



Limestone Coast
Local Government
Association

GENERAL MEETING AGENDA

Friday the 10th of December 2021

10:00am – 01.00pm

Host – District Council of Robe

Tarooki Conference Centre, 55 Main Road
Robe, SA 5276

Program

9.45am	Registration and Morning Tea
10.00am	President's Welcome
	Acknowledgement of Country
10.05am	Welcome
	Mayor Alison Nunan, District Council of Robe
	Presenter
	Ian Hamilton, Director Arcuate Architecture
10.15am	Open of the LC LGA General Meeting
12.50pm	Close of the LC LGA General Meeting
1.00pm	Christmas Lunch

AGENDA FOR THE GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON FRIDAY 10th DECEMBER 2021 IN THE DISTRICT COUNCIL OF ROBE, TAROOKI CONFERENCE CENTRE, ROBE FROM 10 am.

1.0 WELCOME, PRESENT AND APOLOGIES

1.1 Present

Mayors

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

1.2 In Attendance

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

1.3 Guests

Arcuate Architecture	Mr Ian Hamilton – Director (Guest Speaker)
LGA	Mr. Michael Arman
Member for Mount Gambier	Mr Troy Bell MP
PIRSA	Ms Peta Crewe
UniSA	Mr Ian McKay

1.2 Apologies

Member for Barker	Mr Tony Pasin MP
Member for MacKillop	Mr Nick McBride MP
RDALC	Mr David Wheaton

Note that the apologies be accepted.

Moved:

Seconded:

2.0 DISCLOSURE OF INTERESTS

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

3.0 MINUTES OF PREVIOUS MEETING

Refer to pages 8-16 [click to go to item](#)

Confirmation of the Minutes of the LCLGA General Meeting held in the Wattle Range Council on the 15th of October 2021.

That the LCLGA Board accept the Minutes of LCLGA General Meeting on the 15th of October 2021 be taken as read and confirmed as a true and correct record of the proceedings at that meeting.

Moved:

Seconded:

4.0 MATTERS ARISING FROM THE MINUTES – ACTION SHEET

Refer to pages 17 [click to go to item](#)

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

Moved:

Seconded:

5.0 CORRESPONDENCE

Refer to pages 18-19 [click to go to item](#)

Many of these correspondence items will have been received directly by member councils.

Should any delegates wish to access any correspondence items listed but not included in this agenda, they can be made available by contacting the LCLGA Executive Officer.

That correspondence is received and noted by the LCLGA Delegates.

Moved:

Seconded:

6.0 FINANCIAL REPORTS

Refer to pages 20-23 [click to go to item](#)

It is recommended that the LCLGA Board;

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

Moved:

Seconded:

7. RECOMMENDATION REPORTS

7.1 Dates and locations for future LCLGA ordinary meetings

Refer to pages 24 [click to go to item](#)

It is recommended that the LCLGA Board;

1. Approve the dates and locations for future LCLGA Ordinary Meetings as presented in this paper.

Moved:

Seconded:

7.2 Business Plan Assumptions and Process

Refer to pages 25-28 [click to go to item](#)

It is recommended that the LCLGA Board

1. Provide feedback on the business planning process, and
2. Approve the business planning assumptions.

Moved:

Seconded:

7.3 Limestone Coast Regional Sports Academy (LCRSA)

Refer to pages 29-31 [click to go to item](#)

It is recommended that the LCLGA Board

1. Receive and note the Report.

Moved:

Seconded:

7.4 Regional Planning Committee

Refer to pages 32-38 [click to go to item](#)

It is recommended that the LCLGA Board

1. Advise the Executive Officer of two nominations to the Local Government Regional Planning Committee from the Limestone Coast Region.

Moved:

Seconded:

7.5 Limestone Coast Road Renewal Working Group

Refer to pages 39-42 [click to go to item](#)

It is recommended that the LCLGA Board

1. Provide feedback to the Executive Officer on the proposed Terms of Reference.

Moved:

Seconded:

7.6 Local Functional Support Group – LGASA Board Response

Refer to pages 43-62 [click to go to item](#)

It is recommended that the LCLGA Board

1. Discuss the LGASA response and future directions.

Moved:

Seconded:

7.7 Advocacy Agenda

Refer to pages 63-73 [click to go to item](#)

It is recommended that the LCLGA Board

1. Discuss and approve the attached Advocacy Agenda.

Moved:

Seconded:

8.0 REPORTS

8.1 LCLGA President's Report

Mayor Erika Vikery OAM – to be tabled

8.2 Local Government Association of SA

Refer to pages 75-111 [click to go to item](#)

8.2.1 Draft Minutes of the LGA Board of Directors Annual General Meeting held on 29th October 2021.

8.2.2 Draft Minutes of the LGA Board of Directors Meeting held on the 29th of September 2021.

8.2.3 Draft Minutes of SAROC Meetings held on 23rd of September 2021.

8.2.4 SAROC Meeting Key Outcomes Summary for Meeting held on the 23rd of September 2021.

8.3 Executive Officer

Tony Wright

Refer to pages 112 [click to go to item](#)

8.4 Destination Development Manager

Biddie Shearing

Refer to pages 113-115 [click to go to item](#)

8.5 Starclub & Regional Sporting Academy

Tony Elletson

Refer to pages 116-118 [click to go to item](#)

8.6 LC Substance Misuse Project Officer

Sophie Bouchier

Refer to pages 119-121 [click to go to item](#)

8.7 LCLGA Program & Policy Co-ordinator

Michaela Bell

Refer to pages 122-123 [click to go to item](#)

Moved:

Seconded:

9. LCLGA SUB-COMMITTEE MINUTES

9.1 LCLGA Waste Management

Minutes the 26th of October 2021

Refer to pages 124-127 [click to go to item](#)

It is recommended that the LCLGA Board:

1. Receives and notes the sub-committee minutes

Moved:

Seconded:

10. OUTSIDE ORGANISATIONS AND COMMITTEES

10.1 RDALC

Report from Mr. David Wheaton CEO

Refer to pages 129-132 [click to go to item](#)

10.2 LC Heritage Advisory Service

Report from Mr Ian Hamilton

Refer to pages 133-135 [click to go to item](#)

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

Moved:

Seconded:

11. OTHER BUSINESS

12. CALENDAR KEY DATES

- 10th of February 2022, LCLGA Strategic Planning Workshop, District Council of Grant
- 11th of February 2022, LCLGA AGM and GM, District Council of Grant.

13. MEETING CLOSED

Anticipated meeting closure at 1pm.

The next LCLGA General Meeting is to be held on the 11th February 2021 at the District Council of Grant.

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

MINUTES FOR THE GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON FRIDAY 15th OCTOBER 2021 IN THE WATTLE RANGE COUNCIL, FUNCTION ROOM, CIVIC AND ARTS CENTRE, MILLICENT FROM 10 am.

1. WELCOME, PRESENT AND APOLOGIES

The President opened the meeting at 10:04 am and welcomed members, guest and the public. Special welcome was made to Member for MacKillop, Mr. Nick McBride MP and representatives from the LGA, Dr. Andrew Johnson and Mr. Stephen Smith.

Mayor Les Noll, welcomed the LCLGA Board and did a short presentation, highlighting some of the developments and achievements in the Wattle Range Council area. A complimentary coffee mug and biscuits were given to all attending the meeting.

Summary of the highlights:

- 153 Capital Projects approved for the next Financial Year.
- Art feature down the main street in Millicent
- Penola entrance landscaping and signage improvement
- Design process for new Millicent Council Administration Building
- Beachport Bowling Club Federal Finding for renovation\improvements
- Beachport Southern Ocean Tourist Park completed camp kitchen – opening soon
- Elected members of Wattle Range Council voted to retain funding for RDALC

1.1 Present

Mayors

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

CEOs and LCLGA

District Council of Grant	Mr Darryl Whicker (CEO)
Wattle Range Council	Mr Ben Gowan (CEO)
Tatiara District Council	Ms Anne Champness (CEO)
City of Mount Gambier	Ms Sarah Philpot (CEO)
Naracoorte-Lucindale Council	Mr Trevor Smart (CEO)
LCLGA	Mr Tony Wright (EO) Ms Biddie Shearing (Destination Development Manager) Mr Paul Manfrin (Corporate Service Officer)

Guests

LGA SA	Dr Andrew Johnson Mr Stephen Smith
Member for MacKillop	Mr Nick McBride MP
PIRSA	Ms Peta Crewe

1.2 Apologies

Member for Barker	Mr Tony Pasin MP
Member for Mount Gambier	Mr Troy Bell MP
Kingston District Council	Mayor Kay Rasheed
District Council of Robe	Mr James Holyman (CEO)
Kingston District Council	Ms Nat Traeger (CEO)
District Council of Grant	Cr Gill Clayfield
RDALC	Mr Dave Wheaton

Note that the apologies be accepted.

Moved: City of Mount Gambier **seconded:** District Council of Robe

CARRIED

2. DISCLOSURE OF INTERESTS

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

NIL

3. MINUTES OF PREVIOUS MEETING

Confirmation of the Minutes of the LCLGA General Meeting held in the City of Mount Gambier on the 6th August 2021.

That the LCLGA Board accept the Minutes of LCLGA General Meeting held at the City of Mount Gambier on 6th August 2021.

Moved: Wattle Range Council **seconded:** City of Mount Gambier

CARRIED

4. MATTERS ARISING FROM THE MINUTES – ACTION SHEET

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

Moved: District Council of Robe **seconded:** Tatiara District Council

CARRIED

5. CORRESPONDENCE

Many of these correspondence items will have been received directly by member councils. Should any delegates wish to access any correspondence items listed, but not included in this Agenda, they can be made available by contacting the LCLGA Executive Officer.

That correspondence be received and noted by the LCLGA Delegates.

Moved: District Council of Robe **seconded:** Wattle Range Council

CARRIED

6. FINANCIAL REPORTS

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

It is recommended that the LCLGA Board receive and note the Report from the Executive Officer, the Draft Balance Sheet as of 30th September 2021 and the Draft Consolidated Profit and Loss Budget for the period 1st July 2020 to 30th September 2021.

Moved: District Council of Robe seconded: City of Mount Gambier

CARRIED

7. RECOMMENDATION REPORTS

7.1 Annual Report

The Executive Officer, provided a verbal update on the current LCLGA Annual Report.

It is recommended that the LCLGA Board endorse and accept the Annual Report.

Moved: Wattle Range Council seconded: District Council of Robe

CARRIED

7.2 LCLGA Audit Financial Statement

The Executive Officer, provided a verbal update on the LCLGA Financial Statement.

It is recommended that the LCLGA Board

1. Receive and note the Report.
2. Endorse the provision of signatures by the President, Executive Officer and Council Chief Executive Officers to the audited accounts and accept the audited accounts and appended to the Association's 2020-2021 Annual Report

Moved: Grant District Council seconded: Kingston District Council

CARRIED

7.3 LCLGA Advocacy Priorities

The Executive Officer presented to the LCLGA Board on future advocacy priorities. The LCLGA Board expanded on the suggestions made by the Executive Officer. The following advocacy priorities were suggested:

- Waste
- Stormwater and water drainage
- Public health and education – improved services
- Migrant funding
- Tourism recovery from COVID-19
- Communications and mobile blackspots
- Green Triangle Freight Action Plan
- Library Funding
- Bridges to be included with roads

It is recommended that the LCLGA Board receive and note the presentation.

Moved: District Council of Grant **seconded:** City of Mount Gambier

CARRIED

7.4 Limestone Coast Leadership Program

The Executive Officer provided a verbal update on the Leadership Program.

It is recommended that the LCLGA Board

1. Receive and note the Report.
2. Note the RDALC Board have approved RDALC to take the lead in securing Grant funding for a future Leadership Program and LCLGA support RDALC and future agencies wishing to deliver the Leadership Program in the future.

Moved: Wattle Range Council **seconded:** City of Mount Gambier

CARRIED

7.5 Joint Planning Board

The Executive Officer provided a verbal update on the Joint Planning Board.

It is recommended that the LCLGA Board

1. Receive and note the presentation.
2. Advise the Commissioner and the Minister that the LCLGA is not forming a Joint Planning Board, that the LCLGA remains committed to playing a significant role in the development of the Regional Plan for the Limestone Coast and that the LCLGA and our members will work with the Department to assist as much as practicable in developing a new Regional Plan for the Limestone Coast.

Moved: District Council of Robe **seconded:** City of Mount Gambier

CARRIED

8. REPORTS

8.1 LC LGA President's Report

Mayor Erika Vikery OAM provided a verbal update.

I attended the SA Drought Resilience Adoption and Innovation Hub regional roadshow workshop. Workshops have been held in Wudinna (medium to low rainfall), Port Augusta (rangelands), Loxton (low rainfall and irrigated), Orroroo (low rainfall), Roseworthy (medium rainfall) and Naracoorte (high rainfall). The workshops were held to identify each region's priorities for building drought resilience for farmers, industries and regional communities. The workshops included representation from primary producers, stakeholders and regional communities, not just those that work in agriculture as drought impacts all living in regional areas. The SA Drought Hub priorities should be delivered over the next three years

The workshop identified and prioritised activities that would assist primary producers and regional communities to better cope with drought. Suggestions included on farm tools and

one important priority was to look after the wellbeing of the community in general.

