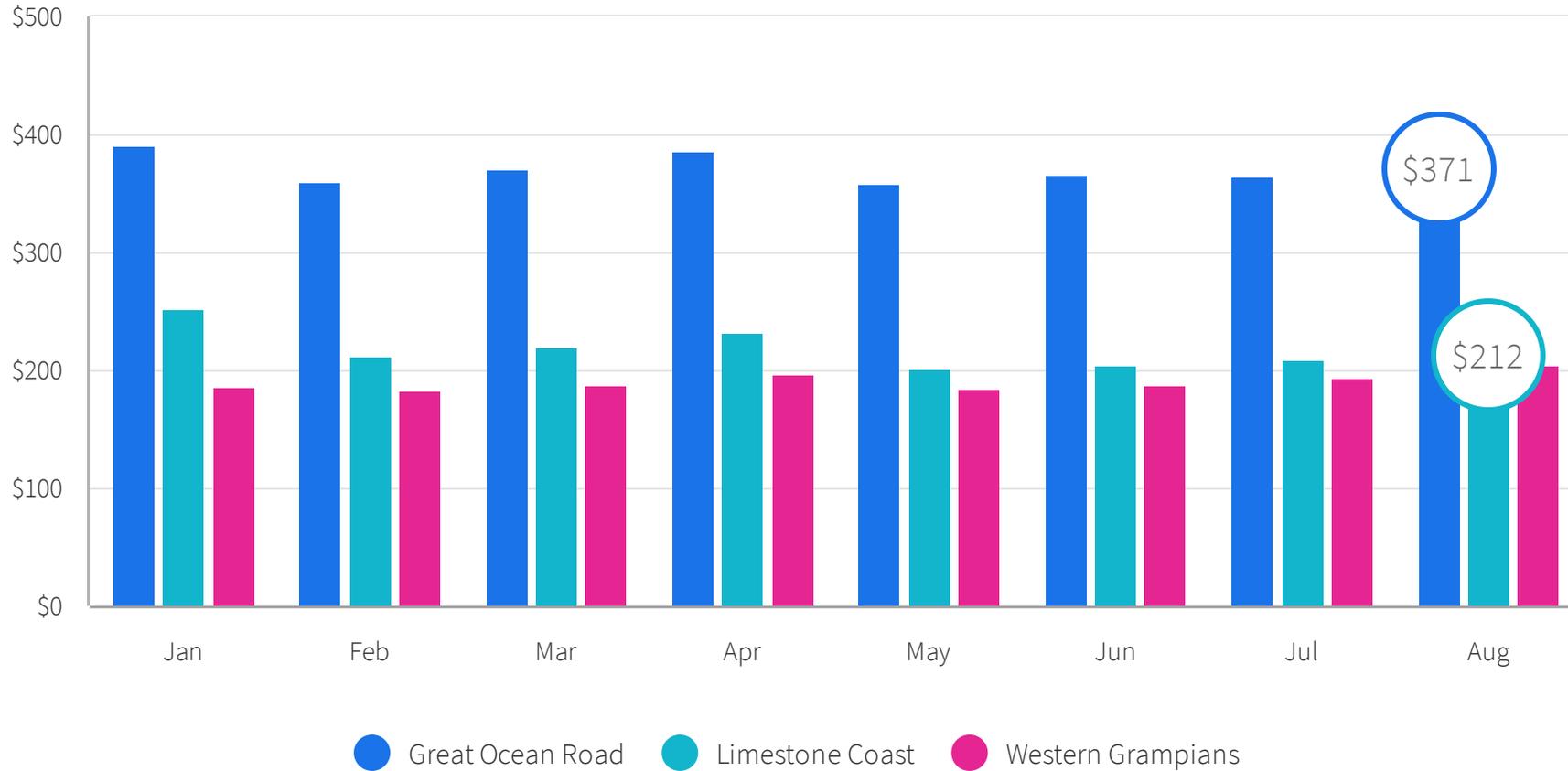
Accommodation Data

INSIGHT

Average daily rate for August 2023 was \$213, which is a 1.4% increase when compared to August 2022.

Average Daily Rate - Region Comparison

The average daily rate (ADR) measures the average rental revenue earned for an occupied room per day.



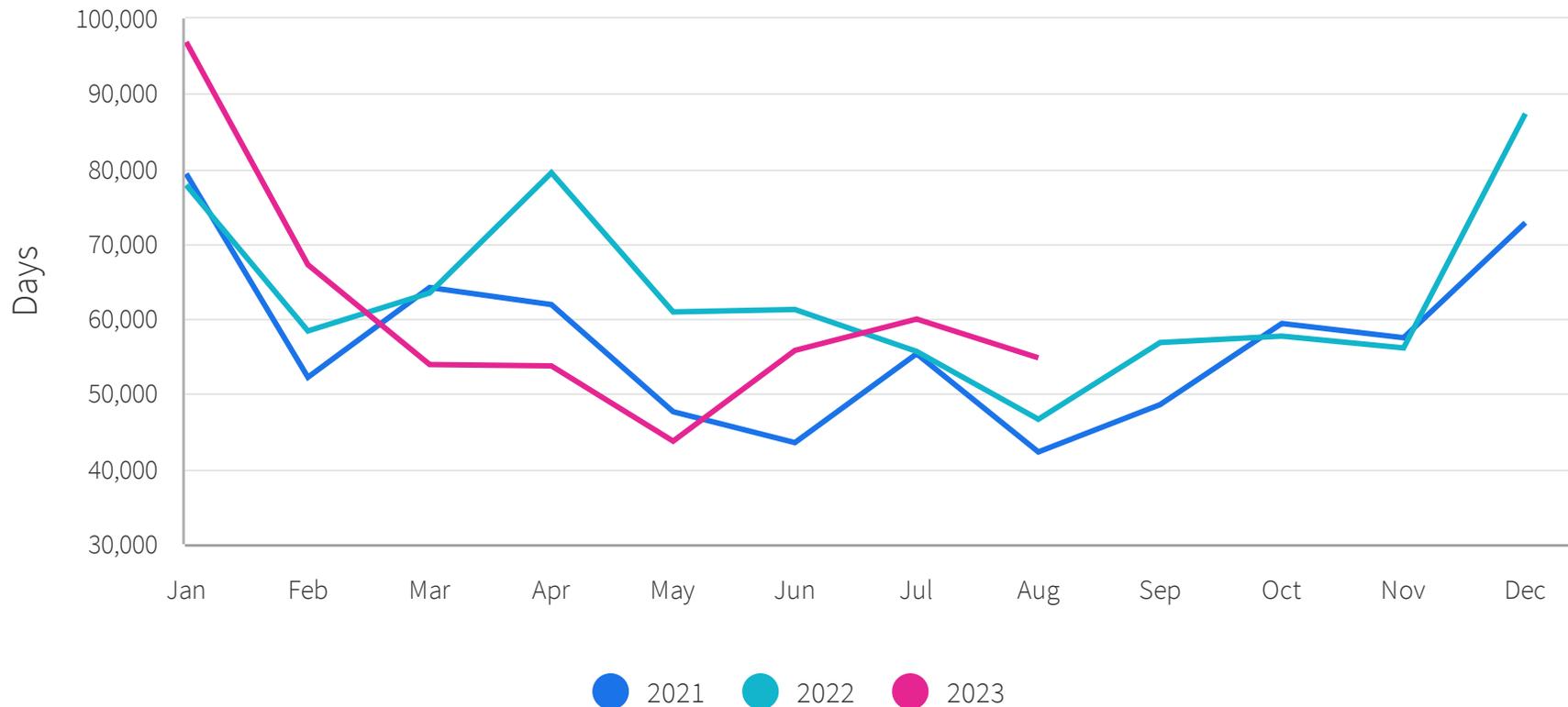
Accommodation Data

INSIGHT

Great Ocean Road had the highest ADR in the month of August 2023 when compared to Limestone Coast and Western Grampians.

