



**LCLGA**

Limestone Coast  
Local Government  
Association

# Business Plan 2017 - 2018

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Association Inc.

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## Introduction

This Business Plan sets the activities and outcomes for the work of the Limestone Coast Local Government Association (LCLGA) in 2017-18.

LCLGA is comprised of seven Constituent Councils in the Limestone Coast Region: 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.

The Mission of the Association is:

*To lead Local Government in the Region, and to advance the Limestone Coast communities through effective advocacy, facilitation and innovation.*

The five-year direction of the Association is governed by the Strategic Plan 2014-2019. The Plan identifies five themes and Regional Strategies to guide areas of activity.

### 1. Infrastructure

*Regional leadership and advocacy to ensure that regional infrastructure is fit for purpose and has the capacity to meet the region's current and future needs.*

### 2. Sustainable Economy

*Regional leadership and advocacy to promote a thriving and sustainable economy capitalising on our diverse resources, sustaining growth, prosperity and employment throughout the region.*

### 3. Environmental Sustainability

*Advocacy and partnerships to responsibly manage our natural environment and resources, ensuring sustainability and diversity.*

### 4. Community and Social Wellbeing

*Advocacy and partnerships to enhance the quality of life, health and opportunities for our regional communities.*

### 5. LCLGA governance, leadership and financial sustainability

*Regional leadership and effective Constituent Council coordination to ensure that LCLGA continues as an efficient and well governed regional organisation.*

This Business Plan will identify the actions to be delivered by LCLGA in 2016-17 under each of these Regional Strategies.

## Context

LCLGA is constituted under the Local Government Act 1999. It is governed by a Charter, which details the objectives and operation of the Association. The LCLGA Strategic Plan 2014-2019 makes reference to the Constituent Councils' Strategic and Business Plans, ensuring that the strategies and actions are regionally applicable.

The LCLGA Charter identifies a broad range of roles to deliver the objectives of the Association. Given the available resources for LCLGA, it is necessary to closely define the role of LCLGA in delivering the five regional strategies. LCLGA will also work in partnership with other organisations on a number of actions. The various roles are defined below.

<b>Role</b>	<b>LCLGA will...</b>
<b>Regional Leadership</b>	<ul style="list-style-type: none"> <li>• Initiate action and lead regional activity</li> <li>• Set the agenda and direction</li> </ul>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Represent the region, and pursue outcomes on behalf of the Constituent Councils and the region</li> </ul>
<b>Council Coordination</b>	<ul style="list-style-type: none"> <li>• Coordinate the activities of Constituent Councils</li> <li>• Act as the central organisation for shared Local Government responsibilities</li> <li>• Provide a single point of contact to the region's Local Government</li> </ul>
<b>Partnership</b>	<ul style="list-style-type: none"> <li>• Join with other stakeholders to deliver a service or project</li> </ul>
<b>Delivery</b>	<ul style="list-style-type: none"> <li>• Initiate, develop proposals and implement projects with a dedicated budget, staff member or resources</li> </ul>

Figure One provides a summary of the roles LCLGA will focus on to deliver each Regional Strategy.

<b>Theme</b>	<b>LCLGA Role</b>				
	<b>Regional Leadership</b>	<b>Advocacy</b>	<b>Council Coordination</b>	<b>Partnership</b>	<b>Delivery</b>
<b>Infrastructure</b>					
<b>Sustainable Economy</b>					
<b>Environmental Sustainability</b>					
<b>Community and Social Well-being</b>					
<b>SELGA Governance</b>					

Figure One: the Role of LCLGA in each Regional Strategy

## Business Plan

*To be read in conjunction with the LCLGA Strategic Plan 2014-2019*

The 2017-18 LCLGA Work Plan has increased from previous years, representing LCLGA's role to deliver regional programs as directed by the Constituent Councils. This includes the investigation of regional procurement/collaboration, the implementation of the Limestone Coast Regional Tourism Plan, the continuation of the Regional Planning Alliance Project, the development of sporting excellence programs as well as the development of a Regional Waste Infrastructure Plan.

In 2017-18, LCLGA will be delivering a range of projects with specific budgets and staff resources, and managing many partnership contracts for joint delivery of programs. In addition, there are a number of ongoing activities that LCLGA will deliver, in particular through its advocacy and partnership roles.