Congratulations also to the 15 graduates from the 2021 Limestone Coast Leadership Program. Participant came from across the Limestone Coast region and the event was celebrated at the Naracoorte Town Hall. Nick McBride MP was guest speaker and graduates from the 2019 and 2020 program were also in attendance. I had the privilege of being their final guest speaker at the final session the next day at Struan House.

On behalf of LCLGA I presented to the SA Executive Program which was held at Commodore on the Park Mt Gambier. Other presenters were Grant King (LC Local Health Network), David Wheaton (RDALC) and Liz Perkins (Landscape SA).

A message from the facilitator "On behalf of the SA Leadership Academy, I wanted to pass on my thanks to you for presenting to our Executive Excellence Program last week. The session was an excellent way to set the scene for our short trip to the region and provided a wealth of relevant and thought-provoking information. We returned home last Wednesday night after a busy three days, and a much clearer view of the region's industries, opportunities and challenges."

A Regional Business Information Roadshow was held in Naracoorte and was well received with 34 attending to hear about local business services in the region. I facilitated the event which included a Q&A session and an opportunity for business owners to network. Feedback from the event has been positive.

News from SAROC September meeting:-SAROC approved the City of Mount Gambier's motion requesting that the LGA write to all relevant state and federal ministers to advocate for increased funding to expand the stock of social and community housing in regional South Australia

The Committee endorsed a proposal from the Limestone Coast LGA (LCLGA) for SAROC to include 'Vocational Training and TAFE Capability in Regional Centers' as an advocacy issue in the draft 2022-23 SAROC Annual Business Plan for future consultation with member councils and Regional LGAs. The committee thanked the LCLGA for the proposal and recognised that vocational training plays an important role in building economic capacity and genuine career paths, particularly for young people, in regional parts of South Australia.

I attended an Afghan community consultation where over a hundred men and women from Naracoorte and Bordertown gathered to hear re-unification developments by Tania Gerlach, Regional Director DHA and Hussain Razaiat, member of SAMEAC and of the Settlement Advisory Committee on the Afghan crisis. AMRC hosted the consultation and thanked the Tatiara Council for the venue."

I had the privilege of attending the State Dinner to acknowledge and honour the service of His Excellency the Honourable Hieu Van Le AC and Mrs Lan Le held at the Adelaide Convention Centre

and the swearing in ceremony at Government House of Ms Frances Adamson as the 36th Governor of SA.

Meetings and activities attended since the June LCLGA meeting

Monday 16th August

RDA LC Board meeting, Mt Gambier. Agenda included 2021/22 budget discussion

Tuesday 17th August

Meeting with LC Leadership participants

Wednesday 18th August	SA Local Government Grants Commission meeting (Teams)
Thursday 19th August	SA Local Government Boundary Commission meeting (Teams)
Friday 20th August	LGA CEO Recruitment Committee –candidates’ interviews
Tuesday 24th August	Met with Hon Kyam Maher MLC - Leader of the Opposition in the Legislative Council, Shadow Attorney-General, Shadow Minister for Industrial Relations & Public Sector, and Shadow Minister for Aboriginal Affairs.
Wednesday 25th August	Lunch with UniSA Deputy Vice-Chancellor Research and Enterprise, Professor Marnie Hughes-Warrington
Thursday 26th August	AMRC Board meeting (Adelaide)
Friday 27th August	Country Arts SA Board meeting @ Port Augusta
	Farewell event for retiring Governor by the Chinese community
	LGA Research and Development Advisory Committee meeting
	LGA CEO Recruitment Committee –candidates’ interviews
	Special LGA Board meeting – presentations by LGASA CEO candidates
Friday 3rd September	State Dinner to acknowledge and honour the service of His Excellency the Honourable Hieu Van Le AC and Mrs Lan Le held at the Adelaide Convention Centre
Sunday 12th September	Breakfast meeting with Hon Tony Piccolo
Tuesday 14th September	SA LG Grant Commission visits to Wakefield, Barunga West and Copper Coast Councils
Wednesday 15th September	SALG Grants Commission meeting
Thursday 16th September	SALC Boundaries Commission meeting
Friday 17th September	Limestone Coast Leadership Program Graduation Ceremony in Naracoorte Town Hall
	Limestone Coast Leadership Program Final session – guest speaker
	SA Drought Resilience Adoption and Innovation Hub workshop
Monday 20th September	SA Executive Program – Commodore on the Park Mt Gambier
Tuesday 21st September	LC Economic Development Group meeting re future direction
Wednesday 22nd September	Lunch with RDA Roadshow presenters
Thursday 23rd September	Regional Business Information Roadshow at Gather on Gordon
Friday 24th September	SAROC meeting
Sunday 26th September	LGA Board of Directors meeting
Wednesday 29th September	LC Tourism project information session via zoom – data collection and interpretation too
	Meeting at Bordertown for Afghan community members from Naracoorte and Bordertown with Regional Director of Department Home Affairs
	LGA R&D Advisory Committee special meeting re Regional Capacity Building Allocations

Thursday 7th October

Swearing in of Ms Frances Adamson as Governor of SA

Monday 11th October

Grants Commission Conference via Teams

Tuesday 12th October

RDALC AGM and General meeting

Thursday 14th October

Regional Refugee Settlement Forum

Meeting with Professor Mehdi Doroudi, regional representative on the State Transition Committee

8.2 Local Government Association of SA

Mr. Stephen Smith and Dr. Andrew Johnson provided an update from the LGA SA.

Key points:

- Concerns from LGAs with plan model for Joint Planning Board.
- Staff wellbeing concerns in relation to JPB.
- LGA AGM on the 29th of October 2021.
- Survey to be completed by members. Information important with constructing strategies for coming 12 months.
- LGA CEO commenced on Monday 11th October 2021.

8.3 Executive Officer

Report from Mr. Tony Wright

8.4 Destination Development Manager

Report from Ms. Biddie Shearing

1. Recent COVID-19 snap lockdown in the 3 LCLGA Councils recently has had a devastating impact on businesses who were showing recovery since Victoria and South Australia shut the border.
2. SATC creating a swift and targeted marketing strategy for Limestone Coast Region.

8.5 Starclub & Regional Sporting Academy

Report from Mr. Tony Elletson

8.6 Leadership Program

Report from Ms. Ali Auld

8.7 LC Substance Misuse Project Officer

Report from Ms. Sophie Bouchier

8.8 LCLGA Program & Policy Co-ordinator

Report from Ms. Michaela Bell

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

Moved: District Council of Grant **seconded:** City of Mount Gambier

CARRIED

9. LCLGA SUB-COMMITTEE MINUTES

9.1 LCLGA Waste Management

14th September 2021 Minutes

9.2 LC Red Meat Cluster

8th September 2021 Minutes

10. OUTSIDE ORGANISATIONS AND COMMITTEES

10.1 RDALC

Report from Mr. David Wheaton CEO

10.2 LC Heritage Advisory Service

Annual Report – Final

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

Moved: District Council of Tatiara **seconded:** Kingston District Council

CARRIED

11. OTHER BUSINESS

11.1 Functional Support Group

Discussions followed from last LCLGA General Meeting on the 6th of August 2021 in City of Mount Gambier.

The following points were highlighted and discussed with Andrew Johnson from LGA:

1. Clearly defines the Functional Support Group's role, responsibilities and activation triggers when providing statewide coordination support to individual control agencies and member Councils.
2. Investigates how the LGA can better assist Councils in emergency recovery activities instead of focussing all of its attention on emergency response, as this is the area of support that is most greatly needed.
3. Provide a detailed report to members on the sources and expenditures incurred by the LGA/LGFSG to ensure transparency and accountability.
4. Share its Functional Support Group plan with member Councils, commits to a

formal review of the plan and consult with members on their needs from the LGFS in emergencies.

11.2 Report from Member for MacKillop Nick McBride MP

Brief report on events in State Parliament in the last few weeks in relation to the new Speaker of the House.

12. CALENDAR KEY DATES

TBC February 2022	SAROC Board of Director's Meeting, LGA House, Adelaide
10 th February 2022	LCLGA Strategic Planning Workshop, District Council of Grant
11 th February 2022	LCLGA AGM and GM, District Council of Grant

13. MEETING CLOSED 1.15 pm

The next LCLGA General Meeting is to be held on Friday 10th December 2021 at District Council of Robe. Acceptances and apologies to admin@lclga.sa.gov.au or Phone 87237310.

Item	4.0 ACTION LIST	Due Date	STATUS
	15th October 2021		
7.4	Support the RDALC in their application for funding for a new Leadership program for the Limestone Coast.		Completed.
7.5	LCLGA to meet with the Commissioner and Minister to advise we are not forming a JPB.		Pending
	13th August 2021		
7.1	Seek more information regarding the proposed reference group for Joint Planning Board.		Included in this agenda
11.2	Write to LGA Board to include a review of the function support group in their Agenda.		Paper included in this agenda
	11th June 2021		
11.1	Invite the Hon. Vickie Chapman or delegate to a future LCLGA meeting.		No response to invitation.
	12th February 2021		
7.8	New standard form for TOR template be issued to LCLGA Committees to be used to update and endorse current TOR's and bring back to the LCLGA board for approval.	Feb 2022	Progressively being reviewed
	14th August 2020		
7.4	Risk and Audit Committee to recruit and appoint an independent member to the Risk and Audit Committee, with a maximum cost of \$3,000 pa and that the terms of reference are amended to allow an independent committee member.		Planning to recruit in the new year.

Key Correspondence to 1 December 2021

In/Out	Date	Subject	Name	Organisation
Out	04/10/2021	COVID Restrictions – 3 LGAs	Biddie Shearing – Destination Tourism	LCLGA
In	05/10/2021	What's On @ LG Professionals SA	LGASA	LGASA
Out	07/10/2021	Active Club Grants	Various	Various
In\Out	08/10/2021	Storytowns Podcast Series - Limestone Coast Regional Marketing Campaign	Various	Various
In	08/10/2021	BMC Limestone Coast - AFAC News October 2021	Various	Various
In	08/10/2021	LCCSRT Bulletin		LCCSRT
Out	08/10/2021	Targeted Marketing Campaign - Post Restrictions	Biddie Shearing – DD Manager	LCLGA
In	11/10/2021	Last chance to register - Powerful Business Writing		LG Professionals SA
In	11/10/2021	The Weekly by RDALC		RDALC
Out	11/10/2021	Channel 9 - Weather Live Cross 27 October from Mt Gambier	Various	Various
Out	11/10/2021	LC Wine Show - Representation	Mayor Lynette Martin	City of Mount Gambier
In	12/10/2021	Fire Danger Season Dates – 2022 Recommendations	Claire Simcock	LCBMC
In	12/10/2021	2021 Economic Development Conference - registrations now open!		LG Professionals SA
Out	14/10/2021	LC Wine Show - Sponsorship Ticket for Mayor Martin and her husband Colin		Limestone Coast Wine
In	15/10/2021	Launching Ignite: A Cert IV in Leadership and Management just for local government		LG Professionals SA
In	15/10/2021	The Weekly by RDALC		RDALC
Our	15/10/2021	Restrictions Response - Marketing Update	Biddie Shearing–Destination Development	LCLGA
Out	15/10/2021	Installation Progress 20C603 – signs for Kingston SE Council	Tessa Armfield	Kingston District Council
Out	15/10/2021	Installation Progress 20C603 – signs for Naracoorte-Lucindale Council	Jayne Miller	Naracoorte-Lucindale Council
Out	15/10/2021	Installation Progress 20C603 – signs for Robe District Council	Milly Murdoch	Robe District Council
Out	20/10/2021	Move to Localis for LCLGA Councils	Miranda Lang	SATC
In	19/10/2021	Media release: New study renews calls for halt on coal mine		Flinders Uni
In	20/10/2021	Stand Like Stone - FW: EDUCATIONAL SCHOLARSHIPS - NOW OPEN	Sally Klose	Stand Like Stone
In	21/10/2021	2021 National Tourism-sector Awards: New Categories	Kym	Awards Absolute
In	22/10/2021	Dates Gazetted for the 2021-2022 Fire Danger Season	Claire Simcock	BMC Limestone Coast
In	22/10/2021	08/10/2021 LCCSRT Bulletin		LCCSRT
In	22/10/2021	Flinders University: Media release: What next for Australia's anti-corruption agencies?		Flinders University
In	22/10/2021	The Weekly by RDALC		RDALC
In	22/10/2021	LGA Latest News - Weekly summary report No 41		LGASA
Out	22/10/2021	Letter of Support – Restart Investment to Sustain and Expand (RISE) Fund	Madeleine Brookes	City of Mount Gambier
In\Out	22/10/2021	Localis	Adam Stanford	South East Tourism Commission
In	27/10/2021	The Australian Road Safety Awards are Now Open		ARSF
In	27/10/2021	Leaders Connect October 2021		LG Professionals SA