Estimated Overnight Visitation

The below chart shows the total estimated overnight visitation to Limestone Coast. This methodology uses a combination of mobility data, occupancy data and Tourism Research Australia data. Note: Overnight visitation year ending December 2022 as per SATC RVS progress snapshot: 622k overnight visitors.



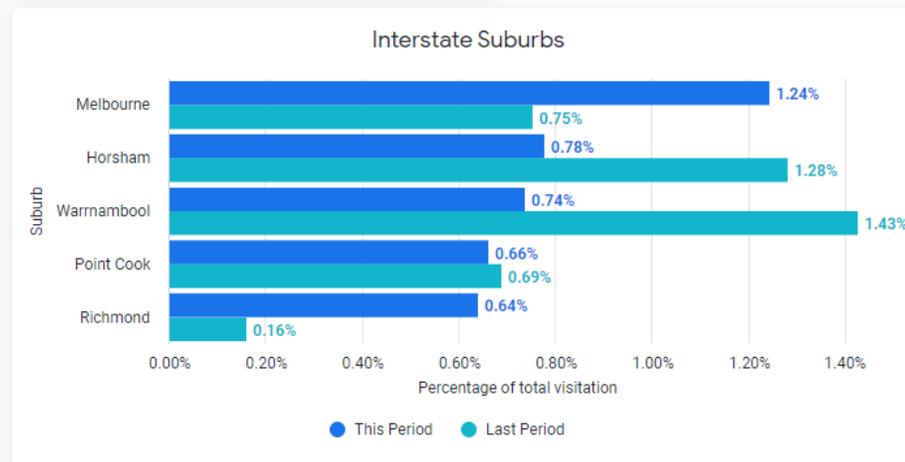
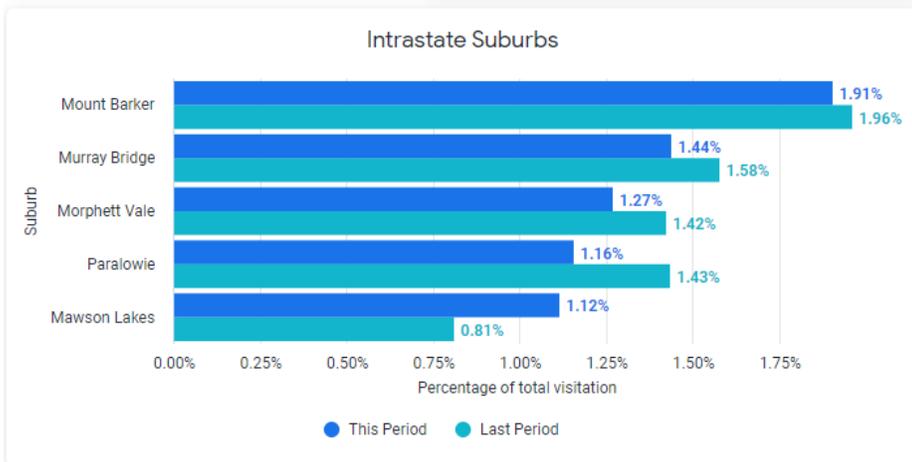
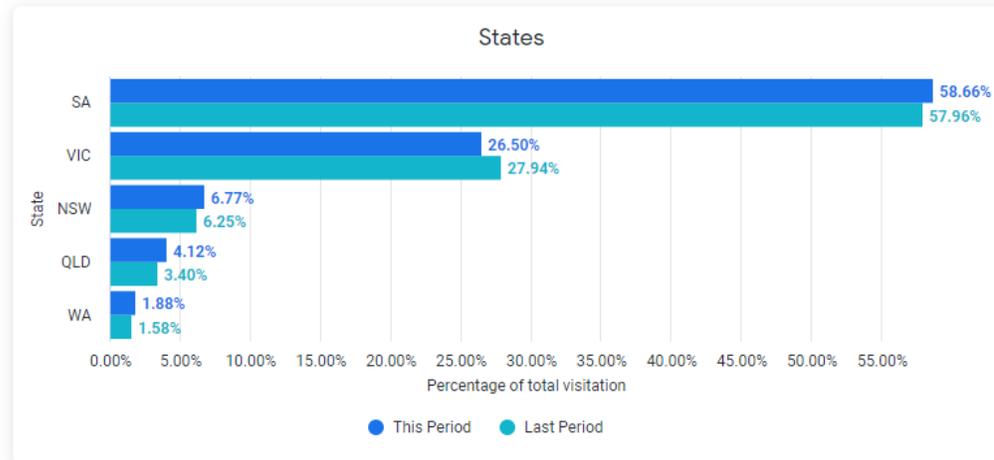
Accommodation Data, TRA and Mobility Data

INSIGHT

August 2023 had approximately 54,813 overnight visitors which is a increase of 17.5% compared to August 2022.

Interstate + Intrastate Source Markets

This section compares visitation to Limestone Coast by state, city, South Australian suburbs (excluding locals of LGA's in Limestone Coast) and interstate suburbs for the most recently completed month versus the same month last year.



13th October 2023



Mobility Data

INSIGHT

August 2022 vs August 2023

Interstate visitation for the month of August 2023 was 43% which is a 9% decrease when compared to August 2022.

Mount Barker had the highest intrastate visitation at 1.91%, remaining level since August 2022 last year.

Melbourne was the biggest interstate suburb source market at 1.24%, which was a 65% increase year on year.

11.4 Connected and Active Communities

Committee: Board Meeting

Meeting Date: 13th October 2023

Author: Tony Elletson, Connected and Active Communities Officer

Authoriser: Colin Byles, LCLGA Interim EO

Strategic Reference: LCLGA Strategic Plan – Building Sustainable Communities

Budget Impact: Nil

Risk Assessment: Not Required

Recommendation

1. That the Report be noted.

Purpose: – Connected and Active Communities

To partner with community to establish and foster relationships that grow localised capacity to build and deliver impactful physical activity initiatives.

Connected and Active Communities

The Connected and Active Communities (CAC) is still in the very early phase of its existence.

The program aims to partner with community to establish and foster relationships that grow localised capacity to build and deliver impactful physical activity initiatives.

The program will look to provide opportunities for those in our community with barriers to participation and maintain support to our clubs' organisations and associations to ensure sustainability.

The CAC officer has met with or has plans to meet with all Councils (staff and or elected members depending on the individual Council's preference) to better engage on what each Council area's needs, issues and strengths are in sport and recreation. The meetings have been very beneficial and provided us with a more suitable work plan for the program.

Some of the projects that councils have identified the CAC program will focus on are.

- A comprehensive facility usage & standards analysis of all sporting and recreation facilities (in agreed upon council areas) that will provide suggestions for shared facilities, upgrade advice and options for expanded use.
- Working with the diverse community groups to develop a sport and recreation project that provides opportunities, e.g., volleyball competition.

- The CAC officer to survey school students to better understand sport and recreation needs and barriers to being active for younger people in the community.
- The Office for Sport and Recreation will be surveying community to better understand activity levels in the community.
- CAC Officer will work with Department for Child Protection to assist Children in Care or at risk to participate in sport. We will look to provide training for clubs to help support this.
- CAC officer to develop a 12-month training calendar for clubs and volunteers.
- Work with clubs to develop better methods for identifying and supporting members with Mental Health issues, potentially start up a Mental Health Officer training program for clubs.
- Work with Council's and LCLGA Tourism staff to develop and implement a plan for Regional Trails.
- Clubs meeting workshop, with the key people in some council regions to find out what they need in terms of support and training.
- Separate community workshop to identify nontraditional active recreation opportunities – e.g., dance and youth groups.
- The CAC Officer, to work with Council's, Clubs and Leagues to ensure better service and support from State Sporting Organisations.
- Set up multiple Youth Leadership Pilot programs, supporting young people with a specific project they devise in one Council area and in another providing fitness, leadership, psychology, and nutrition training, with the youths selected giving back to the community through volunteering locally.
- Develop a Pilot Project based around soccer and migrants that the CAC will invest project money. Working with Council and the Soccer community in the Tatiara, we will look to fund a local coordinator and provide training and support to ensure a sustainable and multi staged expansion of Soccer in the region. This program, if successful, can be rolled out in other areas with a strong migrant/diverse population. The program also doesn't need to be just soccer, it can be any sport that the community has an interest in.
- Working with Glenelg Football Club and the State Government on a Festival of Football that will include SANFLW Match, SANFL Trial Match, coaching clinics, education sessions (culture, leadership, governance etc.), and working towards leaving a long-term legacy of support for young footballers in the region.