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## 1. INFRASTRUCTURE

Desired Regional Outcome	LCLGA Role	LCLGA Actions 2017-18
Existing and future regional infrastructure is fit for purpose and has the capacity to meet the region's needs.	Regional Leadership	Lead the implementation of the updated LCLGA 2030 Regional Transport Plan.
	Advocacy	Advocate for appropriate State and Australian Government investment in the upgrade, maintenance and operation of the South East drainage and bridge network, in partnership with the South East Natural Resources Management Board, Regional Development Australia Limestone Coast and the South Eastern Water Conservation and Drainage Board.
	Council Coordination	Effectively coordinate regional submissions for the Special Local Roads Program to maximise investment in regional road infrastructure.
Councils to protect built heritage, heritage spaces and the region's cultural heritage.	Council Coordination	Effectively coordinate and manage a regional Heritage Advisory Service for the benefit of Constituent Councils and private owners.
Development of a regional approach to the maintenance and provision of improved and new infrastructure and utility services.	Advocacy	Advocate for the region for improved and sustainable services from State and Australian Governments in meeting our regional needs for: <ul style="list-style-type: none"> <li>• Roads</li> <li>• National Broadband Network</li> <li>• Mobile phone coverage</li> </ul>

## 2. SUSTAINABLE ECONOMY

Desired Regional Outcome	LCLGA Role	LCLGA Actions 2017-18
A growing and diverse economy, based on the region's natural assets and innovative community, under the priorities of: <i>Premium Food and Wine from our Clean Environment</i> , and <i>Growing Advanced Manufacturing</i> .	Regional Leadership	Convene the Limestone Coast Economic Development Group, and develop a new Limestone Coast Economic Development Group Work Plan.
	Advocacy	Strongly advocate for investment, projects, legislation/policy review or development to promote economic growth in the region.
	Partnership	Partner with Regional Development Australia Limestone Coast to drive economic development projects for the Region.

<b>Desired Regional Outcome</b>	<b>LCLGA Role</b>	<b>LCLGA Actions 2017-18</b>
A thriving and well-supported tourism industry, growing the region's status as a visitor destination.	Advocacy	Advocate for and support industry leadership within regional tourism, including the rollout of the Regional Limestone Coast Brand that has been developed by the Limestone Coast Collaborative.
	Council Coordination	Coordinate Constituent Council investment to implement the Regional Tourism Plan.
	Regional Leadership and Advocacy	Continue to represent the region at the Regional Tourism Chairs Forum at State level.
A sustainable population base with the skills and capability to grow regional economic development.	Advocacy	Assist key regional bodies and the South Australian Government with the objective to grow our population, develop our regional workforce, and to build skills and capability in our communities, through participation in the development of a Limestone Coast Regional Growth Plan.

### 3. ENVIRONMENTAL SUSTAINABILITY

<b>Desired Outcome</b>	<b>LCLGA Role</b>	<b>LCLGA Actions 2017-18</b>
Local Government is a key partner in the sustainable management of the environment and natural resources in the region.	Advocacy and Partnership	Through implementation of the Local Government Resource Industry Protocol 2015, lead appropriate regional action to ensure that resource development projects, including mining and unconventional gas, are environmentally sustainable, have approval of impacted landholders, provide for community consultation, and are governed by legislation and regulation appropriate to the Limestone Coast.
	Partnership	In partnership with Natural Resources South East and RDA Limestone Coast, deliver the outcomes identify in the Adaptation Plan.
A regional approach to landfill minimisation and innovative waste management.	Council Coordination	Coordinate shared resources for the Regional Waste Management Coordinator to deliver a regional approach to waste management.
	Delivery	In partnership with Constituent Councils, develop a Regional Waste Infrastructure Plan.

Desired Outcome	LCLGA Role	LCLGA Actions 2017-18
Well-managed and protected terrestrial, wetland, coastal and marine environments, with active partnership from all responsible organisations.	Partnership	Partner with Natural Resources South East to deliver the final round of <i>Limestone Coastwatchers</i> . Investigate further opportunities for funding of critical environmental outcomes and identified regional projects.

#### 4. COMMUNITY AND SOCIAL WELLBEING

Desired Outcome	LCLGA Role	LCLGA Actions 2017-18
Regional communities have access to appropriate health and education services and facilities.	Advocacy	Advocate for expanded mental health and drug treatment services and support in the Limestone Coast.  Encourage and support the initiatives of Constituent Councils to be expanded regionally, particularly regarding suicide prevention and other priority issues with significant impacts on regional areas.
Regional communities have access to programs and facilities promoting a healthy lifestyle.	Partnership and Delivery	Partner with Constituent Councils to deliver the Regional Public Health and Well-being Plan.  Partner with the Office of Recreation and Sport to deliver the STARCLUB Program for the Limestone Coast.  Partner with Constituent Councils to investigate opportunities to deliver on the Limestone Coast Regional Trails Master Plan.
Local Government is a key regional partner in emergency management, road safety and other community safety programs.	Council Coordination	Assist to coordinate Constituent Councils' role in Zone Emergency Management to ensure appropriate role for Local Government in emergency response and recovery. This includes membership of the Zone Emergency Management Committee and the Zone Emergency Centre.
	Partnership and Delivery	Partner with the Motor Accident Commission, and work with relevant State agencies and community road safety groups to implement the South East Road Safety Strategy. This may include supporting the engagement of a Regional Community Road Safety Officer to coordinate regional efforts to reduce road crashes and trauma.