In/Out	Date	Subject	Name	Organisation
In	27/10/2021	Active Club Grants - Programs and Equipment NOW OPEN	Sunan Stevens	First in Sports
In	27/10/2021	Little Blue Dinosaur Foundation -2021 Holiday Time Child Pedestrian Safety Campaign	Michelle McLaughlin	Little Blue Dinosaur
In	27/10/2021	Media Release: Run with the Mega-Fauna in Naracoorte this November [SEC=OFFICIAL]	Michael Roelink	Department of Environment and Water
In	28/10/2021	Feedback for Regional Plan	Tania Plunkett	TAFE SA
In	28/10/2021	The Weekly by RDALC		RDALC
In	28/10/2021	2021 Economic Development Conference - speaker announcement		LG Professionals SA
Out	29/10/2021	Limestone Coast Wine Show thank you letter LGA	Biddie Shearing	LCLGA
In	01/11/2021	LGA Latest News - Weekly summary report No 42 - Monday 1 November 2021		Local Government Association of South Australia
In	02/11/2021	2021 Economic Development Conference - Program Released!		LG Professionals SA
Out	08/11/2021	Letter of Support and Comments to RDALC regarding Leadership Program	Rachael Ashman	Regional Development Association Limestone Coast (RDALC)
In	09/11/2021	Media Release: National park visitor attractions take out state tourism awards [SEC=OFFICIAL]		Department for Environment and Water (DEW)
In	11/11/2021	LGFSG scaling back to stand-by mode for COVID-19 Operations		LGFSG
In	12/11/2021	LC Food and Agribusiness Cluster official launch 9/12/2021	Sally Klose	LC Food and Agribusiness Cluster
In	12/11/2021	RDALC – Weekly Newsletter		RDALC
In	15/11/2021	Advances Project Management – Last Chance to register		LG Professionals SA
In	16/11/2021	Expand your influence in 2022 – Leadership Program		LG Professionals SA
In	17/11/2021	Nominations for the 21st Annual Leadership Excellence Awards will open soon!		LG Professionals SA
In	17/11/2021	Grant Application for LC Food and Agribusiness Cluster	Sally Klose	LC Food and Agribusiness Cluster
Out	18/11/2021	Letter of Support for Rachael Gerds	Biddie Shearing – Tourism Development	LCLGA
In	19/11/2021	Tania Plunkett – Leaving TAFE SA	Tania Plunkett	TAFE SA
In	19/11/2021	BMC Nominees confirmed by SBCC 2021-11-12	Claire Simcock	CFS
In	23/11/2021	Regional Planning – Terms of Reference	Sally Smith	Attorney General's Office – Govt of South Australia
In	23/11/2021	Executive Leaders Program – Expand your influence and leadership impact in 2022		LG Professionals SA
In	24/11/2021	Announcement: LG Professionals SA CEO Appointment		LG Professionals SA
In	24/11/2021	Register Today - LGLO Workshop	Rhiannon Grebenshikoff	FSG - LGA
In	25/11/2021	Tourism Summit: Call for Papers & Speakers	Kym	Award Absolute
In	26/11/2021	Executive Leaders Program - Registration deadline extended		LG Professionals SA
In	26/11/2021	The Weekly by RDALC		RDALC
In	26/11/2021	SBCC Communique and BMPU Update	Claire Simcock	BMC Limestone Coast
In	29/11/2021	LGA Latest News - Weekly summary report No 46 - Monday 29 November 2021		LGASA
In	30/11/2021	Nominations for the 21st Annual Leadership Excellence Awards are now open!		LG Professionals SA
In	30/11/2021	Fw: Media release: Flinders University MBA students to explore national security in 2022		Flinders University

6.0 FINANCE REPORT

BACKGROUND

This report is to the end of November 2021.

As expected, there are some timing differences in income from the budget, which will correct during the financial year. As seen in the cashflow chart below, the original plan assumed invoicing for members fees in July. However, this invoicing was delayed due to the August Business Plan approval.

From the Balance Sheet in Attachment One, there is \$1.29m in assets and \$428k in liabilities leaving \$867k in net assets.

We are expecting to receive more grant funds from several sources and a transfer of revenue from project liabilities, which will correct some of the differences observed in the P&L for grant income. For example, there is \$71k in Project Liabilities for the Sports Academy, which is current (will be consumed this financial year), and this could be moved across into revenue on the P&L.

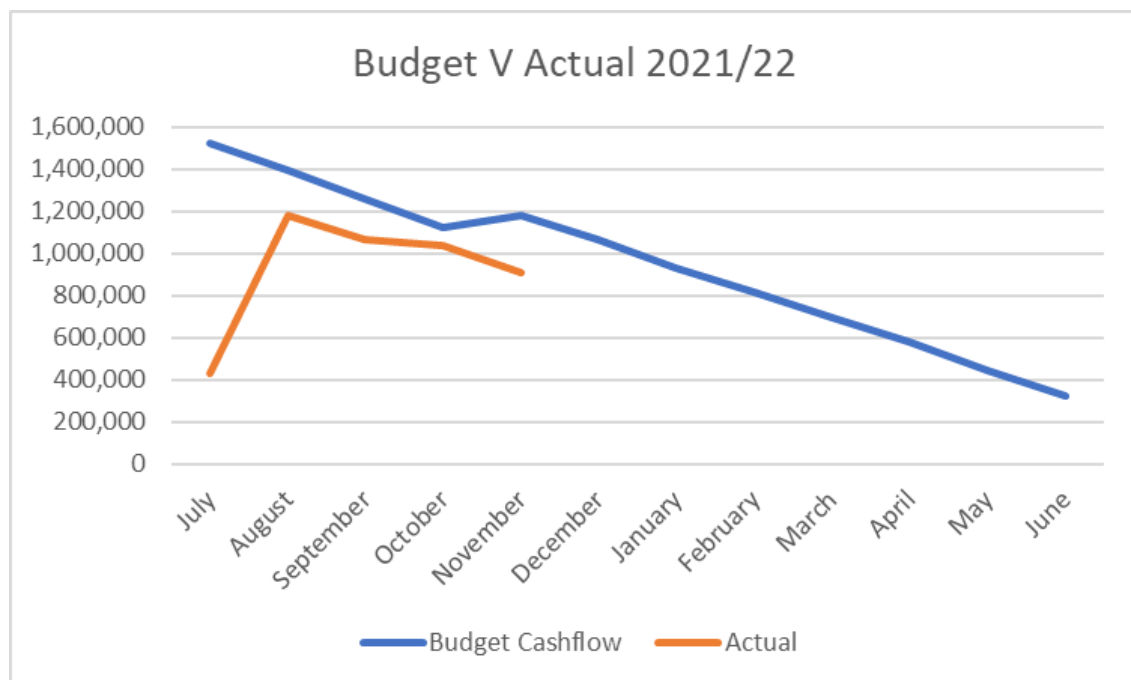
In February, a review of the Heritage Advisors workload will also address Robes concerns and release their funds for the Tourism and Heritage projects. As this has not been invoiced, Trade Debtors is understated by \$24k.

As previously reported, IT and Computing costs are higher than expected but will be offset by grant income to cover setup costs for the Corporate Services Officer.

There has been a slight delay in appointing new staff, and this accounts for some of the differences observed in the wages costs.

We have changed our approach to coding and tracking oncosts with a new bookkeeper. We will review transaction allocations in early January to ensure costs are properly allocated. A few minor adjustments will be required, but no material impact on the net positions reported is expected.

Chart 1 CashFlow Actual v Budget to November 2021



KEY ISSUES

Overall, the P&L is trending as expected; there are a few adjustments required to bring project liability income across into the P&L, which will help correct some of the revenue differences seen in the P&L.

Most of our costs are within budget, and we expect the IT budget to be exceeded by around \$12k, which is offset by a subsidy to assist with technology to support our Corporate Services Officer.

There has also been a slight delay in recruiting new staff.

RECOMMENDATION

It is recommended that the LCLGA Board;

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

Moved,

Seconded,

LIMESTONE COAST LOCAL GOVERNMENT ASSOC

Level 1
 9 Bay Road
 Mount Gambier SA 5290

Profit & Loss

July 2021 To November 2021

	Actual (YTD)	Budgeted (FY)	Difference	%
INCOME				
Members Contributions	\$768,800	\$793,052	\$24,252	-3%
Grants	\$157,927	\$529,050	\$371,123	-70%
Grant (from liabilities)	\$5,060	\$0	\$5,060	
Participant Contributions & Sponsorship	\$2,317	\$82,500	\$80,183	-97%
Sundry Income	\$10,487	\$0	\$10,487	
Interest	\$5	\$10,000	\$9,995	-100%
Total INCOME	\$944,596	\$1,414,602	\$470,006	-33%
EXPENSES				
Advertising & Marketing	\$355	\$1,800	\$1,445	-80%
Audit & Accountants Fees	\$11,543	\$36,000	\$24,457	-68%
Bank Fees	\$432	\$720	\$288	-40%
Computing & IT	\$14,553	\$15,000	\$447	-3%
Consultancy	\$0	\$6,000	\$6,000	-100%
Occupancy	\$10,412	\$30,000	\$19,588	-65%
Governance	\$0	\$18,000	\$18,000	-100%
Insurances	\$10,225	\$12,000	\$1,775	-15%
Printing/Stationary/Meetings	\$5,634	\$9,600	\$3,966	-41%
Miscellaneous Expenses	\$1,136	\$6,000	\$4,864	-81%
Postage	\$21	\$480	\$459	-96%
Projects	\$146,633	\$454,127	\$307,494	-68%
Seminars	\$0	\$6,000	\$6,000	-100%
Subscriptions	\$1,734	\$1,800	\$7,934	441%
Telephones	\$3,043	\$8,040	\$66	-62%
Training	\$390	\$10,988	\$10,598	-96%
Travel/Accommodation/Meals	\$2,657	\$6,000	\$3,343	-56%
Vehicles	\$17,026	\$67,856	\$50,830	-75%
Programs & Policy	\$62,854	\$115,000	\$52,146	-45%
Wages	\$260,711	\$733,752	\$473,041	-64%
Total EXPENSES	\$549,368	\$1,539,163	\$989,796	-64%
Net Profit/(Loss)	\$395,229	-\$124,561	\$519,790	-417%

Balance Sheet

As of November 2021

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

Assets		
Cheque Account		\$182,958.40
Business Access Saver		\$158,414.88
Term Deposit 1 - 4960		\$83,467.23
Term Deposit 2 - 0560		\$725,965.55
Term Deposit 3 - 8860		\$143,580.51
Electronic Clearing Account		-\$12,776.60
Trade Debtors		\$12,894.40
Accrued Interest		\$57.89
Total Assets		\$1,294,562.26
Liabilities		
Trade Creditors		\$2,045.00
Accrued Expenses		-\$3,304.65
CREDIT CARDS		
Destination Development Manager - 3117	\$239.59	
Leadership - 3157	-\$238.10	
Executive Assistant - 5354	\$56.89	
Executive Officer - 4945	-\$850.62	
Total CREDIT CARDS		-\$792.24
GST LIABILITIES		
GST Collected	\$8,805.73	
GST Paid	-\$5,450.87	
Total GST LIABILITIES		\$3,354.86
PAYROLL LIABILITIES		
PAYG Payable	\$14,964.06	
Leave Provisions	\$37,074.43	
Long Service Leave	\$36,973.00	
Salary Sacrifice	\$1,928.55	
Total PAYROLL LIABILITIES		\$90,940.04
PROJECT LIABILITIES		
LC Regional Sport Academy	\$71,000.00	
Substance Misuse LC	\$200,736.54	
SA Coastal Councils Alliance	\$63,670.09	
Total PROJECT LIABILITIES		\$335,406.63
Total Liabilities		\$427,649.64
Net Assets		\$866,912.62
Equity		
Retained Earnings	\$471,683.83	
Current Year Earnings	\$395,228.79	
Total Equity		\$866,912.62

7.1 DATES AND LOCATIONS FOR FUTURE LCLGA ORDINARY MEETINGS

BACKGROUND

According to the LCLGA Charter,

'Ordinary Meetings of the Board must take place at such times and places as may be fixed by the Board or the Executive Officer of LCLGA from time to time, and in any event not less than two (2) times per financial year.'

Therefore, future dates and locations for LCLGA Ordinary Meetings for 2022 need to be approved by the LCLGA Board.

LCLGA Ordinary Meetings are generally held on the second Friday of every second month after the Annual General Meeting held in February.

The following date and locations are proposed to the 10th February 2023.