Projects may be piloted in one council area and potentially rolled out in other areas where they will be of benefit. There is also potential for cross council programs with various sporting associations.

12. LCLGA SUB-COMMITTEE MINUTES

12.1 Roads & Transport Management Group Minutes – 23/08/2023

12.2 Waste Management Steering Committee Minutes – 23/08/2023

12.3 Risk and Audit Committee Minutes – 14/09/2023



Limestone Coast
Local Government
Association

Limestone Coast Roads and Management Group (LCRTMG)

Minutes from Meeting

Wednesday 23rd August 2023, 10:30am
via Teams

Meeting commenced at 10.30am. Colin Byles, Interim Executive Officer of the LCLGA opened and Chaired meeting.

1.0 Present

Abdullah Mahmud	City Mount Gambier
Daniel Willsmore	Naracoorte Lucindale Council
Adrian Schutz	Grant District Council
Aaron Hillier & Rod Farah	Tatiara District Council
Dave Worthley & Nick Brown	Kingston District Council
Casandra Obst	District Council of Robe
Colin Byles & Paul Manfrin	LCLGA

2.0 Apologies

Robert Moir	District Council Robe
Tim Viner-Smith	HDS
Peter Halton – (arrived at 10:50am.)	Wattle Range Council

3.0 Minutes from the previous meeting 24 May 2023

Minutes from the previous meeting 24 May 2023 are adopted and moved.

4.0 Action items from the previous meeting 24 May 2023

No actions have been completed prior to this meeting. Colin Byles will follow up any outstanding actions.

- Committee Members all agree that the Funding Percentages are unclear for future SLRP Projects

Action:

- Tony Wright to work with Peter Halton and Adrian Schultz to draft a clear position for the Committee going forward, ready to be presented to the LCLGA Board for consideration.

- 2024/25 SLRP Submissions – It is anticipated that the Road Action Plan will be agreed on in the February 2024 Meeting.

Action:

- August 2023 meeting with Tim Viner-Smith to conduct face to face meetings with Councils.

- Peter Halton asked if Committee members can have an updated copy of the road database.

Action:

- Tim Viner-Smith to provide updated road database to Tony Wright for distribution to Committee members.

- Committee members asked if SLRP allows for matching funds from other programs.

Action:

- Tim Viner-Smith to review policy and get back to Tony Wright. Tony Wright to ask State Colleagues regarding this matter as well.

5.0 Business

5.1 2030 Regional Transport Plan - 2023/24 Minor Update

- Discussion regarding whether Roads and Transport Management Group test the market and evaluate other consultants.
- Some members suggested prices quoted by HDS were reasonable.

Action:

- Agreement by LCLGA Roads and Transport Management Group to forge ahead and test the market now, rather than wait until the Major Update in 2024/25.
- Colin Byles to circulate Tender Brief to group.

5.2 Expansion of Regional Road Transport GIS and Annual Support

Action:

- Colin Byles to write a letter on behalf of the LCLGA Roads and Transport Management Group, noting that the group is not interested.

6.0 Other business

Daniel Willsmore asked for clarification on Funding Percentages for future SLRP Projects.

Action:

- Agreement by LCLGA Roads and Transport Management Group on Funding Percentages for future SLRP Projects should be 50/50 split between SLRP and Council, with District Council of Robe to email Colin Byles on decision.

7.0 Close Meeting

The meeting ended at 11.00 am.



Limestone Coast
Local Government
Association

Limestone Coast Regional Waste Management Steering Committee (LCRWMSC)

Minutes from Meeting

Wednesday 23rd August 2023, 12:30pm
via Teams

Meeting commenced at 12.30pm. Colin Byles, Interim Executive Officer of the LCLGA opened the meeting. Peter Halton chaired meeting.

1.0 Present

Barb Carnovskis & Jeremy Martin	City Mount Gambier
Daniel Willsmore	Naracoorte Lucindale Council
Peter Halton (Chair)	Wattle Range Council
Adrian Price	District Council of Grant
Aaron Hillier & Rod Farah	Tatiara District Council
James Francesco	District Council of Robe
Colin Byles & Paul Manfrin	LCLGA

2.0 Apologies

Robert Moir	District Council Robe
Dave Worthley & Nick Brown – technical issues	Kingston District Council

3.0 Minutes from the previous meeting 24 May 2023

The LCLGA is in the process of recruiting a new Executive Officer. Colin Byles, Interim Executive Officer has taken over, however some of the Action Items have not been completed.

Previous minutes contained Adrian Schultz attending for District Council of Grant. Attendee should have been Adrian Price.

4.0 Action items from the previous meeting 24 May 2023

- LCLGA is hosting another Strategic Workshop in September 2023 due to LCLGA Board being relatively new in February 2023.

Action:

- Committee Members to feed data back to LCLGA Executive Officer to be used in September LCLGA Board Workshop.

- The Waste Management Group to formulate a Scope for the new LCLGA Executive Officer regarding the Regional Waste Program.

Action:

- Peter Halton, Jade Scott and Daniel Willsmore to develop the Scope.

None of the actions have been actioned.

5.0 Business

5.1 Material Recovery Facility (MRF)

Tonnages

- Council CEOs want validation on tonnages.

Council	Tonnage/annum
City Mount Gambier	2180
Naracoorte Lucindale Council	525
Wattle Range Council	750
District Council of Grant	487
Tatiara District Council	240
* District Council of Robe	150
Kingston District Council	215

* Still to be confirmed.

- Reviewed the brief – was it realistic? Should it encompass more

Scope

- Daniel Willsmore concerned the report focusses highly on the City of Mount Gambier.
- City of Mount Gambier confirmed that they are open to a Regional approach, however regardless of the recommendations, the City of Mount Gambier will have a kerbside to landfill waste program.
- City of Mount Gambier do not believe the report meets the scope
- Colin Byles invited to share his thoughts on the report
- Council CEOs concerned about viability of the project
- Council CEOs and Colin Byles agree that the report met the scope
- Was there enough detail in the scope?
- Peter Halton believed the original scope was meant to address the nature of the governance, which it has not.
- Peter Halton told committee that Cleanaway approached Wattle Range Council in relation to Material Recovery Facility – other industries looking at this as well

Actions:

- Colin Byles to send Tender to committee members
- Colin to report back to Council CEOs, stating that the Committee does not believe the report meets what the group expected, needs to focus on governance first
- Barb Carnovskis shared her thoughts on cost and tonnage. Education is critical in the success of this type of enterprise. Future pressure will be placed on Councils to reduce the amount of waste to landfill.

6.0 Around the Region

Tatiara District Council

- Aaron Hillier shared with the committee about Tatiara District Council developing their tender for their kerbside recycling
- Current contract expires 24th October 2023
- Company doing FOGO trials – 2–3-week trial
- Feedback from the rest of the Committee is trial period is too short
- City of Mount Gambier happy to provide data

District Council of Grant

- Aaron Price spoke about public consultation on FOGO, in terms of annual charge and defining collection zones

8.0 Any other Business

7.0 Close Meeting

The meeting ended at 1.35 pm.

