

# LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION



## ANNUAL REPORT 2020-21



# WELCOME

**2020/21 was a year that tested every aspect of our society as we responded to the challenge from the Covid-19 Pandemic. The pandemic is far from over and will continue to be a challenge for the world as we adapt to a new Covid-19 world norm.**

For LCLGA the Pandemic meant flexibility in everything we did and innovation and agility in our program delivery during 2020/21.

I note that in 2020/21, there were over 400 South Australian, Victorian and Federal Government announcements on Covid-19. This demonstrates how rapidly our operating environment was changing and as a cross border community keeping track of these changes has been incredibly challenging.

Despite this challenge, LCLGA has successfully delivered the business plan.

We would like to extend a special thank you to those agencies that have partnered with us throughout 2020/21. Without your valuable contribution, advice, time and support, many of our projects would not go ahead, especially in the dynamic environment of the last twelve months. The South Australian Tourism Commission, Office for Recreation Sport and Racing, RDA Limestone Coast, Local Government Association of South Australia, Coastal Marine Board, State Government, the Victorian Cross Border Commissioner, the University of South Australia and the Australian Federal Government and finally our member Councils – your continued support is very much appreciated.

We acknowledge the tremendous efforts of Federal Member of Parliament Mr Tony Pasin MP and State Members Mr Troy Bell MP and Mr Nick McBride MP. Your assistance and support are not only valued but greatly appreciated.

On behalf of the Board, I would like to acknowledge the efforts of our dedicated staff over the past 12 months: Tony Wright, Michaela Bell, Tony Elletson, Biddie Shearing, Ali Auld, Sophie Bouchier, Mae Steele & Paul Manfrin.

The Annual Report includes an overview of the LCLGA's performance and what has been achieved in 2020/21.

I commend this years' Report to you and would like to acknowledge the continued support of the constituent council Mayors, elected members, Chief Executive Officers and Council staff.

**Mayor Erika Vickery (OAM)**  
President LCLGA



# INTRODUCTION

**This document is the Annual Report of the Limestone Coast Local Government Association (LCLGA) Inc. for the period 1st July 2020 to 30th June 2021. It has been prepared pursuant to the Local Government Act 1999 as a report to our Constituent Councils on the work and operations of the Association for the preceding financial year.**

This Report details the activities of the Association to represent and serve our seven Constituent Councils and to advance the Limestone Coast communities through effective advocacy, facilitation and innovation.

## Our Association

LCLGA was established as a regional body on 6th October 1885. We are a regional subsidiary representing our Constituent Councils in the Limestone Coast and is established under Section 43 of the Local Government Act 1999.

The Association is owned by the following Constituent Councils:

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

### Under its Charter, LCLGA's objectives are to:

- Work in association with both the Local Government Association of South Australia (LGASA) and the Australian Local Government Association to assist in the achievement of their aims and objectives.
- Undertake co-coordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level.
- Facilitate and coordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefit of the communities of its Constituent Councils.
- Develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community.
- Develop further co-operation between its Constituent Councils for the benefit of the communities of its region.
- Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region.
- Undertake projects and activities that benefit its region and its communities.
- Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest.
- Implement programs that seek to deliver local government services on a regional basis.

# THE LCLGA BOARD

The LCLGA Board comprises nominated representatives from each of the Constituent Councils and is chaired by the LCLGA President. Each Constituent Council can nominate up to two Deputy Board Members.

## LCLGA Board Members 2020-21

COUNCIL	DELEGATE	DEPUTY BOARD MEMBER/S
City of Mount Gambier	Mayor Lynette Martin (OAM)	Deputy Mayor Sonia Meziniec
District Council of Grant	Mayor Richard Sage	Cr Gillian Clayfield
Wattle Range Council	Mayor Des Noll	Deputy Mayor Moira Neagle Cr Dale Price
District Council of Robe	Mayor Alison Nunan	Cr David Laurie
Kingston District Council	Mayor Kay Rasheed	Cr Jodie Gluyas Cr Chris England
Naracoorte Lucindale Council	Mayor Erika Vickery (OAM)	Cr Scott McLachlan Cr Craig McGuire
Tatiara District Council	Mayor Graham Excell	Cr Robert Mock

The Board held six ordinary bi-monthly General Meetings, and The Annual General Meeting during 2020-2021. Meetings are hosted by Constituent Councils on a rotational basis.

## Office Bearers 2020-2021

In accordance with the LCLGA Charter, the positions of LCLGA President and Vice President are appointed at the Annual General Meeting, held in February.

At the Annual General Meeting in February 2021, Mayor Erika Vickery was again elected as LCLGA President, to serve in the position for a period of 12 months. Mayor Lynette Martin was elected as LCLGA Vice President and Mayor Richard Sage served as LCLGA Vice President from 2015 to February 2021.

During 2020-2021, the Executive Officer role was filled by Tony Wright.

Dean Newbery and Partners are the appointed Auditor.

During 2020-2021, LCLGA engaged the following staff to deliver regional programs:

STAFF MEMBER	ROLE
Tony Wright	Executive Officer
Michaela Bell	Program and Policy Coordinator
Tony Elletson	STARCLUB Field Officer - Limestone Coast Regional Sporting Academy Coordinator
Biddie Shearing	Destination Development Manager
Ali Auld	Leadership Program
Sophie Bouchier	Substance Misuse Limestone Coast
Mae Steele (Until April 2021)	Executive Support Officer
Paul Manfrin (commenced June 28, 2021)	Corporate Services Officer

# LCLGA WORKING PARTIES & COMMITTEES

## Delegates to the Local Government Association of South Australia

Under the Constitution of the LGASA, regions are represented via appointed members to serve on the LGA Board and the South Australian Regional Organisation of Councils (SAROC).

	LC LGA REPRESENTATIVE
LGA Board	Mayor Erika Vickery Mayor Richard Sage (Proxy)
SAROC	Mayor Erika Vickery Mayor Richard Sage

SAROC is an important LGA committee for non-metropolitan Councils. Membership is drawn from each of the six non-metropolitan Regional Local Government Associations, with members meeting bi-monthly to discuss the key issues affecting non-metropolitan Councils.

## Association Committees and Working Parties

To undertake specific projects programs or fulfil areas of operational responsibility, LCLGA convenes a number of committees and working groups. LCLGA acknowledges the work of all who have contributed to the following committees and working groups throughout 2020-2021. *(The current appointments are listed, as of February 8, 2020)*

COMMITTEE / WORKING PARTY	REPRESENTATIVE	COUNCIL
LCLGA Roads and Transport Management Group	Cr Jamie Jackson (Presiding Member) Mr Aaron Hillier	Tatiara District Council
	Cr Paul Jenner CEO or delegated staff member	City of Mount Gambier
	Mr Daniel Willsmore	Naracoorte Lucindale Council
	Mr Dave Worthley	Kingston District Council
	Mr Peter Halton Ms Lauren Oxlade (Proxy)	Wattle Range Council
	Mr Adrian Schutz	District Council of Grant
	Mr Robert Noir Cr Bob Bates (Proxy)	Robe District Council
	Mr Tony Wright Mrs Michaela Bell	LCLGA
Limestone Coast Economic Development Reference Group	Mr Trevor Smart Mayor Erika Vickery	Naracoorte Lucindale Council
	Mayor Richard Sage CEO or delegated staff member (Proxy)	District Council of Grant
	Ms Emma Clay Mr Roger Balbolka	Wattle Range Council
	Cr Frank Morello CEO or delegated staff member	City of Mount Gambier
	Mr James Holyman	District Council of Robe
	Ms Nat Traeger	Kingston District Council
	Mayor Graham Excell Ms Anne Champness	Tatiara District Council
	Mr Tony Wright Mrs Michaela Bell Mrs Biddie Shearing	LCLGA