Date	Meeting	Location
10 th February 2022	LCLGA Strategic Plan Meeting & Dinner	District Council of Grant
11 th February 2022	LCLGA AGM & GM	District Council of Grant
8 th April 2022	LCLGA GM	Tatiara District Council
* 17 th June 2022	LCLGA GM	Naracoorte-Lucindale Council
12 th August 2022	LCLGA GM	Kingston District Council
14 th October 2022	LCLGA GM	City of Mount Gambier
9 th December 2022	LCLGA GM & Christmas Lunch	Wattle Range Council
9 th February 2023	LCLGA Strategic Plan Meeting & Dinner	District Council of Robe
10 th February 2023	LCLGA AGM & GM	District Council of Robe

Noting it is recommended the LCLGA Ordinary Meeting for June 2022 be moved from 10th June to 17th June because the 13th June is Queen's Birthday Long Weekend.

KEY ISSUES

Currently, dates for LCLGA Ordinary Meetings are set to the end of February 2022. The next instalments of LCLGA Ordinary Meeting dates and locations need to be approved by the LCLGA Board.

RECOMMENDATION

It is recommended that the LCLGA Board;

1. Approve the dates and locations for future LCLGA Ordinary Meetings as presented in this paper.

Moved,

Seconded,

7.2 Business Plan Assumptions and Process

BACKGROUND

The Business Plan is the annual operationalisation of the five-year Strategic Plan. It is also a process where we check the validity of the Strategic Plan to ensure it is still relevant in the current environment.

The timing of the Business Plan development is critical to Councils as they need to include any impacts from the LCLGA's plans into their budget and approval process.

The timing of the development and approval of the Plan in 2021 was not ideal in terms of synchronising with Council budgets and can be improved.

The proposed approach to develop the 2022/23 Business Plan is outlined in the attachments to this report.

The first phase is feedback on proposed assumptions for the development of the Business Plan.

KEY ISSUES

The LCLGA Business Planning process needs to synchronise with our members planning processes to ensure there is sufficient time to:

- develop to the Plan,
- present as required to member Councils and
- for any resource implications to be included in Councils budget and planning processes.

RECOMMENDATION

It is recommended that the LCLGA Board;

1. Provide feedback on the Business Planning process, and
2. Approve the Business Planning Assumptions.

Moved,

Seconded,

ATTACHMENT ONE – Business Plan Assumptions

BACKGROUND

The LCLGA approved a new strategic plan in 2019.

The 2021/22 Business Plan included a financial viability pathway to secure the viability of the LCLGA while balancing its capacity to take on priority new projects without seeking immediately additional contributions from our members.

The intent is to sustain a \$200k project reserve above LCLGA's minimum cash holdings, and when used to restore it.

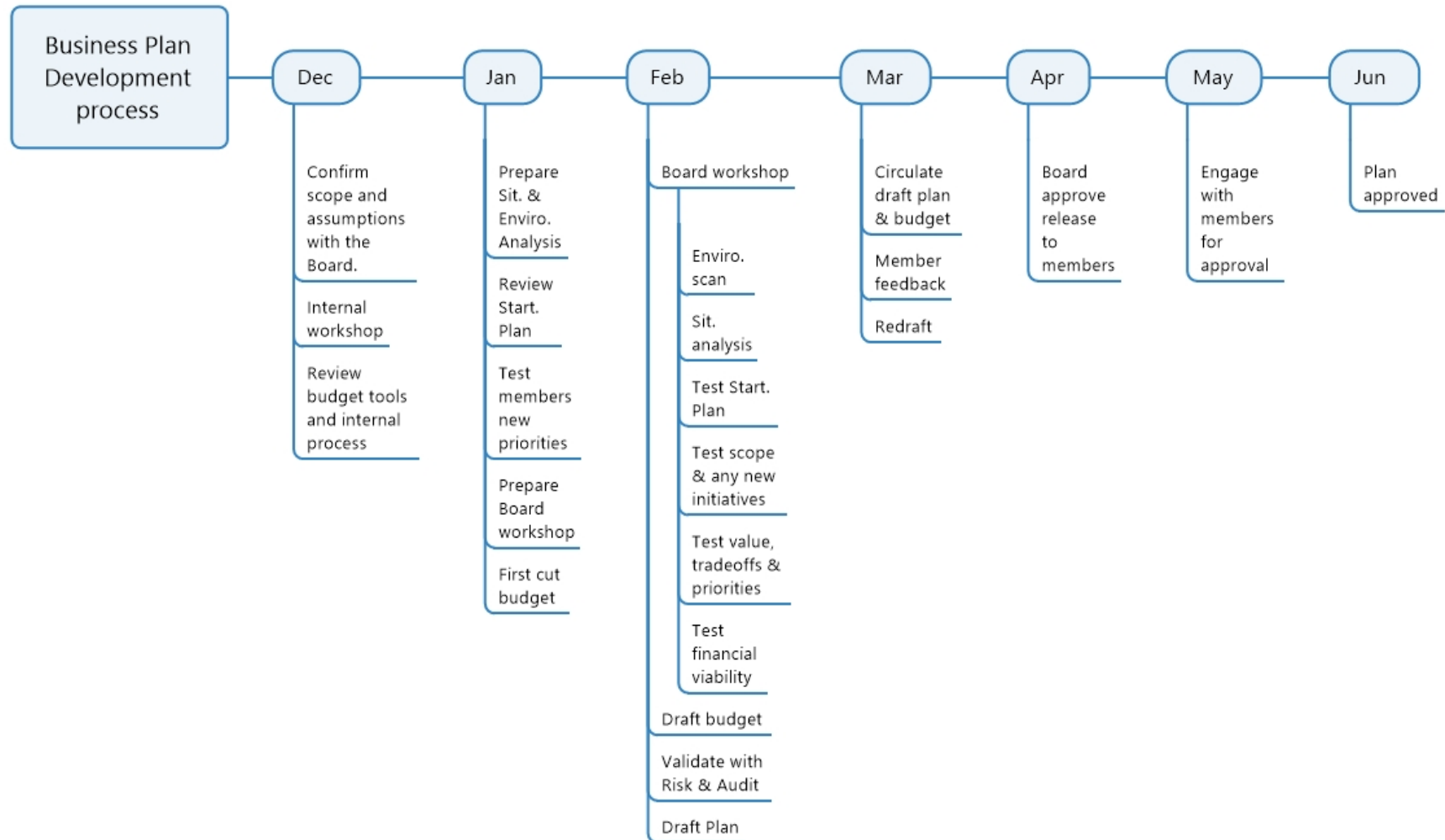
Minimum cash holdings are the amount of cash we need to have at the end of each financial year to cover our costs in winding up the Association without our members incurring further financial liabilities.

The Board can decide to reduce our cash holdings below this "minimum cash" threshold. However, in doing so, they are committing each member Council to additional costs should the Association be wound up.

In preparing the Business Plan, we propose the following assumptions:

- The current Strategic Plan and our why of collectively building stronger communities is still valid (this will be tested further in February).
- The financial viability pathway in the current Business Plan applies.
- Covid-19 will continue to be a disrupter, and therefore, our plans need to be flexible.
- RDALC, SACCA and Heritage costs are pass-through.
- SMLC ceases its current grant arrangements by November 2022.
- Sports Academy transitions to a sustainable organisational model by the end of 2023.
- Administration and projects are funded separately.
- Overheads are recovered from projects via an oncost recovery model.
- We continue to administer the SACCA.
- Cost are escalated by CPI where actuals are not known.
- Salaries increase by the average of our members EBA agreements.

ATTACHMENT TWO – Business Planning Process



Business Planning Process

The Business Plan is the operationalisation of the Strategic Plan; notwithstanding the Strategic Plan, there will be variations each year due to shifts in the external environment and our internal capability and capacity.

As long as these variations are consistent with the Strategic Plan, the Plan remains valid. However, if there is a significant variation from the Strategic Plan directions, a new plan should be developed.

The business planning process aims to provide an early signal to our members on the likely impact on our resources and members fees from any Board decisions on the scope and outcomes sought from the Plan.

The process commences in December and is completed in June. The timeline is driven by a need to ensure our members have enough time to engage and feedback in the planning process; and the requirements of our Charter.

The intent of each month is as follows:

- December, gain feedback from the Board and members on the scope and initial assumptions, engage with LCLGA staff for feedback on their projects and preparation for the Board workshop in February.
- January, prepare for the February workshop. Engagement with stakeholders and members on requirements and aspirations for the next financial year.
- February, workshop with the Board during to test the Strategic Plan, identify new requirements and seek feedback from the Board on their priorities, trade-offs and risk appetite. A draft plan is developed for member feedback and the draft budget reviewed by the Risk and Audit Committee.
- March, seek member feedback on the draft plan and prepare a final plan for Board approval in April.
- April, the Board approves the Plan for release to members for their endorsement.
- May, engagement with individual Councils, as required, on the proposed Plan to assist with their approval process.
- June, the Business Plan is adopted by the Board following members approvals.

7.3 LIMESTONE COAST REGIONAL SPORTS ACADEMY (LCRSA)

BACKGROUND

The LCRSA is an incubator project, which means we provide the Academy with support to allow it to develop and, at some point in time, test to see if the Academy should or could exist outside of the LCLGA. It is essentially an experiment to test the value and viability of an idea.

Starting off as a pilot program with just 12 participants, the Academy has grown to 74 athletes across 17 different sports, and it has also resulted in a significant increase in state and national representation from our region.

Part of the rationale behind the program is to provide athletes in the Limestone Coast with an opportunity to compete with metro athletes on a level playing ground during their developmental years.

The program seeks to:

1. **Develop Community Leaders.** Provide our communities with future leaders and role models. By undertaking this program, we are giving athletes the best possible chance to succeed in their chosen sport and provide traits, habits, and skills that make them good people with the values and respect that our communities need. We believe our athletes will be more employable and likely to give back to the community after being part of this program.
2. **Provide Real Pathways.** Identify regional sporting talent and provide pathways and development opportunities. Every sport is different, but all have a set of national and or state development pathways. The LCRSA offers a vital link and support for athletes and coaches to these pathways.
3. **Support Local Coach and Athlete Development.** Educate and develop youth and coaches in the region. With our education programs, we want to close the gap for regional athletes on understanding what is required to make it at elite sport, without having to miss school and family time by travelling to Adelaide to access these programs.

We continue to develop local coaches and provide them with Personal Development and State/National Coaching opportunities so that all sports and athletes can benefit from the LCRSA.

While a valued part of the LCLGA, in previous Board workshops, it has not ranked as highly as other LCLGA work such as Roads, Waste or StarClub. This ranking is not surprising as these activities are more strongly aligned with the core of Local Government functions. However, this is not a reflection of the program's success or the value it has delivered.

Previously we have been able to gain economies of scale from grouping StarClub and the LCRSA. However, this may not be possible in the future due to changes in the OSRR funding model. This change in funding will be explored further and expanded upon at the LCLGA Board workshop in February.

The Academy relies heavily on one person, who has done an outstanding job developing the Academy and, in particular, being flexible to sustain the programs during Covid-19.

In 2021/22, we constrained the growth of the program (for the first time) to ensure the focus remained elite and deliverable within our available resources. This decision has been well received by our partner organisations.

The LCRSA relies on State and Local Government Funding to cover most of its costs and overheads. In other jurisdictions (NSW and Vic), the Regional Sports Academies are separate organisations and have developed a supporting ecosystem with government and private sector support. They also exist in much larger populations.

The LCRSA is seen as a possible model by the OSRR for the rest of regional SA to emulate. However, for the Academy to continue to thrive and grow, it may need to change its organisational and governance model as it seems to have hit the current model's limitations (resource constraints).

Regardless of the optimal model, local governments ongoing involvement is considered critical to the future success of the LCRSA.

Normally, structure follows the development of strategy, and there is no clear strategy in place for the long-term future of the LCRSA beyond the recent rapid growth and recent programs.

In January, it is proposed that the Executive Officer engage directly with key stakeholders, including the LCRSA advisory board, on the future directions for the Academy and StarClub. This information can be shared at the Board workshop in February as we consider the LCLGA Business Plan and priorities.

Whilst we have no particular drive for the LCRSA to move into a different structure, the change of funding models with the StarClub program and current resource limitations on growth indicates the current delivery model (and strategy) needs review.

KEY ISSUES

The LCRSA is an incubator project where we explore a project's potential. At some point in time, the LCLGA needs to decide to either include the project as part of its ongoing operations, facilitate a move to another auspicing organisation, set the project up as a separate entity or cease undertaking the work.

The LCRSA has grown quickly and has been very successful, mainly due to the effort, passion and commitment of Tony Elletson.

There is a strong belief that the LCRSA will perform best if it becomes a separate legal entity and follows the successful NSW sports academy model.

The conversation around the future directions of the LCRSA needs to be expanded, as well as the development of a strategy with an options analysis of the various approaches.

Once the conversations about the future of the LC Sports Academy commence, this may create some concern regarding the LCLGA's commitment to the Academy. Our commitment has not changed; we are purely interested in how the Academy can deliver the greatest sustainable value to our Limestone Coast Community.