MEETING VIA TEAMS

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION AUDIT AND RISK COMMITTEE MEETING
--

1. Present

Mayor Lynette Martin OAM	President LCLGA, Mayor, City of Mount Gambier
Mayor Des Noll	Mayor, Wattle Range Council
Sarah Philpott	CEO, City of Mount Gambier
Paul Duka	Director Corporate Services, Wattle Range Council
Colin Byles	Interim Executive Officer, LCLGA
Whitney Sandow – Senior Auditor	Dean Newbery Auditors
Vanessa McDonald	LCLGA Accountant

2. Apologies - Nil

3. Minutes of the Previous Meeting

Moved Paul Duka

Seconded Mayor Des Noll

That the minutes of the Audit and Risk Committee meeting held on the 28th September 2022 be accepted as La true and correct record of the meeting.

Carried

4. 2022-23 Audit and End of Financial Year Results

4.1 2022/23 Financial Statements (includes)

Management Representation Letter
Audit Completion Report

Whitney Sandow, Senior Auditor, Dean Newbery outlined the audit process, what was examined and reported as per the Audit Completion Report that the only item to be reviewed is the Terms of Reference of the Audit and Risk Committee as the meeting schedule is not being met.

Dean Newbery has submitted an unqualified audit statement which can be signed off on after the Board has approved the Financial Statements.

Moved Mayor Des Noll

Seconded Paul Duka

That the Limestone Coast Local Government Association (LCLGA) Audit and Risk Committee endorse the 2022/23 Financial Statements to the LCLGA Board for approval

Carried

Moved Paul Duka

Seconded Mayor Des Noll

That the Limestone Coast Local Government Association Interim Executive Officer be authorised to sign the Audit Management Representation Letter and the Certificate of Auditor Independence statement.

Carried

5. General Business

5.1 Review of Credit Card Policy

Discussion took place on the current Credit Card Policy. Committee determined that the current Credit Card Policy is not fit for purpose and needs to be reviewed.

Moved Mayor Des Noll

Seconded Sarah Philpott

That the LCLGA Credit Card Policy and Agreement to Use Policy be reviewed and presented to the next Audit and Risk Committee.

Carried

6. Other Business

Audit and Risk Committee Meetings

Discussion took place on the importance of having the Audit and Risk Committee meetings and the role this Committee plays in reviewing the operations of the LCLGA

Moved Sarah Philpott

Seconded Paul Duka

That the Audit and Risk Committee meet in late November 2023 to consider and develop a workplan that will include:

- Review of Terms of Reference of the Audit and Risk Committee
- Review of Credit Card Policy
- Budget Reviews
- Delegations
- Policy Review of all policies

Carried

Mayor Martin left the meeting at 1.37pm

Mayor Des Noll took over as Chair for the rest of the meeting.

7. Meeting Closed – 1.40pm

13. OUTSIDE ORGANISATIONS

13.1 Department for Primary Industries and Regions, South Australia

No report provided.

13.2 Heritage Advisory Service

Report provided by Mr Ian Hamilton from Arcuate Architecture.

13.3 Regional Development Association Limestone Coast

Report provided by Mr David Wheaton, CEO of RDALC.

13.4 Local Government Association & SAROC

Dr Andrew Johnson, CEO LGA Mutual Liability Scheme will be representing the LGASA.

LGASA Board and SAROC draft minutes from recent meetings can be found at the Local Government Association of South Australia's website at:

[https://www.lga.sa.gov.au/about-lga/lga-meetings/committees.](https://www.lga.sa.gov.au/about-lga/lga-meetings/committees)

Topical Report provided by the LGASA.

13.5 South Australian Coastal Care Alliance

Mr Adam Gray, CEO of SACCA will be attending the meeting.

13.6 University of South Australia

No report provided. Apology for Mr Ian McKay.

Report to the Board Meeting on Friday 29 September 2023

Mr. Colin Byles
Interim EO, LCLGA
Mount Gambier

Dear Colin,

It has been my pleasure to serve, during 2022 to 2023, as the Heritage Advisor to the seven councils that make up the Limestone Coast Local Government Association.

The first sixth months of this year were slightly busier than the second six months. The total hours used in providing heritage advice over the year was 60 hours short of the allowance in the budget.

I have continued my usual monthly pattern of business, visiting Robe, and sometimes Kingston on Monday mornings, travelling through Beachport and Millicent and finishing in Mount Gambier where a spend Monday night. Working in Mount Gambier throughout Tuesdays, I have been travelling north on Wednesdays to the Penola and Naracoorte areas to finish at Tatiara District on Wednesday afternoon, as required.

I also continue to email my proposed itineraries to all the councils in advance of visits, adding appointments as they arise so that everyone has a clear picture of my movements before my arrival.

I have logins for all council PlanSA portals except for Kingston DC and DC Grant.

Use of the Heritage Advisory Service by the Councils

The following table shows percentage use of Heritage Advisory Service during 2022 to 2023 by the different councils. The pattern of use is similar to that of the previous year.

Council	Percentage use
MG	45
R	22
W	12
NL	7.5
T	6.5
K	3.5
G	3

The ongoing objectives of the Heritage Advisory service

These are to:

- Provide advice for the proper care and management of heritage places.
Create and promote a local awareness and responsibility for the care of heritage places
- Provide a service which encourages and assists property owners to take care of their heritage places on a voluntary basis, thereby developing a positive community view of heritage conservation.

I look forward to assisting the Councils, and custodians of heritage places in the Southeast in realising the full potential of heritage properties during the year 2023 to 2024.

Yours sincerely

Arcuate Architecture

A handwritten signature in black ink that reads "Ian Hamilton". The signature is written in a cursive, flowing style.

Ian Hamilton
Director

RDALC REPORT TO LCLGA

JULY - AUGUST 2023

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 Australian Government programs and grants. We also assist with developing marketing and communications strategies, and help operators further their online presence.

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 July to 31 August 2023, **71** businesses/organisations accessed RDALC's small business and workforce support services. A further **48** businesses/organisations were supported in their applications for investment (grants and funding). This includes **18** not-for-profit organisations, **11** local councils, and **7** State Government agencies/bodies.

THE BIG PICTURE

To date this financial year, RDALC has provided support to a total of **119** businesses/organisations.