# LCLGA WORKING PARTIES & COMMITTEES

COMMITTEE / WORKING PARTY	REPRESENTATIVE	COUNCIL
LCLGA Regional Waste Management Steering Committee	Mr Peter Halton (Chair) Ms Lauren Oxlade (Proxy)	Wattle Range Council
	Mr Dave Worthley	Kingston District Council
	Cr Paul Jenner CEO or delegated staff member	City of Mount Gambier
	Mr Leith McEvoy Mr Aaron Price	District Council of Grant
	Mr Robert Moir	Robe District Council
	Mr Aaron Hillier	Tatiara District Council
	Mr Tony Wright Mrs Michaela Bell	LCLGA
Tourism Management Group	Mr Mike Ryan (Proxy)	District Council of Grant
	Ms Camille Lehmann	District Council of Robe
	Ms Jayne Miller	Naracoorte Lucindale Council
	Ms Nat Traeger	Kingston District Council
	Ms Emma Clay Mr Roger Balbolka	Wattle Range Council
	CEO or delegate	City of Mount Gambier
	Mr Kingsley Green Ms Anne Champness	Tatiara District Council
	Mr Tony Wright Mrs Biddie Shearing	LCLGA
Regional Sport and Rec Advisory Group	Vacant - to be filled before next meeting	District Council of Grant
	Ms Heather Schinkel	Kingston District Council
	Mrs Jayne Miller	Naracoorte Lucindale Council
	Cr David Laurie Mayor Alison Nunan (Proxy)	District Council of Robe
	Ms Naomi Fallon	Tatiara District Council
	Ms Emma Clay	Wattle Range Council
	Cr Kate Amoroso	City Mount Gambier
	Mr Tony Wright Mr Tony Elletson	LCLGA
LCLGA Audit & Risk Committee	Mayor Richard Sage	District Council of Grant
	Mayor Erika Vickery	Naracoorte Lucindale Council
	Mr James Holyman	District Council of Robe
	Mr Paul Duka	Wattle Range Council
	Mr Tony Wright	LCLGA

# LCLGA WORKING PARTIES & COMMITTEES

## Association Representation - Outside Organisations

LCLGA has numerous representatives on working parties, boards and committees including State Government boards, cross border bodies and regional boards and committees. This representation allows LCLGA to keep in touch with communities and have input to new and existing initiatives.

During 2020-2021, LCLGA made or continued the following appointments to other organisations.

*(The current appointments are listed, as of February 8, 2021)*

LCLGA APPOINTMENTS TO OUTSIDE ORGANISATIONS	CURRENT APPOINTMENTS	COUNCIL
South East Zone Emergency Management Committee (ZEMC)	Ms Barbara Cernovskis	City of Mount Gambier
	Mr Daryl Whicker	District Council of Grant
Limestone Coast Zone Emergency Centre Committee (ZEST)	Mr Tony Wright (Local Government Controller)	LCLGA
	Mr Ben Hood (Local Government Deputy Controller)	City of Mount Gambier
Green Triangle Freight Action Plan - Implementation Management Group	Ms Barbara Cernovskis	City Mount Gambier
	Mr Tony Wright	LCLGA
Limestone Coast Community Services Roundtable	Mayor Erika Vickery	Naracoorte Lucindale Council
	Cr Moira Neagle	Wattle Range Council
Regional Development Australia Limestone Coast	Mayor Erika Vickery	Naracoorte Lucindale Council
Limestone Coast Bush Fire Management Committee	Mr David Hood	Naracoorte Lucindale Council
	Mr Roger Balbolka (Deputy)	Wattle Range Council
Southern Border Fire Coordination Association	Mr Roger Balbolka	Wattle Range Council
Local Government Association of SA - LGA Board	Mayor Erika Vickery (SAROC Chair)	Naracoorte Lucindale Council
	Mayor Richard Sage Proxy)	District Council of Grant
South Australian Regional Organisation of Councils (SAROC)	Mayor Erika Vickery (SAROC Chair) Mayor Richard Sage LCLGA EO (Observer)	Naracoorte Lucindale Council District Council of Grant LCLGA
Group Training Employment	Cr Paul Jenner	City of Mount Gambier
AC Care	Mr Tony Wright	LCLGA

# KEY RESULT AREAS

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

1. Sustainable Communities    2. Stronger Economy    3. Member Capability

## 1. Building Sustainable Communities

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

Over the 2020/21 year, building sustainable communities in a rapidly changing COVID-19 environment within a local government environment was the focus.

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
Our networks, members and stakeholders are connected and engaged	Engage with stakeholders	LGASA & SAROC	President of the LCLGA Mayor Erika Vickery and the LCLGA Executive Officer continue to attend SAROC meetings and have input into the many regional issues that are elevated to the LGASA Board for consideration.
		Regional Executive Officers	The Regional Executive Officers meet throughout the year to share information, coordinate regional activities and to support SAROC and LGASA.
		Green Triangle Freight Strategy	The GTFS is a reference group for the Vic and SA State Governments on the key freight issues that face the green triangle area. We are one of several stakeholders in this reference group.
		Local Members	As the peak Local Government body in the region, LCLGA continues to work closely with our local Members of Parliament, Federal Member for Barker Mr Tony Pasin, Member for Mount Gambier Mr Troy Bell, and Member for Mackillop Mr Nick McBride, and commends the work they do on behalf of our region. In addition to maintaining these close working relationships, we also maintain close contact with both the State and Federal Government and regularly meets with Ministers and senior agency staff on issues relevant to the Region.
		Key Stakeholders (SA Gov & Industry)	LCLGA continued to work with our key stakeholders on issues relevant to our members. Of note, due to the pandemic was an increased engagement with the Victorian Cross Border Commissioner with the Victorian State Government and Councils.
		Create a social media presence to share stories	The formation of the Lime Coast Tourism Industry Network was invaluable in sharing information with one of the most impacted sectors from Covid-19 during 2020/21.