The Executive Office will start engaging with key stakeholders to explore the question of the long-term objectives of the LCRSA, and test the benefits and weaknesses of the various models to achieve these objectives.

The results of this environmental scanning will be presented to the Board in February at the Business Planning workshop.

RECOMMENDATION

It is recommended that the LCLGA Board;

1. Receive and note the report.

Moved,

Seconded,

7.4 REGIONAL PLANNING COMMITTEE

BACKGROUND

There have been numerous reports provided previously to the LCLGA Board on Joint Planning Boards and the development of a Regional Plan. This report is not seeking to duplicate those previous reports.

At the August LCLGA Board meeting, there was a request from the LGASA to provide two nominations from the LCLGA to participate in a state committee to assist the Department of Planning and Land Use Services in the development of Regional Plans.

However, there were no terms of reference for this committee, and it was very unclear as to its role and what skill sets were being sought.

We had three nominations for these two positions, but due to the lack of clarity on purpose and required skill sets, we did not proceed to select our two representatives.

The LCLGA reached back into the LGASA and Attorney-Generals Department, seeking a TOR and better information on the purpose and work of this committee.

On the 22nd of November 2021, Sally Smith wrote to the LCLGA seeking two representatives from our region to participate in a Local Government Regional Planning Committee to assist the State Planning Commission in preparing for the development of Regional Plans. They also provided a TOR for this committee.

Two representatives are being sought from each planning region.

Both the letter and TOR are attached.

The participants sought are Senior Officers who can assist with communication between the regional LGA's, their Councils, communities and state government.

Under the TOR, the most notable conditions are:

1. The final approval for appointments to the committee is by the Chair, who is the Director of Growth Management.
2. A proxy can be used where the proxy has similar skills and knowledge.
3. Conflicts of interest must be declared at each meeting.
4. Confidential information received as a Committee Member must be held in confidence, and all enquiries from all external parties (including media) must be referred to the Committee Executive Officer.
5. The appointment is for 12 months.
6. Meetings are not open to the general public.

KEY ISSUES

We have been invited to nominate two representatives for membership to the Local Government Regional Planning Committee by the 15th of December 2021.

These representatives should be Senior Officers who can communicate and work effectively across all Limestone Coast Councils, LGASA, the Department and engage with the community.

Please see attachments one and two for copies of correspondence and the TOR.

RECOMMENDATION

It is recommended that the LCLGA Board;

1. Advise the Executive Officer of two nominations to the Local Government Regional Planning Committee from the Limestone Coast Region.

Moved,

Seconded,



22 November 2021

Mr Tony Wright
Executive Officer
Limestone Coast Local Government Association

By email: ceo@lclga.sa.gov.au

**Planning & Land Use
Services**

Level 5
50 Flinders Street
Adelaide SA 5000

GPO Box 1815
Adelaide SA 5001
DX 171

Tel 08 7109 7500

Dear Mr Wright

I write to you in relation to the preparation of Regional Plans for regional South Australia under the *Planning, Development and Infrastructure Act, 2016*.

The Planning and Land Use Services Department of the Attorney General's Department (AGD-PLUS) is establishing a Local Government Regional Planning Committee (LGRPC) to support the State Planning Commission's (the Commission) preparation of Regional Plans.

It is proposed the LGRPC is a senior officer level committee with responsibility for supporting delivery of Regional Plans by providing two-way communication between regional Local Government Associations, their Councils and communities and the State Government.

I have enclosed proposed Terms of Reference which outline the specific objectives of the Committee.

I now seek nominations of up to two representatives from your member Councils for the LGRPC for the next 12 months. Please provide confirmation of your nominees and their contact details to Brittany.Anderson@sa.gov.au by Friday 17 December 2021.

Should you require further information please contact David Lake, Principal Planner on 0423 293 761 or via email: david.lake@sa.gov.au

I look forward to working with you to deliver a new generation of Regional Plans for regional South Australia, including for the Limestone Coast region.

Yours sincerely

A stylized, handwritten signature in black ink, appearing to be "Sally Smith".

SALLY SMITH
EXECUTIVE DIRECTOR
PLANNING & LAND USE SERVICES

Enc: LGRPC Terms of Reference

Local Government Regional Planning Committee

Terms of Reference

Overview

The Local Government Regional Planning Committee (LGRPC) is a senior officer-level committee with responsibility for supporting the delivery of Regional Plans by providing two-way communication between regional Local Government Associations, their councils and communities, and the State Government.

Objective

The object of the LGRPC is to:

- Support the delivery of Regional Plans as described in the *Planning, Development and Infrastructure Act 2016*.
- Provide advice on and represent the interests of the respective Local Government Associations, member councils and their communities.
- Ensure Regional Plans are reflective of regional Local Government and community interests.
- Provide a platform to communicate progress on preparation of Regional Plans to regional councils and to seek input at key stages.
- To provide advice and assist with delivery of effective consultation processes with regional communities.

Principles

The LGRPC will support the preparation and delivery of Regional Plans by:

- Creating an environment of participation where honest, open and robust discussions are encouraged.
- Remaining open, acting with integrity, and providing frank and fearless advice.
- Being professional on all fronts, including in the respectful recognition of differing views and opinions.
- Recognising that communication, information sharing and consultation are the keys to facilitating effective cooperation and a spirit of trust.

Membership

The composition of the LGRPC membership as appointed by the Chair, is based on representation from Local Government from each of the State's Planning Regions (excluding Greater Adelaide), and is as follows:

Organisation	Title	Role
AGD-PLUS	Director, Growth Management	Chair.
AGD-PLUS	Manager, Growth Management	Provides advice in relation to strategic alignment of initiatives with departmental objectives and broader economic development. Undertakes role of Acting Chair in the absence of the Chair.
AGD-PLUS	Team Leader Regional Planning	Provides advice in relation to project management aspects and preparation of Regional Plans, including stakeholder engagement.
AGD-PLUS	Executive Officer	Management of Minutes and Agendas.
LGA of South Australia	TBC – one nominee	Provides advice in relation to strategic alignment of policies with member council objectives and priorities.
EPLGA	TBC – two nominees	Provides advice in relation to strategic alignment of policies with member council objectives and priorities.
Legatus Group	TBC – two nominees	Provides advice in relation to strategic alignment of policies with member council objectives and priorities.
LCLGA	TBC – two nominees	Provides advice in relation to strategic alignment of policies with member council objectives and priorities.
MRLGA	TBC – two nominees	Provides advice in relation to strategic alignment of policies with member council objectives and priorities.
KI Council	TBC – one nominee	Provides advice in relation to strategic alignment of policies with member council objectives and priorities.
Far North Region Councils (Port Augusta, Roxby, Coober Pedy, Flinders Ranges)	TBC – two nominees	Provides advice in relation to strategic alignment of policies with member council objectives and priorities.

The ARG will operate for a period of 12 months. At the conclusion of the initial 12 month period, the ARG may operate for a further 12 months following the agreement of all members.

Chair

The Chair's principal role is to provide leadership to the LGRPC and ensure the effective management of the group's Objectives. If the Chair is absent, an Acting (alternate) Chair or a LGRPC Member chosen by the LGRPC Members present presides at the meeting.

Executive Officer

An Executive Officer shall be assigned from AGD-PLUS to support the Chair in developing the agenda and the preparation of other documentation required for meetings.

The Executive Officer, with support from LGRPC Members, will ensure agendas, minutes, a record of agreed actions, and other appropriate documentation for each meeting are recorded, prepared and distributed.

Members

If a Member is not able to attend a scheduled LGRPC meeting, Members are to nominate a designated proxy of appropriate level and experience to attend in their place, otherwise an apology is to be tendered.

Conflict of Interest

Members must declare any conflicts of interest to the LGRPC at the start of each meeting or before discussion of the relevant agenda item or topic. Details of the potential or actual conflicts of interest must be appropriately minuted.

Where Members at LGRPC meetings are deemed to have a real or perceived conflict of interest, it may be appropriate that the Member is excused from deliberations on the matter.

Confidentiality

LGRPC Members must ensure confidential information received in the process of acting as a Member of the LGRPC remains confidential and is not disclosed improperly to others.

LGRPC Members must refer all enquiries from all external parties (including media) directly to the Executive Officer for action.

Meetings & Proceedings

The LGRPC shall meet at least four times over a 12-month period, or more frequently as agreed by Members and the Chair.

Special meetings may be held at any time as required and agreed by the Chair.

Proceedings

The Chair presides at meetings of the LGRPC.

A quorum of the LGRPC consists of a number ascertained by dividing the total number of appointed Members by half, ignoring any fraction resulting from the division, and adding one. No business may be transacted at a meeting of the LGRPC unless a quorum is present.

Meetings are carried out in such a manner as to ensure the fair and full participation of all LGRPC Members.

If required, LGRPC business may be conducted 'out-of-session' by electronic correspondence between the Executive Officer on behalf of the Chair and LGRPC Members.

Agendas and supporting documentation

An agenda and any associated papers for prior reading will be distributed through the Executive Officer not less than one week (five working days) prior to the next scheduled meeting.

Minutes

Minutes are to be collated and distributed electronically by the Executive Officer to the Chair and LGRPC Members no later than one week after the meeting was held.

Proxy

If a Member is not able to attend a scheduled meeting, a proxy of appropriate level and experience may attend in their place, otherwise an apology is to be tendered.

Attendance of external parties

LGRPC meetings are not open to the general public.

The Chair may invite guests to attend specific meetings as required, including presenting or advising on specific matters.

Review

These Terms of Reference will be reviewed by the Chair after a period of 12 months.

The LGRPC will annually evaluate its performance and its Terms of Reference through a self-assessment against its duties and responsibilities and include an assessment of the effectiveness of the LGRPC.

The Terms of Reference may be amended, varied or modified in writing after consultation and agreement by the LGRPC.

Adopted

..... Date: December 2021

ADOPTED by Chair

7.5 LIMESTONE COAST ROAD RENEWAL WORKING GROUP

BACKGROUND

The current condition of roads and road maintenance on State Roads is a critical issue that our members have raised with the Minister, Local members, Department of Infrastructure and Transport (DiT) and in the media.

The Hon. Nick McBride, MP, arranged for a meeting with the Minister for Infrastructure and Transport, CEO and Executive of DiT, State Manager Fulton Hogan, Regional Mayors and CEOs and the LCLGA.

This was a very effective meeting which has resulted in the State Manager of Fulton Hogan engaging directly with Council CEO's afterwards and the CEO of DiT seeking form a Limestone Coast Road Renewal Working Group.

This group comprises DiT and Council Technical Members plans to meet monthly (or as needed) to make recommendations on road renewal and works priorities to a CEO Governance Group comprising the LCLGA, DiT CEO and Council CEOs.

The Draft Terms of Reference (TOR) for the Limestone Coast Road Renewal Working Group has been provided to the LCLGA for comment, which is included with this paper.

The final TOR is at the discretion of the Minister.

We may wish to see included that the group (and CEO's Governance) provide a coordinated response to the GTFAP, include links to regional local roads planning and maintenance priority settings.

Response to the TOR will need to be made immediately following this Board meeting.

KEY ISSUES

Local government has had limited input into DiT planning and priorities recently, and this has reflected in a lack of community engagement on state road decisions.

DiT is organising a technical working group to develop a shared position on road renewal priorities, reporting its recommendations to a CEO Governance Group. This Committee provides a real opportunity for a partnership approach on state roads with DiT.

There is an opportunity to suggest the scope be expanded to include interfaces with the GTFAP and road maintenance.

Whilst we can make recommendations on the TOR the final approval lies with the Minister.

The technical members of the LCLGA Roads Limestone Coast Roads and Transport Management Group could become the Council representatives to the Committee.

RECOMMENDATION

It is recommended that the LCLGA Board;

1. Provide feedback to the Executive Officer on the proposed Terms of Reference.

Moved,

Seconded,

PURPOSE

The purpose of the Limestone Coast Road Renewal Working Group, ('the Committee') is to formulate recommendations as to the priority order of roads for road renewals for the Limestone Coast region.

The working group will prepare a report to, the Chief Executives of each of the Councils, the Chief Executive of the Limestone Coast Local Government Association and the Chief Executive, Department for Infrastructure and Transport (DIT) ("the Chief Executive Governance Group").

ROLE AND FUNCTIONS

The role of the Committee will be to review the Department for Infrastructure and Transport's identified list of possible road renewal for the Limestone Coast and recommend an agreed priority list of works for government to inform future investment priorities and funding bids.

COMPOSITION OF THE COMMITTEE

Membership and Reporting

Membership will be comprised of the following:

- Executive Director, Transport Policy and Program Development (DIT) (Chair)
- Director, Transport Network and Investment Strategy (DIT)
- Director, Road Maintenance (DIT)
- [insert position title], City of Mount Gambier
- [insert position title], District Council of Grant
- [insert position title], Kingston District Council
- [insert position title], Naracoorte Lucindale Council
- [insert position title], District Council of Robe
- [insert position title], Tatiara District Council
- [insert position title], Wattle Range Council.
- [insert position title], Coorong District Council.