## 5. SELGA GOVERNANCE, LEADERSHIP AND FINANCIAL SUSTAINABILITY

Desired Outcome	LCLGA Role	LCLGA Actions 2017-18
LCLGA is recognised as the regional leadership body which provides a framework and coordination for other regional groups.	Regional Leadership	<p>Lead regional advocacy and action on priority issues, and actively engage and coordinate partner organisations' action on common regional issues.</p> <p>Facilitate active engagement and participation of Constituent Councils on issues and decisions that impact their communities.</p>
Regional Local Government is effective and cost efficient.	Council Coordination	<p>Work with the State Government to develop the Regional Planning Alliance.</p> <p>Identify and coordinate practical opportunities for joint investment, shared services and resources between Constituent Councils and the LGA that improve service delivery and provide cost savings.</p> <p>Coordinate and convene specialist LCLGA Working Groups to address and take action on regional issues of common interest to Constituent Councils, including:</p> <ul style="list-style-type: none"> <li>• Limestone Coast Roads and Transport Management Group</li> <li>• Limestone Coast Tourism Management Group</li> <li>• Limestone Coast Economic Development Group</li> <li>• Limestone Coast Regional Waste Steering Committee</li> <li>• Limestone Coast Regional Sport and Recreation Advisory Group</li> <li>• Limestone Coast Climate Adaptation Committee</li> </ul>
A well-governed regional organisation.	Delivery	Ensure the Association operates carries out its operations in alignment with the adopted LCLGA Charter and relevant legislation.

Desired Outcome	LCLGA Role	LCLGA Actions 2017-18
LCLGA maintains its reputation with State and Australian Governments as a leading Local Government body and effective advocate for the Limestone Coast.	Advocacy	<p>Lead effective and targeted advocacy campaigns on priority regional issues, in partnership with Constituent Councils, the LGA and regional organisations as appropriate.</p> <p>Continue to be active members of SAROC and the LGA Board to support LCLGA's advocacy on regional issues and issues affecting Local Government.</p> <p>Lead the region's response and input to the State and Australian Governments on key issues and opportunities, acting as a single point of contact for regional visits and requests.</p>
Effective communications with Constituent Councils, partner organisations and the community.	Delivery	<p>Operate the LCLGA website as a modern platform to provide up-to-date communication.</p> <p>Continue LCLGA representation on key outside organisations.</p>
LCLGA financial processes are transparent and efficient, ensuring a sustainable financial position.	Delivery	<p>Implement an annual program of budget development, consultation, adoption and review.</p> <p>Ensure that the LCLGA Board and Constituent Councils are provided with bimonthly financial and performance reports, and an Annual Report.</p> <p>Explore approaches to attract funding for LCLGA to deliver or partner on priority regional projects.</p>

## Budget

Income for the Limestone Coast Local Government Association is derived from three main sources:

1. Subscriptions and Project Fees from Constituent Councils of LCLGA;
2. Funding from the LGA SA for Regional Capacity Building Projects; and
3. Project funding through partnerships with external organisations.

A small amount of income is derived from interest and project management fees.

Annual expenditure is divided between two main areas:

1. Operating – expenditure required to employ an Executive Officer and Project Manager, and general costs for administration, rent, Board expenses and other general organisational expenses;
2. Projects – expenditure required to deliver specific projects, including where applicable the engagement of a project officer.

The diagram below demonstrates the sources of income used for each area of expenditure:

	Expenditure	
	Operating	Projects
<b>INCOME SOURCE</b>		
Constituent Councils	LCLGA Subscriptions	Project Fees
LGA SA	-	Regional Capacity Building
External Organisations	-	Contractual Partnerships

The Income and Expenditure Budget for LCLGA in 2017-18 is provided in **Attachment 1**.

LCLGA Constituent Council contributions via Subscriptions and Project Fees is provided in **Attachment 2**.

## Staff Resources

The following staff resources are included as part of the Work Plan and Budget.

Position	Program Delivered	FTE
Executive Officer	LCLGA Board, leadership and representational	1.00
Tourism Development Officer	Regional tourism strategic plan and work program	1.00
Starclub Field Officer Limestone Coast	Regional Starclub Development Program Limestone Coast	1.00
Project Manager	Regional Trails Master Plan All contract and project management	0.60
Office Administrator	Administration support	0.65
Regional Waste Management Coordinator	LCLGA Regional Waste Management Strategy	0.60
<b>TOTAL FTE</b>		<b>4.85</b>