## KEY RESULT AREAS

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
The governance, effective management and capabilities of sporting clubs continues to improve	Star Club Program	Deliver the program to over 300 clubs in the Limestone Coast	The Star Club Program promotes involvement in recreation and sport by supporting all sporting and recreation clubs in the Limestone Coast in the areas of leadership, financial sustainability, compliance, planning and volunteer management. LCLGA hosts the Starclub Field Officer, who serves as an on-ground resource and a conduit between clubs, councils, associations and the Office of Recreation and Sport.
Incubator project outcomes are successful	Deliver incubator projects (Sports Academy, Leadership & SMLC)	<p>An incubator project is essentially an experiment to see if there is value in a project.</p> <p>The intent with incubator projects is they have a limited duration before transitioning to a more sustainable delivery model.</p>	<p>The LCLGA sponsors the delivery of the South Australian Coastal Councils Alliance</p> <p>The LCLGA continues to support the Substance Misuse Limestone Coast (SMLC) project, Sports Academy &amp; LC Leadership Program. (Separate reports included)</p>
Regional Health Plan is approved	Develop a Regional Health Plan.	<p>Working with six of our members, we developed a new Regional Health Plan for the Limestone Coast (LCLGA &amp; SA Health).</p> <p>This followed extensive consultation with the community and stakeholders.</p>	At the LCLGA General Meeting, 9 <sup>th</sup> April 2021, the Board adopted the 2021-2026 Limestone Coast Regional Public Health & Wellbeing Plan.
Our members and stakeholders are supported to access stimulus packages	Access funding for our region & members	We work with partners to develop proposals to access funding, particularly in Sports and Destination areas.	A funding & grant database was developed detailing available state, federal & local funding opportunities.
			Throughout the year our staff continually monitor the grants environment to assess opportunities as they arrive. In this past year we have been able to attract additional funding via ad-hoc grant programs and supported many businesses and sporting organisations in their endeavours to develop funding applications and seek grant funding.

# KEY RESULT AREAS

## 2. Building Stronger Economy

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

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
The Limestone Coast economy recovery plan is delivered	Implement and develop the Economic Growth Strategy (Covid 19)	A Recovery & Rebuilding Action Plan was created as a response to support our region during the initial impact from Covid-19	The Recovery & Rebuilding Action Plan outlined 34 actions under 5 key themes of Economic Sustainability, Advocacy & Leadership, Communication, Events and Planning.
		We continued to support the sharing of information under the economic growth strategy. The strategy will need to be reviewed as we progress into a more certain covid-19 environment.	<p>We convened the Limestone Coast Economic Development Group and maintain the Limestone Coast Regional Growth Strategy.</p> <p>The LCLGA partners with RDA Limestone Coast as opportunities arise to assist economic development projects for the Region.</p>
Destination marketing strategy is approved, and implementation commences	Destination Marketing Strategy	Develop a new Destination strategy. The plan was developed as Covid-19 emerged which means the final plan includes the impact of the pandemic in its strategies.	The new strategy was endorsed, ready to begin implementation in 2021/22. However, due to the pandemic, an interim plan was developed to support the Tourism industry,
Regional Roads Strategy is updated and approved	Review and update the Regional Transport Strategy and database	The Regional Transport Strategy and Database are critical to support regional priorities for grant funding for significant roads.	<p>We completed the review and update of the Regional Routes, Road Action Plan and Regional Roads Database, with the support of HDS Australia.</p> <p>There has been an increase in the overall cost to implement all high priority upgrades from 19.8 million to 27.3 million.</p>

# KEY RESULT AREAS

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
A preferred regional waste solution is identified		<p>Several studies have assessed the opportunity to develop an economically feasible regional Materials Recycling Facility in the Limestone Coast.</p> <p>All of them indicate it is only sustainable if the volumes of waste include waste from Western Victoria to achieve economies of scale.</p>	<p>The LCLGA Regional Waste Management Steering Committee was successful in securing funding from the LGASA research fund to undertake a study in partnership with the University of SA into the risks and feasibility of a regional MRF.</p> <p>The analysis shows that a low tech MRF is financially viable with the optimal solution providing a positive net present value of \$11.8m, assuming a capital cost of \$5.4m over 15 years of operations.</p> <p>The optimal option assumes the plant has access to waste volumes from the Limestone Coast and West Wimmera and Glenelg Council regions.</p> <p>An independent study by the Barwon South West Waste and Resource Recycling Group concluded that the most efficient resource recovery strategy for Western Victoria was for MRF to be developed in Geelong, Ballarat and Mount Gambier.</p> <p>The Board has provided resources in the 2021/22 budget to test the governance and risk allocation of a regional MRF.</p>
Collaboration opportunities on cross border projects are agreed	Cross Border Partnerships	Whilst significantly impacted by Covid-19 we have continued to work to develop cross border projects and partnership	<p>Joint projects and agreements have been developed in Tourism with cross border Councils.</p> <p>Cross border engagement between Sports Academies progressed to cross border competition (when travel permitted).</p> <p>Very frequent (almost weekly) engagement with the Victorian Cross Border Commissioner.</p> <p>Engagement on cross border waste opportunities and emergency management (including trials).</p>
Joint Planning Board is approved by the Minister and established	Establish the Joint Planning Board (JPB)	<p>Under the PDI Act a region can establish a JPB with agreement from the Minister.</p> <p>Where there is no JPB the State Government develops the Regional Plan.</p>	<p>Discussions with State Government and other regional Councils have highlighted a number of challenges to establishing a limited tenure (10 years) JPB.</p> <p>These issues and understanding the value proposition of forming a JPB are continuing to be worked through with our members and the State Government.</p>

## KEY RESULT AREAS

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
	RDALC Deliverables	The RDALC and LCLGA are important organisations for the Limestone Coast, and we work together to create opportunities for our community.	<p>The RDALC receive \$90k in funding from our members for the provision of Small Business Support services which they report on to Councils and to the LCLGA Board.</p> <p>These reports are included in our Board agendas.</p>
	Red Meat Cluster	The Red Meat industry is an important sector of the Limestone Coast Economy. We provide administrative support to help this group meet.	The LCLGA continues to provide support to the Red Meat Cluster by organising meetings on behalf of the Group.

## KEY RESULT AREAS

### 3. Building Member Capability

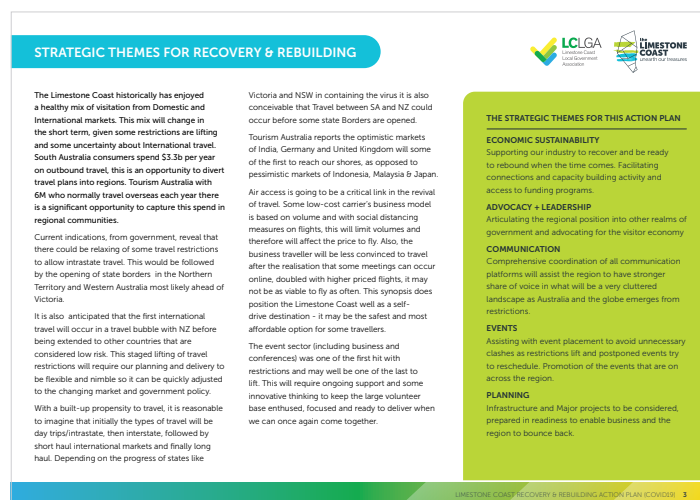
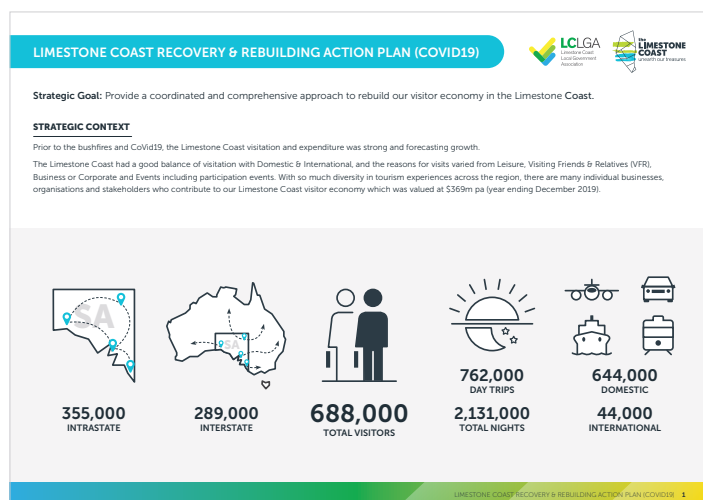
Building our capability focuses on increasing the availability and access to resources, reducing costs, improving performance, developing new skills and knowledge, leveraging our member's abilities for collective benefits; and developing and growing our employee's capabilities across our region.