This will include the persons occupying or acting in the positions listed above. Proxies cannot attend on their behalf and where a Committee member cannot attend they will be recorded as an apology.

Should a position with one of the above position titles cease to exist, then membership will be granted to the administrative successor to that position or equivalent position.

The Committee will report to the Chief Executives Governance Group, which will provide oversight and guidance to the work of the Committee at a quarterly joint meeting, or as otherwise determined by the Chief Executives Governance Group.

ADMINISTRATIVE ARRANGEMENTS

Meeting Frequency

The Committee shall meet monthly, or as needed to deliver the approved outputs. The Committee will agree its work plan, including dates and agenda items, at the commencement of each year, or periodically as needed.

The agenda will cover all of the Committee's responsibilities as detailed in this Terms of Reference.

The Chair will preside at each meeting. If the Chair is absent, the Chair will nominate a Member to preside. Alternatively, a Member chosen by the Members present will preside at the meeting.

A facilitator may be engaged by agreement to assist the meeting in workshopping key issues.

Subject matter experts may be invited to attend and present on specific issues, as required. Invitees may take part in the business of and discussions at the meeting.

Quorum and Decision Making

A meeting of the Committee shall be validly convened if at least 65% of Members are present, provided that the quorum, at a minimum, includes the Chair (or their nominated alternate).

Meetings can be held in person, by telephone or by video conference. If required, Committee business may be conducted 'out-of-session' by electronic correspondence between the Chair and Members.

The Committee shall endeavour to make decisions by consensus. Where there is no reasonable prospect of a consensus decision, the Chair will refer the matter to a meeting of the Chief Executive Governance Group. In this instance the Committee shall narrow the issues and the options for a resolution as far as practicable and provide its analysis of each of those options.

Executive Officer

An Executive Officer will assist the Chair to develop and distribute Committee agendas, papers, minutes and meeting invitations. The Executive Officer will ensure the agenda and supporting papers for each meeting are circulated at least 3 business days before the meeting.

Minutes and Action Register

The Executive Officer will prepare Minutes documenting key discussions and actions from the meeting to demonstrate how a decision was reached providing a point through which accountability and decision-making can be effectively evidenced.

Minutes from each meeting (along with the list of Action Register items) will be circulated within 3 business days of the meeting and tabled at the following meeting for confirmation.

Any out-of-session meetings decisions shall be recorded in the minutes of the next scheduled Committee meeting.

Decisions and Resolutions

The Committee may also deal with matters requiring a decision by way of written proposals or recommendations. The Committee will maintain a Decision Register that records:

- The decisions made by the Committee; and
- With respect to the decisions recorded:
 - the date the decision was made;
 - details of any reports, sign-offs or opinions relied upon by the Committee in the decision-making process;
 - any relevant matters that were taken into account in reaching the decision having regard to the obligations of the Committee.

Conflicts of Interest

Conflicts of Interest can occur at an individual or organisational level.

Committee Members must declare any conflicts of interest to the Committee at the start of each meeting or before discussion of the relevant agenda item or topic. Details of the potential or actual conflicts of interest must be appropriately minuted.

Where Members and attendees at Committee Meetings are deemed to have a real, or perceived conflict of interest it may be appropriate that they are excused from Committee deliberations on the issue where a conflict of interest exists.

EVALUATION AND REVIEW

The Chief Executives Governance Group evaluate the performance of the Committee by annual assessment of effectiveness in relation to its duties and responsibilities of the Committee as a whole (and to the extent necessary of any individual Members).

The Chief Executive Governance Group may recommend variations or modifications of the Terms of Reference to the Minister for Infrastructure and Transport and the Chair of the Limestone Coast Local Government Association.

APPROVALS

.....

Minister for Infrastructure and Transport

...../...../.....

Date

.....

Chair, Limestone Coast Local Government Association

...../...../.....

Date

7.6 LOCAL FUNCTIONAL SUPPORT GROUP – LGASA BOARD RESPONSE

BACKGROUND

Following concerns at the scope and activities of the Local Government Functional Support Group (LGFSG), the LCLGA wrote to the Board of the Local Government Association of South Australia.

Specifically, the LCLGA requested that the LGASA Board:

- Clearly define the Functional Support Group's role, responsibilities and activation process (such as trigger points) when providing state-wide coordination support to individual control agencies and member Councils.
- Investigate how the LGA can better assist Councils in emergency recovery activities instead of focussing all of its attention on emergency response, as this is the area of support that is most greatly needed.
- Provide a detailed report to members on the sources and expenditures incurred by the LGA/LGFSG to ensure transparency and accountability.
- Share its Functional Support Group Plan with member Councils, commit to a formal review of the Plan and consult with members on their needs from the LGFS in emergencies.

The LGA Board considered our letter, sought information from the LGA Secretariate and provided a detailed response and a copy of the LGASA advice to the Board, as attached.

Essentially this response provided the following information:

1. A commitment to review the LGFSG Plan and include the LCLGA and our members in this process. Confirmed the LGFSG Plan is due for review (occurs every two years) once the review of the State Emergency Management Plan is completed
2. Quoting the State Emergency Management Plan and LGFSG Plan, and the triggers developed by the LGFSG for their activation
3. Confirmed the LGFSG focuses on emergency response and recovery
4. Showed the budget and forecast expenditure to equal \$782,761 in 2021/22
5. Rejected our request for an improved focus on preparation and recovery rather than focusing on command, control and interventions
6. They provided history on the development of the LGFSG and survey results showing that members thought they provided good value for money.

Given this response the LCLGA has the following options:

- Do nothing more.
- Continue to raise the issues with the Board and new CEO.
- Engage more broadly with regional CEO's to test the extent that other regions have the same concerns as we do and the political will to present a more integrated front as LGASA members.

KEY ISSUES

The LCLGA wrote to the Board of the LGASA raising concerns at the scope, focus and work of the LGFSG, whilst also acknowledging some of the good work they have done.

The LGASA Board have responded to our letter noting the external and internal frameworks for the LGFSG and their performance. They have also noted there is an opportunity to engage in the review of the LGFSG plan.

There are very few avenues left for the LCLGA to raise concerns through LGASA channels.

The approach most likely to yield results is to engage directly with the other regional Councils to see if they have similar concerns and, if they do, generate a wider regional Council response to the LGASA as their members.

RECOMMENDATION

It is recommended that the LCLGA Board;

1. Discuss the LGASA response and future directions.

Moved,

Seconded,

In reply please quote our reference: ECM 768755

23 November 2021

Tony Wright
Executive Officer
Limestone Coast Local Government Association
Level 1, 9 Bay Road
MOUNT GAMBIER SA 5290

Emailed: twright@lclga.sa.gov.au

Dear Tony

Local Government Functional Support Group

Thank you for your correspondence dated 13 October 2021 regarding the Local Government Functional Support Group (LGFSG).

As you requested, I provided the LGA Board with a copy of your letter and accompanying report, and this was considered by the Board at its meeting on 18 November 2021.

The LGA Board and the Secretariat acknowledges that some of your councils are frustrated at the how the LGFSG has operated, and that there is room for improvement in how the LGFSG works with and supports councils before, during and after emergencies.

We also acknowledge that it is timely to review the LGFSG Plan and the overall service model, given the learnings from COVID19, the 2019/20 bushfires and the conclusion of the Council Ready program. The success of the LGFSG moving forward will be dependent upon clear understanding of roles between councils, the LGFSG and emergency services, and this being reflected in the LGFSG Plan. For this reason, it is intended that there will be considerable consultation with councils, before the updated plan is adopted.

We will invite the LCLGA to participate in this review process and look forward to the contributions your members can make in shaping the future of how councils and the LGFSG work together to ensure a coordinated approach to emergency management.

In relation to the specific questions that you have raised in your letter, I wish to provide the following response.

- 1. Clearly define the Functional Support Group's role, responsibilities and activation process (such as trigger points) when providing state-wide coordination support to individual control agencies and member Councils.**

The first part of this question relates to the roles and responsibilities of the LGFSG.

The State Emergency Management Plan (SEMP) establishes a series of Functional Support Groups who "perform functional roles to support the Control Agency or Support Agencies"¹. With regard to the LGFSG, the SEMP establishes the following²:

¹ State Emergency Management Plan, Part 2, Arrangements, page 27.

² State Emergency Management Plan, Part 2, Arrangements, page 32.

Lead	Local Government Association of SA
FSG Manager	CEO, Local Government Association of SA
Participating organisations	Local Government Association of SA Regional Local Government Associations 68 councils
Responsibilities	Coordinating response from local government during an emergency.

The SEMP identifies that the lead of a Functional Support Group, in this case, the LGA, must fulfill the following ten roles:

- Review hazard, capability, control agency and recovery plans to determine needs of agencies that are within its scope of support
- Prepare a Functional Support Group plan that describes how it will achieve the identified needs and support that the group may need, or conditions that will apply to the provision of that support in line with SEMP – Part 4 – Plans – Functional Support Group Template
- Establish and maintain partnerships with participating agencies or organisations in the supply of its scope of support as appropriate
- Ensure that any participating agencies that work with the Functional Support Group are able to provide their services in support of the control agency and recovery operations
- Ensure that the role of participating agencies is clearly defined and supported by appropriate plans and procedures (either within the Functional Support Group plan or as part of separate plans or memoranda of understanding)
- Clearly describe the roles undertaken by participating agencies or organisations in the supply of the scope of support
- Plan for and implement procedures within the Functional Support Group agencies to be able to deliver the required support in times of an emergency
- Submit and review the Functional Support Group plan on an annual basis in line with the SEMP – Part 4 – Plans, including the plans of participating agencies or organisations
- Prepare, train and maintain the required on-call members to be able to staff the SEC, a State Command/Control Centre (if required) and a Zone Emergency Support Team (if appropriate) for a 24-hour per day operation over an extended period upon activation of the State Emergency Centre
- Review all plans within the SEMP submitted for assurance to ensure that the Functional Support Group plan is consistent, and any gaps are identified³.

In accordance with these roles, the LGA has prepared the LGFSG Plan using the template provided by the SEMP. The LGFSG Plan contains additional detail about the responsibilities of LGFSG, Councils and Regional LGAs⁴, with the following table providing a summary:

Responsibilities of the LGFSG	Responsibilities of councils	Responsibilities of Regional LGAs
Fulfill the roles of a Functional Support Group as articulated in the SEMP	At their discretion, provide: - staff and equipment	Within their respective capacities:

³ State Emergency Management Plan, Part 2, Arrangements, page 27-28.

⁴ Local Government Functional Support Group Plan, V 1.0, page 9-10.

Responsibilities of the LGFSG	Responsibilities of councils	Responsibilities of Regional LGAs
<p>Provide leadership and guidance to councils and Regional LGAs as it relates to the LGFSG</p> <p>Manage the LGFSG, including preparation of plans, policies and procedures</p> <p>Implement an education and development program</p> <p>Implement a continuous improvement program including debriefing and lessons learnt processes</p> <p>Report to State Emergency Management Committee (SEMC) on preparedness of the local government sector</p> <p>Coordinate deployments of LGFSG staff to other Command Centres and control agency Incident Management Team/s</p> <p>Maintain the i-Responda program</p>	<p>(as requested by the control agency in support of an emergency)</p> <ul style="list-style-type: none"> - logistics support - training to their staff that aligns with the capabilities of the LGFSG <p>Adopt the principles of the i-Responda program</p> <p>Participate in joint training and exercise activities</p>	<ul style="list-style-type: none"> - support and assist councils (in their region) to meet their responsibilities - support and assist the LGFSG to meet their responsibilities where able to do so

The second part of the question relates to the triggers for activating the support of the LGFSG to control agencies and councils. The LGFSG uses the following four modes of operation:



Under this approach, the LGFSG is always on standby, and will move to alert mode on the basis of warnings related to a potential emergency. The LGFSG moves to operations mode when an emergency is impacting one or more council area, or is requested to provide support by a council or control agency. The LGFSG moves to restore model when operations have ceased.

At a practical level, triggers to move to operations mode where the LGFSG is coordinating local government response to an emergency generally occur when:

- The LGFSG receives requests from the control agency or impacted councils
- Multiple councils are impacted or involved
- Only one council is impact or involved, but the demands exceed their capacity
- Activation of State Emergency Centre and/or State Coordination Centre
- Activation of a Zone Emergency Support Team
- The Control Agency declares a Level 2 or 3 Incident.

It should be noted that the nature of LGFSG operations in “coordinating response from local government in an emergency” will vary from incident to incident but may include:

- Informing council(s) that there is an emergency within their area
- Coordinating and resolving operational requests from impacted councils or the control agency
- Maintaining information flow between impacted councils, and between impact councils and control agencies
- Providing local government representation in Control Agency Incident Control Facilities (including Incident Management Teams, Zone Emergency Support Teams, Regional Coordination Centres) or the State Emergency Centre
- Facilitate resource sharing across the local government sector
- Supporting the transition to recovery
- Facilitating operational activity and information sharing in early recovery.