EMPLOYER OF CHOICE TOOLKIT

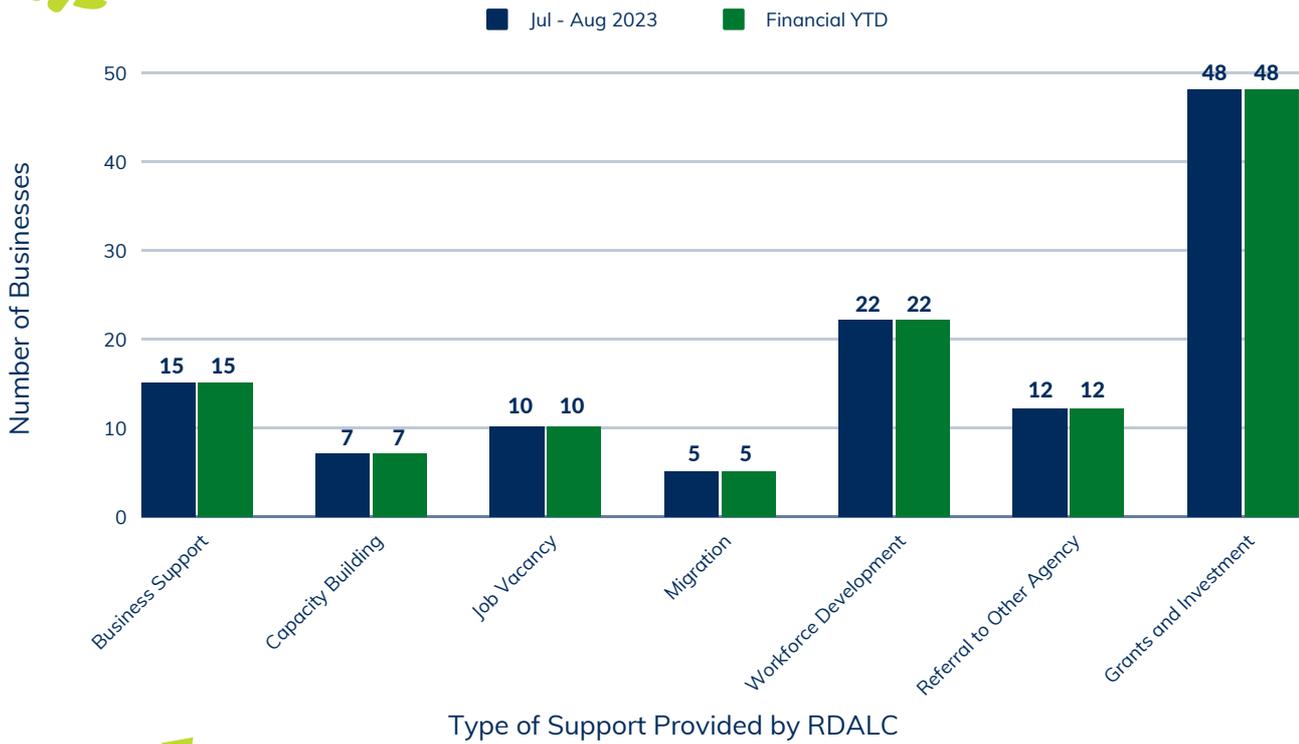


RDALC have recently launched their Employer of Choice Toolkit, which aims to support businesses and organisations on the journey to become an employer of choice. In simple terms, 'employer of choice' describes a business or organisation that people actively choose to work at and want to remain with because of a combination of attributes that make them a great place to be.

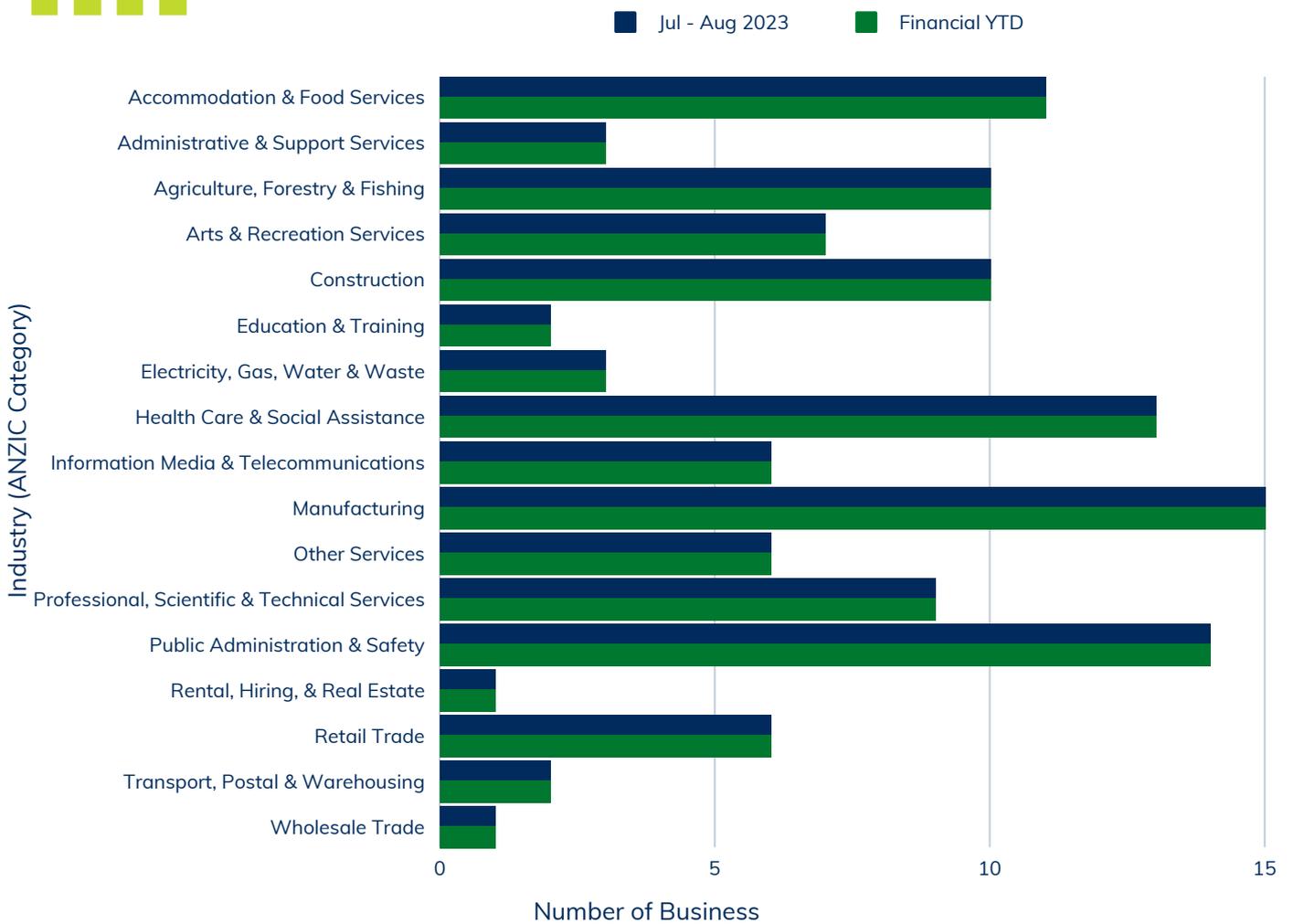
The Employer of Choice Toolkit and framework is built around what RDALC have called the '5 Pillars'. These are: Leadership and Culture; Modern Operations; Care and Inclusion; Recruitment and Retention; and Support, Develop and Reward.