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
Priority skills and resource sharing and funding arrangements (including grants) commenced and Shared procurement delivers improved value	Coordinate and implement models for shared and hard to source resources	Working together to sustain our local contact with our community whilst also leveraging economies of scale for our region is the balance sought under resource sharing.	<p>Whilst there is still more to be done to share our resources the following shared services were in place:</p> <ul style="list-style-type: none"> <li>› Developing the Regional Health &amp; Wellbeing Plan.</li> <li>› Regional Roads Strategy</li> <li>› Joint Grant for Coastal Projects (auspiced by Wattle Range)</li> <li>› Regional Heritage Advisory Services</li> <li>› Joint activities in Destination marketing (including attending Camping Expo's)</li> </ul> <p>Contract databases for waste have been developed to enable an assessment of opportunities as contracts expire.</p> <p>A review of a shared procurement on road sealing showed little gain due to requirements for local contractors and differing specifications.</p>
Elected members knowledge and engagement with each other is improved, and Members collaborate effectively through LCLGA forums, committees and working groups	Member's communications and dashboards; and member meetings and forums.	<p>A key part of the LCLGA value proposition is keeping our members informed and connected. This was even more pronounced in 2020/21 due to the pandemic.</p> <p>Our working groups are the engine room for the delivery of outcomes in our program areas</p>	<p>Engagement with members has continued, with a new initiative of weekly CEO and Mayor meetings which provided significant value in keeping our members connected during Covid-19.</p> <p>The dashboard is due for completion in December 2021.</p> <p>Our working groups in health, roads and waste continue to meet to implement their work plans and strategies.</p>
Our members are prepared for the impacts (if any) from the SA Productivity Commission review into local government	<p>We are keeping in contact with the required changes from the review.</p> <p>Provide analysis, advice &amp; advocacy positions</p>	We are keeping engaged and aware of issues that impact our members, including developing submissions and position papers.	This continues to be a watching brief and, in particular, the impact from moving to economic, regulatory review of rates.

## Destination Development Program

The Limestone Coast Local Government Association (LCLGA) reshaped the regional tourism program into a broader Destination Development program to bring together regional branding and activities to grow the visitor economy and regional prosperity.

To assist in the delivery of this program, the LCLGA members increased their investment in the program to leverage our strategic partnership with the South Australian Tourism Commission (SATC) to securing additional funds. These funds were important as they helped deliver the Limestone Coast Recovery & Rebuilding Action Plan in response to the impact of Covid to support our regions tourism sector.



The Recovery & Rebuilding Action Plan outlined 34 actions under 5 key themes of Economic Sustainability, Advocacy & Leadership, Communication, Events and Planning.

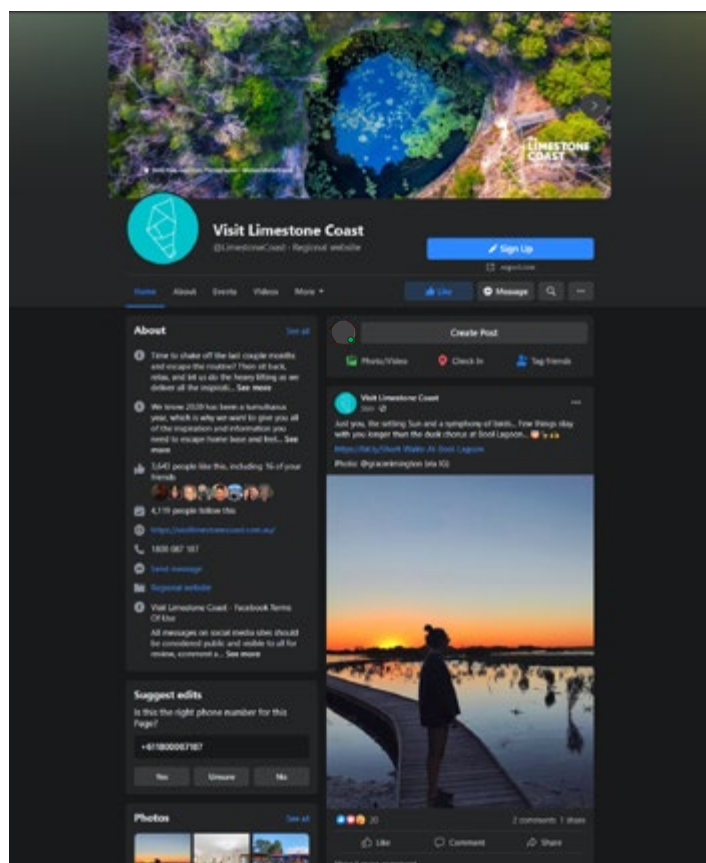
One of the critical actions was supporting the tourism industry to recover, be ready to rebound from Covid-19 restrictions and improve access to funding programs.

We also established a Closed Facebook Group called Limestone Coast Tourism Industry Network as a 2-way communication platform, with 432 businesses engaged as of 30th June 2021.

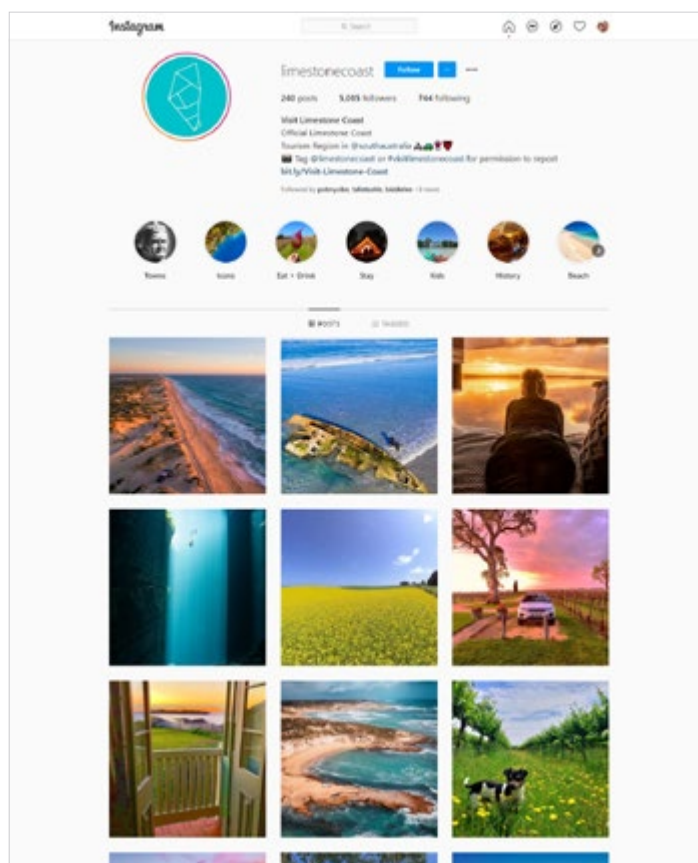
The Recovery & Rebuilding Action Plan was a bridging plan while the region developed a Destination Development Strategy. The new strategy was endorsed, ready to begin implementation in the FY 2021/22. However, due to the depth of the pandemic some actions were accelerated into 2020/21. These actions included improving our digital presence and storytelling.