The LGFSG’s role can be as minimal as maintaining communication flow to as large as coordinating the operational support from multiple councils over an extended time period.

2. Investigate how the LGA can better assist Councils in emergency recovery activities instead of focussing all of its attention on emergency response, as this is the area of support that is most greatly needed.

The Local Government Emergency Management Framework (LGEMF) outlines the roles of local government in emergency management in terms of:

- Disaster risk reduction (prevention and preparedness)
- Incident operations (preparedness, response and early recovery)
- Recovery.

Consistent with this framework, the LGA assist councils with all aspects of emergency management. As such, the LGA does not focus all of its attention on emergency response.

It should be noted that much of the operational activity that the LGFSG coordinates is considered ‘early recovery’ or relief. For example, operations associated with the 2020 Kangaroo Island bushfires was, in the main, early recovery, with the LGFSG coordinating 24 councils to assist Kangaroo Island Council and CFS to clear roads and manage trees to ensure roads were safe.

Additionally, the LGFSG facilitated a weekly teleconference for councils impacted by 2019/20 bushfires for a period of six months. This service was highly valued by impacted councils as a means of peer support, information sharing and practical coordination. It was especially important given the lack of consistency in the information, service response and funding from Commonwealth and State Government. Additionally, the LGFSG supported councils in recovery through representation on the State Recovery Operations Group, and advocated for individual council issues as required.

More broadly, the LGA has invested heavily in supporting councils with planning for recovery. Most notably, through the Council Ready program, the LGA supported councils with emergency management planning across the full spectrum of emergency management activities. In this program, councils self-identified their priorities based on the gaps in their documentation, with most councils focusing on:

- Emergency management policy (addressing risk reduction, response and recovery)
- Emergency management plan (addressing risk reduction, response and recovery)
- Incident Operations Manual (addressing preparedness and response)
- Recovery.

As part of the finalisation of Council Ready, the LGA led a major piece of work to update the Local Government Recovery Toolkit in response to recent experiences and the changing State government recovery arrangements. This toolkit provides councils with a range of strategic and operational guidance on recovery to help councils both prepare for recovery, as well as through grab-and-go resources to use when they find themselves in a recovery situation.

Sitting alongside this toolkit is a Disaster Funding Guide for SA Councils. Through the development of this guide, it has become apparent that recovery is the phase of emergency management where councils are the most financially exposed, and South Australia has the least favourable disaster funding arrangement for local government in the country. This work in informing future LGA advocacy for a fairer disaster funding framework.

3. Provide a detailed report to members on the sources and expenditures incurred by the LGA/LGFSG to ensure transparency and accountability.

The following tables provide a summary of the LGFSG budget for 2021/22.

Revenue

LGA Operating	428,761
Grants – LGASA Mutual	100,000
Sponsorships and recovered costs	254,000
Total Revenue	782,761

Expenditure

Staffing and contractor costs	303,411
Consultants	2,000
Equipment and materials	44,500

ICT and systems	124,750
Development program and seminar	257,000
Travel costs	34,600
Incident related costs	5,000
Incidental/other costs	11,500
Total Expenditure	782,761

4. Share its Functional Support Group plan with member Councils, commits to a formal review of the plan and consult with members on their needs from the LGFS (sic) in emergencies.”

The LGFSG Plan is available for members to view anytime via the LGA website⁵.

Part 4 of the SEMP requires Functional Support Group plans to be reviewed and updated at least once every 2 years, or after a major emergency incident occurs.

The LGFSG plan is due for review. The LGA is awaiting the outcomes of the SEMP review before commencing the update of the LGFSG Plan. As part of this update, the LGA will consult members, and consider feedback provided via member surveys, the Lawson Review into the operations of the LGFSG following the 2019/20 bushfires, and the outcomes of the Council Ready program evaluation.

Conclusion

I note that your report drew the following conclusion:

“...the LGFSG should focus its efforts on preparation and recovery rather than command, control and interventions during an emergency, as our (Councils) role (in an emergency) is usually to support other lead agencies”.

Based on the matters discussed in this letter, we consider it impractical to focus on preparation and recovery without sufficiently addressing the local government sector’s role in supporting emergency response. The LGA remains committed to supporting councils with all aspects of emergency management based on:

- our sector’s long history in emergency management and track record of reducing disaster risks before emergencies, and providing practical assistance during and after emergencies;
- our mandated roles in the SEMP;
- feedback from councils expressing a willingness and ability to play their part in emergency management as part of a coordinated local government sector.

I have attached the covering report provided to the LGA Board at its meeting on 18 November which provides additional background information about this matter.

⁵ https://www.lga.sa.gov.au/_data/assets/pdf_file/0032/472586/Local-Government-Functional-Support-Group-Plan-V1.0-approved-by-LGFSG-M-20180115.pdf



Once again, I would like to thank you for your correspondence and interest in the LGFSG. As indicated above, the LGA looks forward to working with the LCLGA (and other stakeholders) in the very near future, when the LGFSG Plan is reviewed, to ensure that it reflects the requirements and expectations of all stakeholders.

Should you have any further queries regarding the LGFSG and the LGA's emergency management activities, please contact Dr Andrew Johnson, Executive Director Corporate Governance on andrew.johnson@lga.sa.gov.au.

Yours sincerely

A handwritten signature in black ink that reads 'A Evans'.

Mayor Angela Evans

President

Telephone: (08) 8224 2039

Email: lgapresident@lga.sa.gov.au

Attach: ECM 768754 – LGA Board Report - Roles of local government in emergency management

7.9 Local Government Functional Support Group

Reports for Discussion

From:	Michael Arman, Director Strategy	
Strategy:	2 - Assist	
Outcome:	2.2 Councils draw upon our resources, services and advice in order to save time and money, and reduce risk	
Meeting:	LGA Board of Directors	18 November 2021
ECM:	768754	Attachments: 768047 & 768755

Recommendation

That the LGA Board of Directors endorse the LGA's response to correspondence from the Limestone Coast Local Government Association regarding the Local Government Functional Support Group.

Discussion

Background

The LGA President received correspondence on 13 October 2021 from the Limestone Coast Local Government Association (LCLGA) regarding the Local Government Functional Support Group (LGFSG). The correspondence included a report on "Councils role in emergencies and the Local Government Functional Support Group" and concluded that:

"...the LGFSG should focus its efforts on preparation and recovery rather than command, control and interventions during an emergency, as our (Councils) role (in an emergency) is usually to support other lead agencies".

On this basis, the LCLGA Board requested that the LGA Board:

- "1. Clearly define the Functional Support Group's role, responsibilities and activation process (such as trigger points) when providing state-wide coordination support to individual control agencies and member Councils.
2. Investigate how the LGA can better assist Councils in emergency recovery activities instead of focussing all of its attention on emergency response, as this is the area of support that is most greatly needed.
3. Provide a detailed report to members on the sources and expenditures incurred by the LGA/LGFSG to ensure transparency and accountability.
4. Share its Functional Support Group plan with member Councils, commits to a formal review of the plan and consult with members on their needs from the LGFS (sic) in emergencies."

A full copy of the correspondence from LCLGA is attached to this report. A draft response from the LGA President is also attached and presented to the Board for endorsement.

The remainder of this paper provides background information that forms the context for the LGA's draft response to LCLGA via an overview of:

- The history of local government's involvement in emergency management;
- The Local Government Emergency Management Framework;
- The State Emergency Management Plan as it relates to local government;
- Member feedback on the LGA's emergency management activities;
- Current priorities; and
- Advice from the LGA's CEO Advisory Group.

History of local government's involvement in emergency management

The 2005 Wangary bushfire on the Eyre Peninsula, which resulted in widespread damages and the deaths of 9 people, was the catalyst for a renewed focus in local government on emergency management. In response to the Coronial Investigation, the LGA, Mutual Liability and Workers Compensation Schemes and emergency services partnered to establish the i-Responda operating platform. i-Responda provides a clear and consistent approach for council workers to safely provide support to emergency services through policy, procedure and training. i-Responda removed the ambiguity around work health and safety and protection arrangements for council staff when providing assistance to emergency services and control agencies.

i-Responda has been rolled out to councils from 2013 through training and model documentation, with funding initially provided from SAFECOM through the Natural Disaster Resilience Program, and more recently from LGASA Mutual and fee-for-service modules.

Alongside the development of i-Responda was the creation of Zone Emergency Management Committees (ZEMCs), and Zone Emergency Management Plans. The LGA supported advocacy around 2015 that saw ZEMCs receive ongoing funding, and move from being project committees to a formal part of the State's emergency management arrangements. Councils continue to be active participants in the eleven ZEMCs, and all zones are chaired by a senior local government representative.

Through both ZEMCs and the implementation of i-Responda, it became apparent that there was a need to more formally define the role of local government in emergency management, and for this to look at emergency management more holistically across the prevention, preparedness, response and recovery spectrum. It was also identified that there is a need to better coordinate councils' operational activities during emergencies, especially in those situations where multiple councils are involved.

In 2016, the LGA supported advocacy for changes to the State Emergency Management Plan (SEMP) to formally define the role of local government in emergency management, and establish the LGFSG. These changes to the SEMP were the result of several years of consultation between councils and the State Government.

In 2016, the LGA received grant funding for the establishment of the LGFSG. Once this funding expired in 2019, the LGA Board resolved to fund the operations of the LGFSG from general operations as a member service (with funding from i-Responda continuing to be provided by the Mutual Liability Scheme and fee for service modules).

Since its creation, the LGFSG has invested in capacity building of the sector and development of policy/procedure (doctrine), systems and equipment. Operationally, the LGFSG has been

activated support councils through countless smaller incidents, and a number of major incidents including the bushfires of 2019/20 and COVID-19. Roles of the LGFSG have included:

- supporting efficient communication with and between councils;
- coordination of staff and equipment to perform operational roles;
- traffic and tree management, clearing of roads and emergency road closures;
- construction of fire control lines and transport of water;
- provision of local knowledge and advice; and
- acting as the LG liaison with emergency services and control agencies.

In the case of the 2019/20 bushfires, the LGFSG coordinated the involvement of 42 councils, who together provided 218 crew members contributing 6,421 staff hours and deploying 68 units of plant and equipment to support communities, impacted councils and the emergency services.

Through COVID-19, the LGFSG has provided communication, liaison and coordination between councils, SA Health and SAPOL, and developed support resources for councils. In some cases, operational briefings were occurring multiple times per week given the rapidly changing context. The LGA's COVID-19 portal was accessed 15,540 times by 8,004 individual users between February 2020 and May 2021. This equates to approximately 73% of the total local government workforce in South Australia accessing the portal at least once over the 15 month period, demonstrating the value of a coordinated local government response via the LGFSG.

Alongside the establishment of the LGFSG was ongoing work by the LGA Secretariat to develop support resources for councils, enabled through grant funding from the Natural Disaster Resilience Program. This included the first version of the Local Government Emergency Management Framework, templates for council emergency management plans and operations manuals, guidelines for conducting council-level emergency risk assessments and the local government disaster recovery handbook.

In 2018, approximately 25 councils acting individually or collaboratively via ZEMCs or regional LGAs applied for Natural Disaster Resilience Program funding to prepare various forms of council level emergency management documentation. Following consultation with a wide range of stakeholders, the LGA was offered funding to deliver a program that would support all 68 councils to develop emergency management documentation. Co-funding from the Mutual Liability Scheme meant that there would be no costs involved for participating councils. This led to the establishment of the Council Ready program.

During the first stage of Council Ready (2018), the LGA led an extensive consultation process involving all councils to identify councils' strengths and gaps in emergency management, and inform the priorities for the implementation of the program. The program was then implemented between 2019-2021, and resulted in the production of 46 emergency management policies, 40 plans, 52 operations manuals and 16 recovery plans. The LGA concluded the program in June 2021, and has recently received the final evaluation. As part of the program's acquittal, the LGA has been updating its support resources to councils.

Finally, from a policy and advocacy perspective, the LGA continues to represent the local government on a number of strategic emergency management bodies, including the State Emergency Management Committee and its subcommittees, and the State Bushfire Coordination Committee. The local government sector's representative on the State Emergency Management Committee is the LGA CEO, and Mr John Moyle, CEO of the City of Tea Tree Gully, represents the sector on the State Bushfire Coordination Committee.

The LGA participates collaboratively in numerous emergency management projects of state significance, provided two submissions to the Independent Review of the 2019/20 State Bushfire Season and the Royal Commission into National Natural Disaster Arrangements, and feedback on the review of the State Bushfire Management Plan. These submissions ensure recognition of the role of local government in emergency management at a State and Federal level.