TYPE OF SUPPORT PROVIDED



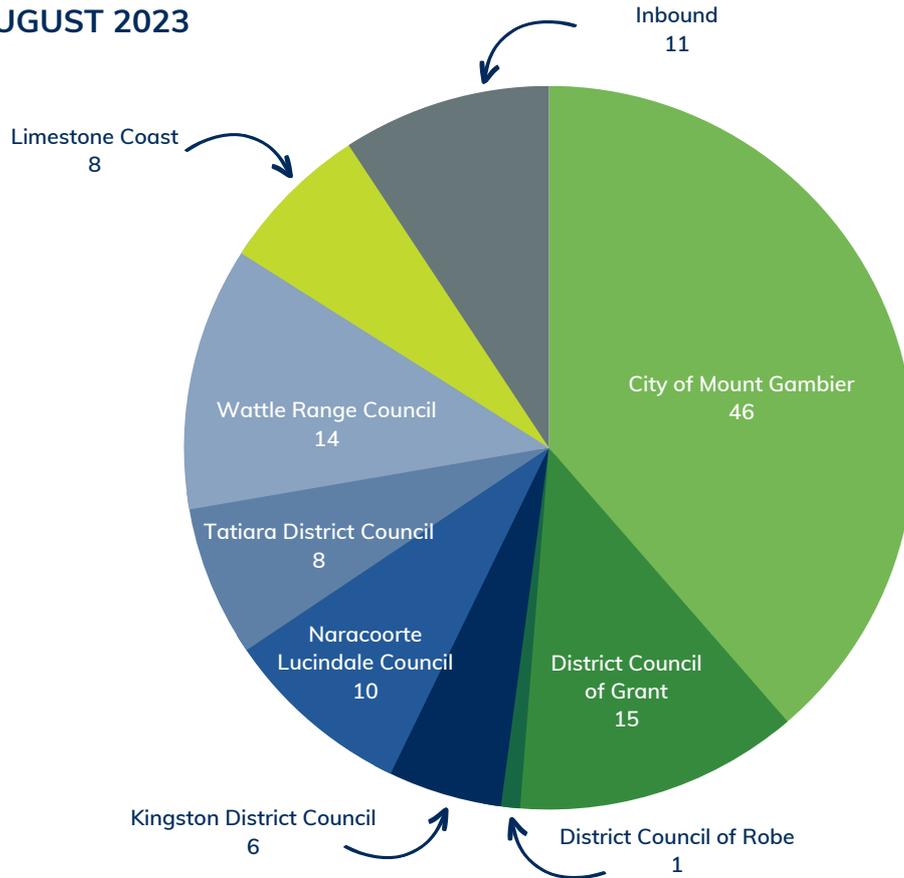
INDUSTRY RECEIVING RDALC SUPPORT



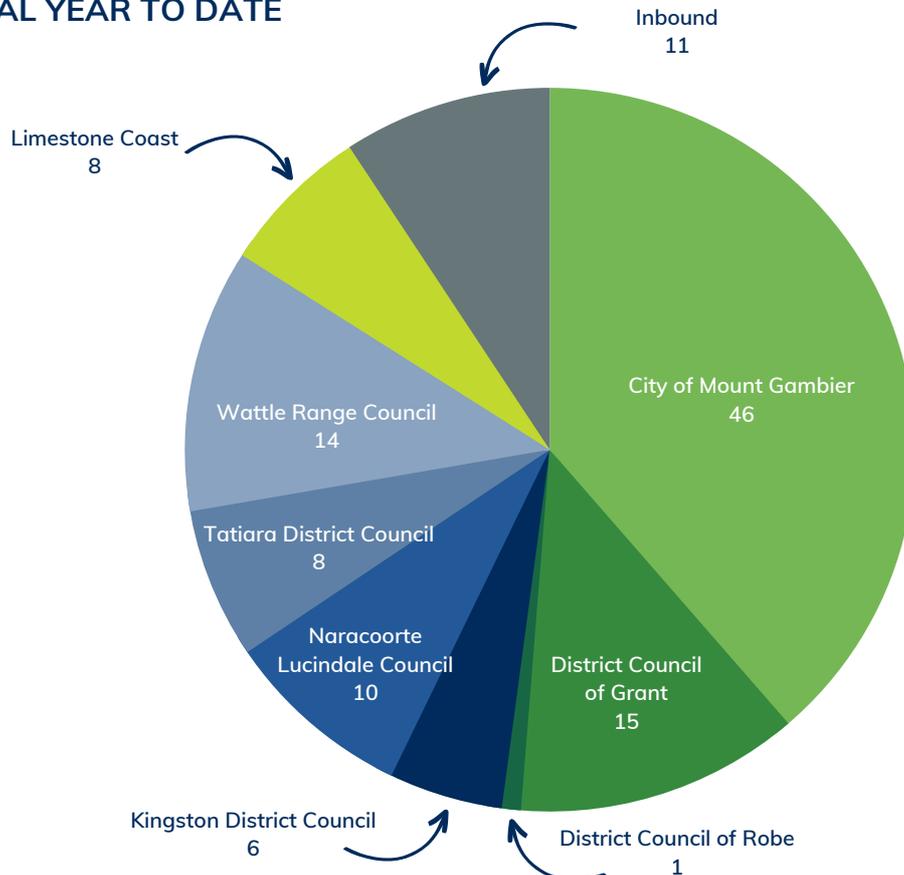


LOCATION OF BUSINESS RECEIVING SUPPORT

JULY - AUGUST 2023



FINANCIAL YEAR TO DATE



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



LGA Topical Report

September - October 2023

Purpose	This LGA Topical Report provides an information update on LGA activities and is current as of September 2023.
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Sector wide updates:

- Cost Shifting
- EPA Waste Reform
- Upcoming Reviews
- CWMS
- Local Government Reforms
- Asset Management Information Papers
- Coastal Adaptation
- Libraries
- Building Sector Capability

LGA sector wide updates

Cost shifting

The LGA has secured resources through the Local Government Research and Development Scheme, to engage a consultant to better-understand the costs to councils of complying with state legislation and the costs of state government cost shifting.

To date, the sector has not measured these costs. It is likely that these costs represent a significant percentage of each council rates notice. The information gained from the review will:

- Give each council better information on the resources it must devote, to meet these mandatory state government obligations; and
- Provide an evidence base for ongoing advocacy by the sector, particularly as the State Government regularly proposes the imposition on councils of further costs and obligations.

Once selected, the consultant will prepare a survey for member councils.

EPA Waste Reform

SA CDS Review

- The LGA continues to provide input on the State CDS Review through the SA EPA's CDS Reference Group. This group is currently meeting on an as needed/ad-hoc basis where the LGA receives updates on national harmonisation conversations.
- The SA EPA has proposed a two-stage approach for the next steps to modernise SA's CDS:
 1. Will introduce needed digital reforms and improve how the scheme is managed and governed.
 2. Will consider opportunities to expand the scope of containers in the scheme and to streamline labelling and approval requirements in alignment with other states and territories, to create simpler and stronger recovery of beverage containers in SA.
- Action on the governance regime and national harmonisation are currently being progressed by the SA EPA.

National harmonisation of CDS

- In 2021 the Australian Environment Ministers agreed to harmonisation for the containers (size and products), refund amounts, standards and labelling and community education across jurisdictions by the end of 2025.
 - The inclusion of glass wine, spirit and cordial bottles into the CDS is being considered by all state and territory governments as part of these national harmonisation conversations (recently QLD announced that glass wine and spirit bottles will be included in their CDS program).
- The SA EPA is progressing work on national harmonisation through the Heads of EPA Australia and New Zealand alliance (HEPA). HEPA are currently undertaking two pieces of work to:
 - understand the key drivers for community participation for Container Deposit Systems to understand the most effective levers to improve recovery outcomes; and
 - investigate alignment of container approval application processes through a single point of entry for beverage manufacturers/suppliers
 - This work is expected to inform the progression of national harmonisation.
- The current government is supportive of expansion of the scheme (to include glass wine, spirit and cordial bottles) to occur through a national harmonisation process to minimise any administrative costs for the wine/beverage industry. The current government has expressed to the wine industry that they will not "go-it-alone" on including wine bottles in the CDS and would require consistency with other states and territories.

- Mechanisms that enable councils to more effectively manage and respond to shopping trolley litter within the community.
- Cost recovery for cleaning up hazardous/illegally dumped litter.
- Tighter regulations around the appropriate installation of air conditioning units.

The LGA's response highlights concerns about the introduction of light as an "agent of local nuisance" due to the increase cost and resource burden it will place on councils.

The LGA is awaiting further guidance from State Government regarding timing of next steps and the introduction of a Bill into Parliament. For more information about this consultation process, or to view the LGA's most recent submission please visit the [LGA Website](#).

Review of the Environment Protection (Waste to Resources) Policy 2010

The EPA has commenced a review of the Policy to modernise the policy and to better enable a more circular economy. The LGA has and will continue to provide input to this review through the EPA's Circular Economy and Waste Reference Group.

The EPA is in the process of finalising a discussion paper which is expected to be released later this year/early next year. The LGA intends to consult with members and provide a sector response to the discussion paper.

Upcoming Reviews

Upcoming State Government reviews or changes to legislation include:

Dog and Cat Management

The State Government conducted a review of dog and cat laws late in 2022 (during the council caretaker period) and has foreshadowed changes to the Dog and Cat Management Act. The LGA submission includes recommendations for state-wide cat management laws to replace the disjointed council by-law approach. The LGA has asked for at least two months consultation on any proposed change to the DCM Act, to enable the LGA and councils to have genuine input.

Landscapes SA Act

The State Government has commenced an 'Independent Review' of the Landscapes SA Act, led by former Environment Minister, John Hill. The LGA has distributed a discussion paper to councils, seeking feedback on

- Questions posed by the Department of Environment and Water (DEW); and
- Additional questions posed by the LGA, based on feedback from councils, to date.