# DESTINATION DEVELOPMENT PROGRAM

Digital Storytelling commenced October 2020 with the establishment and optimization of our social media platforms on Facebook & Instagram, plus officially registered the hashtag #visitlimestonecoast which is now universally used. See below table for our online community growth + engagement, noting the Industry Standard for engagement for Instagram 4.35% and Facebook 0.45%



[www.facebook.com/LimestoneCoast](https://www.facebook.com/LimestoneCoast)

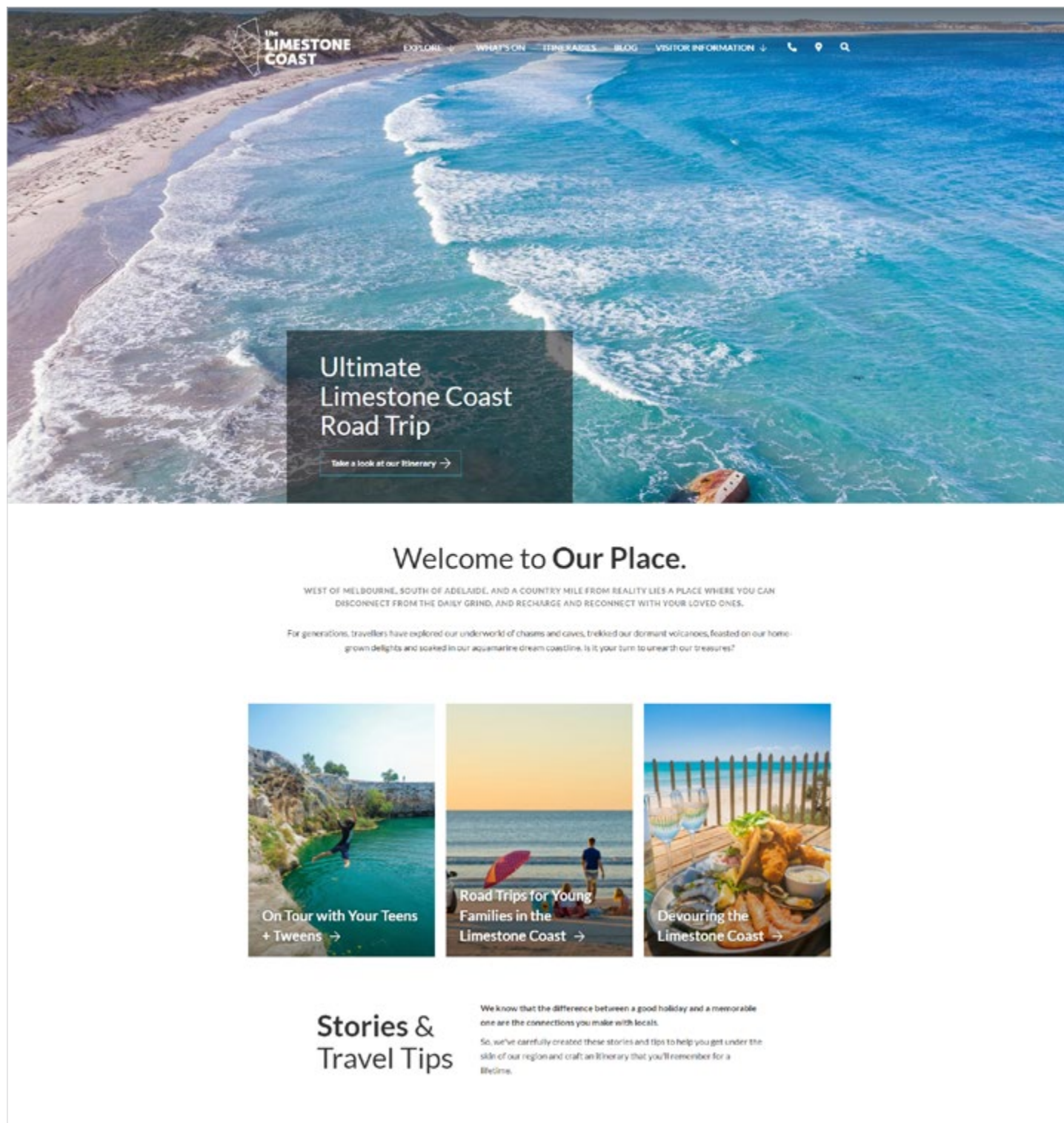


[www.instagram.com/limestonecoast](https://www.instagram.com/limestonecoast)

	Instagram Reach	Instagram Engagement	Facebook Reach	Facebook Engagement	TOTAL Reach	Total Community
Nov 2020	36,145	16.92%	57,732	45%	93,877	2,665
Dec 2020	37,867	47.2%	57,902	17%	95,769	3,465
Jan 2021	40,889	25.16%	71,875	19%	112,764	4,230
Feb 2021	71,381	7.30%	103,705	4.29%	175,086	5,791
Mar 2021	80,365	7.40%	39,006	6.55%	119,371	6,433
Apr 2021	69,849	7.66%	100,700	6.85%	170,549	7,212
May 2021	79,240	8.92%	76,097	6.94%	155,337	7,739
Jun 2021	79,646	6.29%	48,060	5.3%	127,706	8,196
<b>YTD TOTAL</b>	<b>495,382</b>		<b>555,077</b>		<b>1,050,057</b>	<b>8,196</b>

# DESTINATION DEVELOPMENT PROGRAM

The centrepiece to our digital infrastructure [www.visitlimestonecoast.com.au](http://www.visitlimestonecoast.com.au) was designed and built with a soft launch in June 2021. This included blogs, itineraries, and for the first time, the ability for consumers to 'sign-up' to our monthly e-newsletter - set to commence September 2021.



[www.visitlimestonecoast.com.au](http://www.visitlimestonecoast.com.au)

## DESTINATION DEVELOPMENT PROGRAM

With the uplift in domestic tourism, specifically self-drive, the Limestone Coast welcomed an official Regional Visitors Guide for the first time since 2016 with 55,000 copies produced. This has been placed in over 100 Adelaide Metropolitan Hotels and car hire locations.

The Guide was a useful resource when the region attended the Adelaide Caravan & Camping Show in February 2021 to engage with potential visitors to visit. This presence was well supported by the Limestone Coast councils by providing members from their visitor servicing teams to help on the site. Attendance at the event was higher than previous years with 31,244 people.

The Limestone Coast continued to work with the Adelaide Convention Bureau to attract and secure business events to the region. We participated in a trade event called Connect SAFE which saw a higher level of enquiry due to our regional location and proximity to both Adelaide & Melbourne, along with our open spaces and natural attractions.

[limestonecoastvisitorguide.partica.online/limestone-coast-visitor-guide/limestone-coast-vg-2021/flipbook/FC/](https://limestonecoastvisitorguide.partica.online/limestone-coast-visitor-guide/limestone-coast-vg-2021/flipbook/FC/)



As part of our strategic partnership with the SATC, the Destination Development Manager supported 8 applications in the Regional Events Fund. All 8 events received a level of funding to contribute towards their marketing efforts that could lead to increased visitation and expenditure in the region. This is the highest number of events that have been funded through this program since its inception.

While the international borders are closed, the region remained in contact with offshore agents (Wholesalers & Inbound Tour Operators) in a virtual capacity. This deliberate approach has positioned the region strongly for when the borders re-open. We also participated in virtual and face to face training for domestic travel agents. Events were facilitated by SATC or Tourism Australia (or both) including –

- South Korea Agents – 166 agents
- Australia Marketplace China, United Kingdom, Europe, North America – total of 160 appointments
- Australia Tourism Exchange Live & Online – 211 appointments
- Ocean to Outback – German Speaking Agents – 24 appointments
- SATC Trade Webinars – 82 agents
- Destination Australia – international market briefings.

# DESTINATION DEVELOPMENT PROGRAM

The Limestone Coast continues to be a financial member of the Australian Tourism Export Council (ATEC) which enables the region to be viewed credibly when being represented internationally and domestically in the trade distribution system. The region also holds a position on the South Australian Branch Committee of ATEC, the Destination Development Manager, remains Chairperson which involves contributing to the national voice concerning inbound business and its sustainability.

Through this Association, the Limestone Coast participated in exclusive ATEC trade events that bring together the Inbound Tour Operators (ITO's), arguably the heart of the tourism supply chain and destinations and tourism operators. Events attended included -

- › South Australia B2B Event – 27 appointments
- › Virtual Australia Meeting Place – 26 appointments



The SATC's Tourism Industry Development Fund was embraced by Limestone Coast businesses, with over 60 businesses considering a submission with a known total investment in the pipeline of \$145m. While this created important stimulus for the region it also provided further opportunity for the destination development manager to engage and support industry. As 30<sup>th</sup> June 2021 the region has 8 successful applicants with an injection of \$744,865 into our economy.

The Destination Development Manager assisted with the acquittal for the \$450k Mixed Dozen Project which collaborated with 12 Funding Partners with a range of key outcomes and achievements included, but not limited to:

- › Itinerary planning website developed and launched [www.limestonecoast.org.au](http://www.limestonecoast.org.au)
- › 6 new wine tourism itineraries.
- › 10 Experience Development Mentoring Program participants.
- › A wide range of Marketing collateral produced – print and digital.
- › Industry Toolkit developed and shared with stakeholders – 7 Fact Sheets on Wine Tourism Experience Development.
- › Overall NPS score improvement of 12 points from 63 to 75 over the project.
- › Increase in ATDW Listings by 9.6% for the Limestone Coast Region from October 2018 to April 2020.
- › Increase in Wine Tourism Experiences in the region from below 5 to over 65,

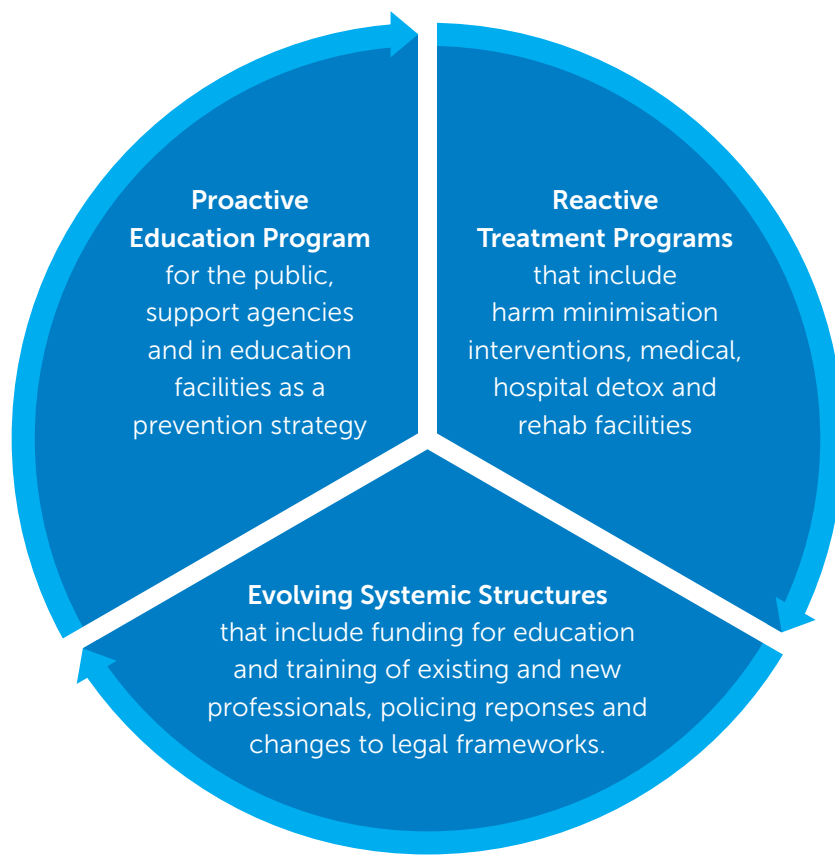
The pandemic and various internal domestic border closures have heightened the Limestone Coasts importance of cross-border collaboration. The LCLGA has broadened its cross-border formality with a Memorandum of Understanding in place with the Glenelg Shire Council in addition to the existing MoU with Wimmera Mallee Tourism. Extensive communication continues with Great Ocean Road Tourism & Southern Grampians Shire to complete the cross-border framework.

# SUBSTANCE MISUSE LIMESTONE COAST

## The work of SMLC is focused on research and evidence.

SMLC's origins are inspired by the work of the Western Region Alcohol and Drug Service and research by the Victorian Parliament's inquiry into the Supply and Use of Methamphetamines, and in their subsequent Ice Action Plan. While the issues and responses are complex, SMLC have focused on our objectives which match key elements of the Victorian Ice Action Plan and National and State Alcohol and Other Drug Strategies.

With 3-years funding from the Federal Department of Health, SMLC is progressing elements of these stages which are included in our objectives.



## Objective: Supporting Limestone Coast schools embed evidence based AOD education into curriculum.

### 1. Climate Schools

Multiple school visits to 13 secondary schools in the Limestone Coast including non-government schools to promote Climate Schools as current best practice for secondary school Alcohol and other drug (AOD) education was undertaken during the onset of the COVID-19 pandemic. Climate Schools is a sustainable, evidence based, on-line learning program, with research showing delayed uptake for alcohol and cannabis making it suitable for all secondary students from years 7-10.

SMLC negotiated with the Matilda Centre for Research in Mental Health and Substance Use, University of Sydney, to reduce the cost of Climate Schools from \$900 to \$250 per annum to make the program accessible and potentially more appealing for smaller Limestone Coast Schools. In recognition of homeschooling during the Covid-19 Pandemic, Climate Schools is free for all secondary schools. This was widely promoted to all schools as the program is also suitable for teachers to manage via distance and at-home learning.

Eight secondary schools are registered to access Climate Schools, and the Mount Gambier Community Library has a current registration to enable Agencies who house, and case manage young people who are not attending schools, access to the program.

**Approximately 426 Limestone Coast students have accessed Climate Schools.**

# SUBSTANCE MISUSE LIMESTONE COAST

Substance use and mental health issues are the leading cause of burden of disease for young people, causing incredible morbidity, behavioural problems, mental illness, loss of income to self and global economy. Mental illness and substance use disorders begin in adolescence & early adulthood 15-24 years and the delays to seek treatment is incredibly long with the median delay to seek treatment being 18 years for alcohol treatment (Gore et.al. 2011).