Issues include:

- Where the Landscapes Levy (raised by councils) is spent: e.g. on on-the-ground projects.
- The level of engagement by RLBs with the councils in their area.
- The role of councils in collecting the Landscapes Levy (which is essentially a State Government property-based tax)
- The ability of councils to recover the costs incurred in collecting the Landscapes Levy.

Hydrogen and Renewable Energy Bill

The LGA is seeking amendments to the State Government's proposed Hydrogen and Renewable Energy Bill (HRE Bill), to enable councils to levy fair council rates on land used for electricity generation. If the proposed HRE Bill is not changed to include these amendments, then councils could lose revenue in relation to every new parcel of land used for electricity generation.

Native Vegetation Act 1991 (SA)

The Department for Environment and Water (DEW) has announced that they will be conducting a targeted review of the *Native Vegetation Act 1991 (SA)* to "improve and refine the current function and administration of the Act."

Councils can provide feedback to DEW once consultation commences. The LGA understands that DEW intend to commence this consultation later this year.

Adelaide University Bill

The LGA made a submission to the Joint Committee on the Establishment of Adelaide University advocating for amendments to the Local Government Act 1999 that would repeal the exemptions for universities from rating making it possible for councils to levy rates on such higher education institutions.

Independent Review of Commonwealth Disaster Funding

The LGA highlighted that current disaster funding arrangements are overly complex and create unnecessary administrative burden for councils, which struggle with resourcing in the aftermath of an event. Consequently, the onerous evidentiary requirements need to be relaxed and the claims process simplified. Calling for more investment in prevention and preparedness, the LGA also underscored the need for consistency across jurisdictions given that each State has different arrangements and protections for councils in recovering disaster related costs. The LGA maintained that SA's disaster funding frameworks do not allow councils to effectively discharge their responsibilities due to uncertainties in relation to cost recovery and the unreasonable financial exposure placed upon them. SA councils are not being adequately supported and are the most exposed in the country to any given disaster related costs incurred. They have the highest thresholds to begin to achieve reimbursements and the lowest recovery rates of all jurisdictions to claim external disaster related costs.

CWMS

CWMS Program mid-term review / Funding Deed renewal

The Mid-term Review and content of the new CWMS Funding Deed has been completed, the Funding Deed is with the Office for Local Government who are finalising the document for execution by The Minister.

River Murray Flood Resilience Code Amendment

The Minister for Planning has written to River Murray Councils to advise that he has approved a Proposal to Initiate the River Murray Flood Resilience Code Amendment (the Code Amendment) that affects land within their council area.

Following the recent flooding the Code Amendment is aimed at updating the planning rules to support river communities be more resilient to the impacts of future floods.

The Code Amendment seeks to update policies to provide better guidance to river communities on rebuilding in a manner that enhances resilience and environmental compatibility.

Local Government Reforms

November 2023 commencement - amendments to section 125, 125A, 126 and s126A of the Local Government Act 1999

This reform was proclaimed for commencement on 30 November 2023 in the proclamation made on 23 December 2021.

Section 125 provides that councils must implement and maintain appropriate policies, practices and procedures relating to internal control. Changes to section 125 include the insertion of s125(3) which expand this obligation to include the implementation and maintenance of appropriate policies, practices and procedures relating to risk management.

The insertion of section 125A provides that, if council has an internal audit function, the CEO must consult with the audit and risk committee prior to appointing a person to be primarily responsible for the internal audit function.

It further provides that a person appointed to be primarily responsible for the internal audit function:

- **must** ensure any reports they prepare relating to the internal audit function are provided directly to the audit and risk committee, and
- **may** report any matters relating to the internal audit function directly to the audit and risk committee.

Sections 126 and 126A relate to the requirement for councils to have an audit and risk committee (previously referred to as just an audit committee) to provide independent assurance and advice to the council on accounting, financial management, internal controls, risk management and governance matters.

The changes to section 126 and insertion of s126A:

- define and expand the role of the audit and risk committee;
- specify the skills, knowledge and experience required by members of the audit and risk committee; and

- provide that the majority of members of the committee must be independent.

The changes to sections 126 and 126A relating to the name, purpose, composition, and function of audit and risk committees are similar, however the new s126A provides that two or more councils may establish a regional audit and risk committee.

There are transitional regulations in place which allow for a member of a council audit and risk committee holding office immediately before commencement of changes to section 126, to continue to hold office for the remainder of their term of office. Further, sections 126(a) and (b) will not apply to the membership of the committee for any period during which the continuation of a member of the audit and risk committee under the transitional provisions results in the committee not being in accordance with s126(a) and (b).

The LGA is currently reviewing guidance material relating to Audit and Risk Committees and it is anticipated that this will be available before the November commencement date.

Strategic Management Plan (SMP) Advice Scheme

Tranche 2 support

The LGA has established a Community of Practice for those councils participating in the SMP Advice Scheme in the 2023-24 financial year (Tranche 2 councils). Tranche 2 councils have received their 'financial reporting template' from the Essential Services Commission of SA (ESCOSA) and are currently in the process of reviewing this information and collating any additional information relevant for submission to ESCOSA by 30 September.

The LGA wrote to ESCOSA to request information on how the SMP Advice Scheme might deal with any material distortion caused by the prepayment of the Commonwealth Financial Assistance Grants this year. ESCOSA advised that information regarding any material distortion should be included as part of the submission relating to '*material amendments made or proposed to be made*¹' to the Strategic Management Plans.

Advocacy

In February 2023, ESCOSA provided its first tranche of advice to 15 councils. Feedback to the LGA from those councils indicates:

- If councils were able to exercise a choice, no council would have elected to pay for the ESCOSA advice, let alone the \$40,000 actually charged by ESCOSA. This is money councils could better spend on delivering services for communities.
- The advice demonstrated a lack of understanding of the local government sector. Councils are not a regulated industry (like power or water), needing a regulator to ensure prices are minimised. Instead, councils engage with ratepayers each year and have conversations about what services are required and what revenue must be raised to pay for those services.
- Councils found little value in the ESCOSA advice. They were disappointed by the limited engagement by ESCOSA and its minimal effort to understand the complexities within which councils operate, especially when compared with councils constructive working relationships with their external Auditors.

¹ Local Government Act 1999 (SA), s122(1e)(a)

Collectively across the four-year cycle of the first iteration of the Scheme, the local government sector will pay approx. \$2.7 million² for the costs of the ESCOSA SMP Advice Scheme. The irony is that the scheme aimed (in theory) at council accountability to ratepayers will put upward pressure on rates.

Throughout the life of the Scheme to date, the LGA has been persistent in raising member concerns with Local Government Minister Geoff Brock and with ESCOSA. A key achievement from this continuing advocacy has been a reduction in the overall costs attributed to the first cycle of the Scheme. The LGA intends to continue to raise sector concerns regarding scope, scale and value to the sector of the ESCOSA SMP Advice Scheme with the Premier, the Minister and State Cabinet.

Minister Brock has publicly indicated that he will look at the benefit and viability of the scheme in its current form. Earlier this year, he told the State-Local Government Economic Development Forum that just because the current government inherited the ESCOSA SMP Advice Scheme, doesn't mean they have to continue the scheme forever and a day. In his remarks at the LGA OGM in April, Minister Brock also indicated it was his intention to discuss the viability of the Scheme with ESCOSA, having regard to feedback received from councils about the perceived lack of value. The LGA strongly encourages all councils to communicate directly with the Minister for Local Government about concerns with the ESCOSA SMP Advice Scheme.

Asset Management Information Papers

The LGA is currently undertaking a project, in collaboration with the Institute of Professional Works Engineers Australasia (IPWEA), aimed at enhancing asset management capacity and capability in the local government sector through the provision of a suite of information papers. The total suite of information papers will consist of 13 papers, they will be uploaded to the LGA member site as they are completed. Three additional information papers are now available. LGA member councils can access these papers from the Financial Sustainability Resources page, under the heading titled **Asset Management Information Papers**.