Climate Schools aims to change and strengthen the school climate around AOD education, and the modules provide curriculum-consistent health education courses proved to reduce harm and improve student well-being.

[www.climateschools.com.au](http://www.climateschools.com.au)



## 2. Planet Youth

### The Australian Planet Youth trial in the Limestone Coast:

Aligned with SMLC's proactive stance on school education, the Alcohol and Drug Foundation (ADF) asked SMLC to coordinate the Planet Youth trial in the Limestone Coast starting with two Councils and four secondary schools. In 2019, the Limestone Coast became one of 5 Australian sites asked to be part of the Planet Youth trial. Planet Youth is an international evidence-based model to reduce risk factors and increase protective factors to reduce the incidence of AOD use in young people.



Data about local AOD use was collected during the Planet Youth school survey and used to promote Climate Schools as best practice for evidence based AOD school education.

SMLC has successfully advocated that every Government secondary school (12), in the Limestone Coast be included in the second round of the Planet Youth school survey and data collection in 2021.



GO TO SLEEP GUIDELINES	
The Planet Youth survey showed that about half of our young people are not getting enough sleep. Sleep is just as important to your child's development and well-being as nutrition and physical activity. It is recommended that teenagers get a minimum of 9-11 hours of undisturbed sleep per night. For example, a year 7 that gets out of bed at 7:00am should be asleep by 9:00pm in order to get their 10 hours of sleep. Visit <a href="http://www.sleephealthfoundation.org.au">www.sleephealthfoundation.org.au</a> . The suggested guidelines for sleep times are:	
YEAR 7	09:00-PM
YEAR 8	09:30-PM
YEAR 9	09:45-PM
YEAR 10	10:00-PM
YEAR 11	10:15-PM
YEAR 12	10:45-PM

Examples of Parent Guidelines inclusions.



## Objective: To Build community awareness of addiction issues / Website / LinkedIn.

### 1. Agency Survey

The pandemic has significantly changed the landscape for access and service provision in the AOD and all other sectors with SMLC recognising the need for region specific evidence to inform future actions.

With input from numerous agencies across the region SMLC designed a survey that was sent to government, non-government and private agencies across the Limestone Coast region gave us targeted insight to gain an informed understanding of where the current issues lie and what the future needs are for our community. SMLC is using the information from the 26 responding agencies to ensure drug and alcohol related issues in the region are accurately represented and is informing SMLC's planning for education, prevention, and harm reduction strategies.



# SUBSTANCE MISUSE LIMESTONE COAST

The Impact of COVID-19 survey final report has been disseminated to all agencies in Limestone Coast Network meetings, LCLGA President Erika Vickery and Executive Officer Tony Wright, and a media release with the key findings was sent to all major media outlets.

## Community education and awareness

Covid-19 limited SMLC's ability for community education forums and we adapted our strategies to educate and inform. SMLC has focussed on the rise of alcohol use at home during the pandemic. With more people working from home and reduced social gatherings, the "Time for Change" campaign focussed on how small increases in alcohol use at home can quickly become a new habit.

## SMLC digital platforms for education and awareness

The importance of online resources was underscored during the pandemic and SMLC created a website to increase community awareness and provide information on alcohol and other drug issues.

The SMLC website [www.smlc.org.au](http://www.smlc.org.au) includes:

- › Services page      Links to Limestone Coast & National services.
- › About Us            Detailed information on Staff and Advisory Board.
- › Program page      Highlights current programs SMLC is coordinating.
- › Campaign page     Highlights community education, past and current.
- › Media page         All media releases since 2019.

SMLC's LinkedIn page is at the following link:

[www.linkedin.com/company/substance-misuse-limestone-coast/](https://www.linkedin.com/company/substance-misuse-limestone-coast/)

## Objective: Establish Community Partnerships

**SMLC is a member of and regularly meets with the following National, State and Local networks:**

- |  |  |
|--|--|
| › Alcohol and Drug Foundation - Community Advisory Council (Chair) | › Aboriginal Community Connect – Advisory Reference Group    |
| › Millicent Social Issues Team                                     | › Planet Youth South Australia                               |
| › Naracoorte Community Services Round Table                        | › South Australia Network of Drug & Alcohol Services         |
| › Limestone Coast Family Violence Action Group                     | › Australian Professional Society on Alcohol and other Drugs |
| › Limestone Coast Community Services Round Table                   | › Mount Gambier Suicide Prevention Network                   |
| › Limestone Coast Drug Action Team                                 |  |

SMLC has positioned itself as an advocacy and point of focus for AOD issues across the region providing a strategic longer term evidence based perspective to action. We have a growing national and international presence and will continue to advocate for the region at regional, state and national forums.

Additionally, the Alcohol & Drug Foundation have highlighted SMLC's Project Officer, Sophie Bouchier in their story for International Women's Day, which they featured on their Website and LinkedIn posts;

[community.adf.org.au/run-activities/stories/celebrate-women-ldat/](https://community.adf.org.au/run-activities/stories/celebrate-women-ldat/)

# SUBSTANCE MISUSE LIMESTONE COAST

**Objective: To establish a Board representing diverse community interests to build and champion the development of substance misuse infrastructure and a community-based collaborative model.**

SMLC has become an Incorporated body with Charitable Status pending. SMLC has seven Advisory Board members, all experienced and professional people with a range of skills encompassing health, law, medicine, social work, financial management and governance. The Board has been instrumental in developing SMLC's Strategic Plan for 2021 and beyond, with an ongoing vision to reduce the incidence of alcohol and other drug use in the Limestone Coast.



# STARCLUB PROGRAM

## StarClub Program

**Local Government recognises the importance of sporting and recreation clubs to regional communities, and is pleased to partner with the Office for Recreation and Sport to deliver the Star Club Program in the Limestone Coast.**

The StarClub Program promotes involvement in recreation and sport by supporting all sporting and recreation clubs in the Limestone Coast in the areas of leadership, financial sustainability, compliance, planning and volunteer management. LCLGA hosts the Starclub Field Officer, who serves as an on-ground resource and a conduit between clubs, councils, associations and the Office of Recreation and Sport.

### **The long term goals of this program are:**

- › To ensure clubs in the region are compliant with State and Federal Legislation,
- › Clubs are financially stable through prudent self-management and have access to appropriate funding
- › Maintain and build on membership, players and volunteers within the club.

### **The STARCLUB Field Officer provides support to clubs and associations in a number of areas:**

#### **Funding and Financial Stability**

Awareness of grant availability and application support, increased eligibility through Starclub membership, and education and training regarding financial stability.

#### **Volunteer Management**

Sourcing and retaining volunteer support, running nationally-accredited training and education locally, information on education and training courses, providing templates for job descriptions for volunteers, Volunteer Management Policy assistance, ideas to involve, recognise and reward volunteers, and providing information on Succession Plans and complaints / conflict procedure.

#### **Compliance**

Occupational Work, Health and Safety for club staff and volunteers, Child Protection, constitutions - update, review or start from scratch, incorporation, affiliation with State or national bodies, compliance with the Discrimination Act, risk management and information on licensing requirements for clubs selling alcohol.