The following Asset Management Information Papers are now available:

2. Asset Management System (Framework) - Policy, Strategy and Plan
4. Levels of service
- 6. Lifecycle Management (new)**
- 7. Managing risk and resilience (new)**
8. Financial Projections for Long Term Financial Plans (LTFFP)
- 10. Assessing and updating Useful Life (new)**

The LGA would like to acknowledge the significant contribution of the working group who provide valuable local government context into the development and review of these papers. Working group members are a combination of finance and asset management staff from both metro and regional councils.

Please note that the information in the papers relies heavily on IPWEA's background intellectual property and is provided for the exclusive internal use of LGA member councils, they should not be shared with any other party or made public.

² Calculated based on the confirmed cost of \$40,000 to each of the 68 SA councils.

Coastal Adaptation

SA Climate Ready Coasts:

The funding agreement for \$3.7M with the Federal Government's Coastal and Estuarine Risk Mitigation Program, announced in November 2022, has now been signed. The LGA began to prepare for this important program as soon as the funding was announced, appointing a program manager, establishing a robust governance structure, and undertaking detailed project planning.

All councils were invited to a webinar on 11 May 2023 and a second was held on 20 September. This was very well attended, with over 50 registrations. It was promoted directly to coastal councils, each of which has been encouraged to provide a contact person to the Program. All coastal councils are urged to attend to keep up to date with the Program which will be of great benefit to all. The Program's Executive Steering Committee is particularly keen to see representatives from each coastal council attend. The program's success depends on collaboration between all stakeholders, and we encourage coastal councils to participate in this important program.

The LGA has been working closely with the Department for Environment and Water (DEW) to progress the work proposed as part of each element of the work proposed. The Coast Protection Board has been pleased with the LGA's work to date and has dedicated a one-off contribution of an additional \$240K towards the program.

As well as DEW and the Coast Protection Board, the LGA is working with South Australian Coastal Councils Alliance (SACCA) and the Adelaide Coastal Councils Network (ACCN), each of which was asked to provide a council technical advisor to the Project Management Group, together with the executive officers of the SACCA and ACCN. ACCN has nominated Nina Keath, Team Leader Sustainability at the City of Onkaparinga and SACCA has nominated Dr Monika Rhodes, Environmental Strategy Officer at the City of Alexandrina as its technical advisors. The LGA appreciates the contributions of these officers to the program.

The contract for the foundation project for the Program has been issued and updates will follow shortly.

You can also see the Climate Ready Coasts [website](#) for up-to-date information.

Adelaide Coastal Councils Network (ACCN):

The ACCN now fulfills the role previously undertaken by the Metropolitan Seaside Council Committee, working closely with SACCA to progress metropolitan coastal issues. As well as participating on the Program Management Group for the SA Climate Ready Coasts Program, the ACCN has commenced its strategic planning. An Executive Officer is about to be recruited for the program.

Libraries

Public libraries:

The LGA undertook a successful campaign lobbying the State Government to retain CPI in its funding agreement for public libraries. The collaboration agreement between the Libraries Board and the LGA allocates \$20.7m towards funding public libraries but without CPI included in the funding arrangement, councils stood to lose \$16M over the five years of the agreement. The budget has not addressed any additional funding but this will remain a priority for the LGA.

School Community Libraries:

The LGA has participated in a review of funding of School Community Libraries (SCLs). The review is being undertaken by the Libraries Board and the Department for Education as anticipated in the Collaboration Agreement entered into between the LGA and the Libraries Board in March 2022.

The SCL service is a three-way partnership between councils, the Department and the Libraries Board. The Department provides staff and infrastructure, councils provide some funds and the Public Library Services (PLS) (State Government) agency, which supports the Libraries Board, provides access to the One Card network and Wi-Fi, internet and printing services.

The LGA agreed to participate in this review with a view to supporting efforts to build a more sustainable system for SCLs which are important to councils and their communities.

The SCL Funding Review is a confidential project which raised challenges in engaging with councils. However, a SCL Funding Review Reference Group was established to advise on the Options Paper developed by a consultant engaged by the Libraries Board.

The Reference Group comprised:

- Department representatives: Ms Joann Weckert, Education Director, Mr Adrian Maywald, Principal of Lucindale Area School, and Ms Ali Bogle, Principal of Minlaton Area School;
- Library staff from Hawker, Karcultaby, Moonta and Swan Reach SCLs; and
- Council representatives: Ms Bridget Mather, CEO Coorong District Council and Ms Penny Williams, Manager, Community and Economic Development, District Council of Streaky Bay.

Since the funding model was introduced in 2001, the relative funding contribution made by councils has decreased significantly, from 20.4% to 7.8%. This has placed many SCLs in financial stress and is leading to difficult decisions about service levels and opening hours. Schools report that reduced library opening hours is the most effective way of cutting costs and maintaining quality.

Engagement with each SCL on the Options paper will include:

- Council CEO, senior staff responsible for the SCL as well as mayors;
- School principals and staff responsible for managing the SCL; and
- SCL Library staff.

Engagement with councils is planned for November and all councils with a SCL will be contacted about this engagement.

Once the engagement process has concluded, the Project Team will provide the engagement participants and the three SCL funding partners (Libraries Board, Department and LGA Board) with a report on the outcome of the engagement that will inform decision making to determine the funding approach. The LGA Board and SAROC will receive a report on the engagement process undertaken by the Project Team.

Building Sector Capability

Building Sector Capability Project Update:

This project, funded through the Local Government Research and Development Scheme will progress outcomes of the Workforce Skills and Capability Survey Report released by ALGA in November 2022.

That report highlighted the Australian and SA local government sector continues to experience skills shortages in several occupations and facing significant challenges in recruitment and retention of staff.

The LGA, and our partner LG Professionals SA, are aware many councils are taking action to address the skills challenge and the opportunity to strengthen community awareness of the career opportunities in the sector.

While there is much already happening to address skills gaps in the sector, it is often in isolation. The LGA will shine a spotlight on those projects and initiatives making a difference to support the sector in addressing workforce challenges.

This project will include:

1. Careers in Council – development of content on the new website www.localcouncils.sa.gov.au, providing engaging and practical information on career opportunities in councils and showcasing the benefits of working in local government. This will include the development of a council careers resource pack.
2. Council resources – development of a suite of digital resources, tools and case studies from across the sector to be made available as a resource to bridge the skills gaps.

A strengthened understanding of statewide issues and actions will provide greater clarity for strategic opportunities for funding and potential partnerships in the future.

This project will leverage the outcomes of a recent skills project delivered by Legatus and Torrens University. The LGA encourages councils to share their experiences and any workforce initiative case studies by visiting lga.sa.gov.au/workforce-skills.

LGA Training – council member mandatory training:

Reminder, Council members must comply with the prescribed mandatory requirements within the first 12 months of their four-year term). The deadline is 17 November 2023, twelve months from when the revised LGA Training Standard for Council Members and relevant legislative commencements came into effect.

Failure to comply will result in a suspension of the council member by Council (unless the member satisfies the council there were good reasons for the failure to comply). Subsection 80A(2h) of the Local Government Act 1999 requires the CEO to maintain a register relating to training and development of council members.

LGA Training are offering Council Member mandatory training catch up sessions in August – October 2023 before the deadline for council members to complete training.

The mandatory Civic & Legal modules are on the 6 October 2023 and Strategy & Financial Modules will be held on the 9 October 2023.

Please go to the LGA Training website for information for the dates when each module is covered:
training.lga.sa.gov.au

14. OTHER BUSINESS

15. CALENDAR KEY DATES & NOTICE OF MEETINGS

Date	Meeting	Location
08 th Dec 2023	LCLGA GM	City of Mount Gambier
09 th Feb 2024	LCLGA AGM & GM	Wattle Range Council

16. NEXT MEETING

The next LCLGA General Meeting is scheduled to take place in City of Mount Gambier on the 8th of December 2023

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

17. CLOSE MEETING

The anticipated time the meeting will end is 12:30-100pm.