#### **Planning**

Long term maintenance of facilities, Strategic Planning, job descriptions, Codes of Conduct, Good Sports Program and Play by the Rules program.

The Starclub Field Officer is guided by the Regional Sport and Recreation Advisory Group, established with membership from all Constituent Councils. This Group provides direction and feedback for the Starclub Field Officer as well as determining issues for clubs and associations that can be dealt with on a regional level.

# LIMESTONE COAST REGIONAL SPORTING ACADEMY

## Limestone Coast Regional Sporting Academy



**In partnership with the Office for Recreation, Sport and Racing and the LCLGA, the Limestone Coast Regional Sporting Academy (LCRSA) inducted its first Inductees in October 2017 and commenced working with these Athletes in November, as part of a Pilot Program.**

In June 2020 the LCLGA were successful in meeting certain requirements from the ORSR and obtained another \$70,000 to run the program for another 12 months. Once again the LCLGA partnered with the ORSR and the fourth year of the LCRSA was launched in October 2020. We were pleased to welcome back Hockey SA, Tennis SA, SASI Cycling and Athletics SA as official partners of the Academy, and were able to offer skill-based sessions for athletes in these sports and coaching development for local coaches as well. We were also excited to welcome two new sports to the program, Swimming and Basketball thanks to new partnerships formed with Swimming SA and the Mount Gambier Pioneers. We also continued to offer a Lonestar program for athletes from any sporting background.

**We inducted 91 athletes into the Academy for the 2020/21 iteration. This was a rise of 19 from 2019/20**

These athletes are provided with a 12-month Gym membership, a 12-month Elite Athlete Strength and Conditioning Program (2 sessions a week at the gym and an at home program), Coaching, Educational Sessions (Sports Psychology, Media Training, Coping with Pressure, Sporting Routines and Sports Nutrition), and High level testing at the University of SA's High Performance Centre in Adelaide. We are also able to live stream our Education sessions to athletes across the region who are unable to attend due to travel.

The program has given the athletes the chance to understand the training and preparation requirements to become an elite athlete, as well as improve their performances at school as well as on the field or track.

We also continued our partnership with Uni SA, who provide us with the venue for our Education sessions and Testing. The LCRSA is extremely pleased to also be supported by the M & G Hotel Group, who have provided us with 30 nights of free accommodation for athletes and families, as well as a reduced rate for athletes and families on an ongoing basis. We also welcomed the Commodore on the Park as a partner this year. The Commodore on the Park provide our visiting coaches and Educators with accommodation when they visit the region.





#### The LCRSA has four main objectives:

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

Outside of these four main sporting objectives, our key goal is to help young people become leaders in our communities.

The LCRSA athletes have done the Academy and our region extremely proud, competing at State and National levels in the past year. We have had two past Academy Alumni play for Glenelg in the SANFLW League Premiership side. One of these athletes was successful in being drafted by the Adelaide Crows and will begin training with them for the 2022 season soon.

We had an athlete win the 200m race at the Stawell Gift. Also one of our cyclists finished 3<sup>rd</sup> at the State titles after taking up the sport only 12 months ago. Our swimming athletes swam 88 personal best times in one event, (State Shortcourse Championships), with only 8 swimmers in the program this is a remarkable effort and comes about thanks to the international standard of coaching we have been able to bring into the program.

There are plenty more success stories that can be seen on our Facebook page. All of our athletes have been great ambassadors for the program. We look forward to continue supporting our current and future LCRSA athletes in the coming years.



# LIMESTONE COAST LEADERSHIP PROGRAM

## Limestone Coast Regional Sporting Academy

In its third year, the community capacity building program aims to develop people for Boards, Council, Community Leadership, Project Development and Governance, Industry and Business Associations and Sport, Recreation and Service Clubs. To stimulate and foster a diverse range of leaders in our region to support regional opportunities and address our challenges.



The program is delivered by the Leaders Institute of SA and includes the following topics:

- > Adaptive Leadership
- > Leadership Frameworks and Tools
- > Leading Change
- > Governance and Finance
- > Presentations and Public Speaking
- > Developing Teams and Motivating Others
- > Reactive v Creative Leadership



## 2021 Participants

Through the program participants are placed into working groups to undertake Community Action Projects, these projects address real regional issues.

Participants benefit through the journey, learning deeply about collaborative working and gaining valuable hands-on experience in complex fields and issues, while exploring the social and economic dynamics and issues across our region.

The projects being undertaken in 2021:

- > Future land use in the Limestone Coast
- > Adopt a Grandparent or Grand Friend
- > Can community leadership support Plant Youth trail?
- > Leadership Programs - how do you measure success for our communities?

# LIMESTONE COAST LEADERSHIP PROGRAM



Nick McBride, Member for MacKillop, Mayor Erika Vickery OAM together with LCLP partners Landscape Board Limestone Coasts, Kerry DeGaris and EML, General Manager Jessica Lyon took the opportunity to present to the 2021 group on Induction Day.

With the program delivered in each council area. Mayors were invited to present to the participants to share their unique or similar council areas issues, opportunities, and challenges together with their own leadership journey if desired.



# LIMESTONE COAST LEADERSHIP PROGRAM

## Limestone Coast Leadership Program 2021 Partners



Limestone Coast Council areas provide in-kind venue and catering support to the program.

### Participants for 2021

- > 15 (10 Female and 5 Male)
- > Representatives from migrant, disability, and from five of the seven Limestone Coast council areas

Participants are expected to: attend induction session, overnight workshops, monthly full day sessions and graduation event, in addition to out of session community action project work, substantial pre reading and research and written reflections.

Participants present an overview of their CAP reports at the Graduation Event. CAP reports are made available on the Limestone Coast Leadership program page of [www.lclga.sa.gov.au](http://www.lclga.sa.gov.au)

Alumni of the Limestone Coast Leadership Program are actively involved within the Limestone Coast region including but not limited to:

- > Gaining positions and/or joining boards and committees
- > Leading campaigns for additional services and/or advocating for change
- > Grant application to deliver community 'governance training'
- > Advocating in disability awareness and for disability services
- > Gaining employment in Limestone Coast councils

# ACKNOWLEDGEMENTS

**LCLGA acknowledges the Constituent Council Mayors, Elected Members, Chief Executive Officers, Council staff and LCLGA staff for their support of the regional role of the Association.**

During 2020-2021, the LCLGA Board engaged a small team to implement a diverse and comprehensive regional work plan: Tony Wright (Executive Officer), Michaela Bell (Program & Policy Coordinator), Tony Elletson (LCLGA Star Club Field Officer & Limestone Coast Regional Sporting Academy), Biddie Shearing (Destination Development Manager Manager), Ali Auld (Leadership Program), Sophie Bouchier (Substance Misuse Program). The Team farewelled Mae Steele (Executive Support Officer) and welcomed Paul Manfrin (Corporate Services Officer).

The Local Government Association SA has continued to provide strong support to LCLGA and its members throughout the year. LCLGA acknowledges the contributions of SAROC members, Chief Executive Officer Matt Pinnegar and the many LGA SAstaff that have supported LCLGA throughout the year.

LCLGA continues to enjoy a close working relationship with RDALC Board members and staff.

**Tony Wright**

Executive Officer



# LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

## FINANCIAL REPORTS

30 JUNE 2021