Local Government Emergency Management Framework

In 2019, the LGA Board of Directors adopted the updated Local Government Emergency Management Framework. This framework describes the key roles of local government in terms of:

- Disaster risk reduction - action to avoid the creation of new disaster risks, reducing existing disaster risks, and managing any residual risk, and build resilience;
- Incident operations - actions undertaken, immediately before, during and immediately after an incident, including relief; and
- Recovery - the process of restoring emotional, social, economic and physical wellbeing, reconstructing physical infrastructure and restoring the environment following an emergency.

The framework contains explanatory text and strategic objectives for the three focus areas, along with a summary of the roles for councils, the LGA, regional LGAs, the LGFSG and LGASA Mutual.

At a practical level, the framework helps to communicate the breadth of local government roles in emergency management, and provides a holistic approach that recognises the important roles that our sector fulfills before and after, as well as during, emergencies. These roles are reflected in Figure 1 and formed the basis of the council emergency management documents delivered via the Council Ready program.

Figure 1: Roles of local government in emergency management.

Source: Local Government Emergency Management Framework (2019)



State Emergency Management Plan (SEMP)

The SEMP outlines South Australia's emergency management arrangements, and is maintained by the State Emergency Management Committee in accordance with the *Emergency Management Act 2004*. With regard to local government, the SEMP states that:

Local governments play a fundamental enabling role in emergency management because of their strong relationship with their local community networks and knowledge of locally available resources. Local governments have responsibilities, in partnership with state government, to contribute to the safety and wellbeing of their communities by participating in local emergency management. The principal roles and responsibilities of local governments may include:

- build and promote disaster resilience
- undertake cost-effective measures to mitigate the effects of emergencies on local communities, including routinely conducting emergency risk assessments
- systematically taking proper account of risk assessments in land-use planning to reduce hazard risk
- represent community interests in emergency management to other spheres of government and contribute to decision-making processes
- ensure all requisite local emergency planning and preparedness measures are undertaken
- ensure an adequate local council emergency response capability is in place, including resources for the local volunteers
- undertake public education and awareness to support community-preparedness measures
- participate in recovery operations as per SEMP – Part 2 – Arrangements – Local Government Role in Recovery
- ensure appropriate local resources and arrangements are in place to provide and support emergency relief and recovery services to communities
- participate in post-emergency assessment and analysis¹.

The SEMP also establishes the LGFSG with the responsibility of “Coordinating response from local government during an emergency”. The SEMP states that the LGA is the lead of the LGFSG, and that the state's 68 councils and Regional LGAs are participating organisations in the LGFSG².

The Department of Premier and Cabinet is currently leading a major review of the SEMP. This review is considering, among other things, the findings of the Royal Commission, learnings from recent emergencies including the need for a clearer policy framework on recovery, and streamlining the overall volume of emergency management doctrine.

The SEMP review provides opportunity for the local government sector to advocate for a refinement of our sector's roles and responsibilities. The sector is represented on the SEMP Working Group by Dr Andrew Johnson, the LGA's Executive Director Corporate Governance.

Member feedback

LGA Member Survey

In the most recent LGA member survey (October 2020) which received 760 responses, “Emergency Management – LGFSG and Council Ready program” received ratings of:

¹ State Emergency Management Plan, Part 2 Arrangements, pp. 7-8.

² State Emergency Management Plan, Part 2 Arrangements, pp. 32.

- 8/10 for importance to councils
- 8/10 for value for money.

Emergency management was one of only two service areas to receive an increase in both importance and value for money (from 7/10 in the 2019 survey). Specific comments from survey participants about the LGA's work in emergency management included:

"LGA should continue with emergency management (LGFSG), templates and programs to assist like Council Ready".

"The LGA briefings provided throughout COVID-19 were most beneficial".

"Reliable service that provides professional advice and direction to support our sector, creating confidence and time efficiencies, whilst reducing double handling and confusion across the local government. This has been very evident this year with COVID-19 and all of the advice and assistance provided by LGA and LGSFG, thank you."

"Have been great as a central point of LGA truth around COVID".

Independent review into the LGFSG (Lawson Review)

Member feedback was sought via the Independent review into the operations of the LGFSG following the extensive operational activity responding to the bushfires of 2019/20 (the Lawson Review). This review was based upon interviews with more than 100 individuals, and debrief workshops with councils, resulting in more than 800 observations.

The review identified a number of successes of LGFSG operations, including that:

- "The LGFSG was very helpful and very supportive, kept in touch and offered assistance;
- The activities of Council were successful because of the involvement of the LGFSG;
- Senior Managers from the LGA regularly checked-in to be briefed on what was happening;
- There was great support offered by many councils from right across the state via the LGFSG;
- CFS had no plan for engaging with LGFSG prior to the event, however they do now;
- The LGFSG played an important role in lobbying for support from State Recovery;
- LGFSG facilitated fortnightly hook-ups with other impacted Councils and shared learnings and reports, an excellent initiative;
- Considerable amount of goodwill from right across the sector; councils and workers wanted to help in times of need".

The review also identified 18 recommendations for improvements addressing the following four areas:

"Resources - additional human, physical and technology-based resources. Specifically, a robust Operational Information Management System (IMS) and suitable incident coordination facilities, supported by the tools, training and the human resources necessary to deploy and sustain these systems and facilities during large-scale, protracted and at times, multiple incidents.

Governance / Strategy / Planning - additional support for the existing human resource to further develop and implement contemporary, best-practice doctrine (i.e. documentation, policies, procedures Joint Operating Guidelines and Fact Sheets etc) as well as the resources to advocate for the implementation of those systems and processes across the Sector and the emergency services more broadly;

Capability Development - additional support for the existing human resource/s to coordinate and deliver improved outcomes in terms of education and development for all council personnel who make themselves available to support the Sector's response to emergencies (i.e. via their local operational arrangements and/or the LGFSG in support of the Sector), and;

Operations - additional physical resources (i.e. facilities and equipment) to enable the LGFSG to operate safely, effectively and efficiently in support of councils and the emergency services, the other Functional Support Groups, Support Agencies and the community of South Australia.”

Final Evaluation of the Council Ready program

The LGA established an independent evaluation framework to monitor the impact and effectiveness of the Council Ready program, and to gain feedback from councils on the delivery of the program. The evaluation framework contained 26 performance indicators to measure impact against the five program aims. The data collection included a survey completed by 60% of councils, interviews with council staff and other stakeholders and review of program management data. Figure 1 provides a summary of the Final Evaluation from September 2021.

Figure 1. Summary of Council Ready Final Evaluation

Aim	Impact	Evaluation result
Support councils with emergency management planning	<p>Council Ready has been very effective in supporting councils to develop or revise emergency management documentation.</p> <p>Council Ready has supported full participation of councils in the state emergency management arrangements by improving awareness and documentation of councils' role, and supporting councils to complete emergency scenario exercises.</p> <p>There is evidence that staff confidence and capability in emergency management has increased as a result of Council Ready.</p>	✓✓
Clarify roles and responsibilities of local government in emergency management	<p>Council Ready has effectively helped clarify the emergency management roles of local government, and council functions that contribute to emergency management to council executive teams and Elected Members.</p> <p>Some councils have engaged with local and regional emergency management stakeholders as a result of the program.</p> <p>There is some indication that the state emergency management sector has an improved understanding of councils' role, though this awareness seems to be primarily as a result of the activities of the Local Government Functional Support Group (LGFSG).</p>	✓
Embed emergency management into regular activities across departments	<p>Council Ready has made progress toward embedding emergency management into councils' operations. This has happened in three main ways: by increasing knowledge, awareness and capability of staff and Elected Members, by supporting councils to integrate emergency management into strategic plans, risk registers, asset management plans and other decision-informing documents, and by facilitating capacity building activities such as emergency scenario exercises.</p>	✓
Support consistent approaches to emergency management	<p>Council Ready program resources and project officer advice have effectively implemented a consistent approach to emergency management amongst councils, while accommodating each council's unique circumstances.</p>	✓✓
Support councils to increase community awareness of risk and build community resilience	<p>Council Ready been somewhat effective in supporting councils to communicate about emergency management to their communities, and support communities take practical action to build resilience/preparedness.</p>	✓

Overall, the evaluation found that there was strong evidence that the program achieved impact across all program aims due to:

- Resources provided to councils (project staff and document templates)
- Customised delivery approach
- Intentional effort to gain broad participation within councils.

The evaluation also identified that there is further work to be done to support councils with maintenance of their documentation, training and exercising, and supporting councils with community engagement and resilience building activities.

Current priorities

The LGA's current priorities for emergency management are summarised as follows:

Policy, Advocacy and Representation

A Senior Policy Officer within the Policy Team leads policy, advocacy and representation for emergency management, alongside other topics (i.e. emergency management is part of the portfolio of issues for this officer). Current priorities include:

- Ensuring the LGA's representatives on emergency management committees and working groups are briefed and supported in their roles
- Seeking feedback from member councils on key emergency management issues
- Providing advice to ALGA on national emergency management projects based on the experiences and priorities of South Australian councils
- Delivery of advocacy, projects and other activities to progress emergency management related items of business from LGA General Meetings
- Management of grant projects as such development of the LG Extreme Heat Guide
- Coordination of the LGA's monthly emergency management eNews to councils.

Local Government Functional Support Group

The LGA funds two staff positions for the LGFSG – an Operation Manager and Deputy Operations Manager. These staff positions, with support from a small number of contractors, delivers the following priorities:

- Update the LGFSG Plan and associated documentation based upon the learnings from the Lawson Review, updated SEMP (expected early 2022), Council Ready evaluation and member feedback
- Delivery of the Emergency Management Development Program, which provides training and professional development opportunities for around 2,000 local government staff each year
- Respond to 100% of eligible requests for support from councils, control agencies, hazard leaders and other agencies
- Assist councils with the transition to recovery, and delivery of recovery activities following emergencies
- Coordinate the flow of preparedness information between councils and emergency management agencies
- Seasonal preparation activities in advance of the extreme weather season
- Training for key LGFSG roles, including Local Government Liaison Officers in each region

- Implementing the LGFSG stakeholder engagement plan, including delivery of the annual Emergency Management Seminar and regional operational forums
- Implementing the 18 recommendations of the Lawson Review
- Maintain the suite of LGFSG operational policies and procedures (doctrine)
- Maintain LGFSG systems and equipment.

Council Ready

The Council Ready program concluded in June 2021. The LGA has implemented an Exit Strategy to appropriately transition from this work, which has included undertaking the Final Evaluation and updating the suite of support resources for councils on the LGA website. These resources build capability and capacity of local government in emergency management and will be launched in late November 2021, and will comprise:

Emergency planning toolkit:

- Guide - Emergency management planning for SA councils
- Guide – Emergency risk assessments for SA councils
- Guide – Disaster funding for SA councils
- Template - Council emergency management policy
- Template – Council emergency management plan.

Incident operations toolkit:

- Guide - Lessons management guide for local government
- Guide - Community support hubs
- Template – Council incident operations manual.

Disaster recovery toolkit

- Guide – Recovery for local government
- Template – Council Recovery Manual
- Template – Recovery Action Plan.

Communications

- Guide – Emergency management communications for local government
- Guide – Workshop handbook.

Feedback from the LGA's CEO Advisory Group

At its meeting on 5 August 2021, the CEO Advisory Group “requested that a discussion about the sector’s role in emergency management be included on the agenda for the next meeting”. In response, the CEO Advisory Group discussed the strategic direction of the LGA’s emergency management work at its meeting on 4 November 2021. Key points of feedback from this meeting included that:

- Perception that only a small number of councils are involved in providing support during emergency response

- The value of the LGFSG in recent large scale emergencies – Kangaroo Island bushfires and COVID-19 – is unquestioned
- The LGFSG has evolved out of necessity rather than design, and it may be timely to review our core roles and functions
- During local and regional scale emergencies, there have been instances where the LGFSG support was not needed and/or may have created confusion
- Councils have strong relationships with regional stakeholders, and these are generally the first point of contact for a local and regional scale emergencies
- There is a need to better understand roles in recovery, as this is arguably where:
 - community needs and expectations are the greatest
 - the most significant risks are
 - roles are the least well understood
 - funding mechanisms are inconsistent
 - responsibilities can quickly become politicised
- Local government needs a strong voice in SEMP review to ensure responsibilities are not being shifted to local government
- There is a general lack of engagement from councils around bushfire management at the strategic level (e.g. State Bushfire Management Plan/Committee)
- There is a desire for a strategic conversation around the LGFSG, including discussing the boundaries of its roles and responsibilities.

Financial and Resource Implications

The LGA's policy, advocacy and representation work comprises 20% of the workload of a Senior Policy Officer.

The Council Ready program was fully funded by Natural Disaster Resilience Program and LGASA Mutual, and was delivered with no direct costs to the LGA or member councils.

The LGFSG is currently funded through a combination of LGA operating revenue, funding from LGASA Mutual and fee for service activities. The LGA is the only Functional Support Group within the State Emergency Management Plan to not receive any State Government funding. The LGA continues to advocate to the state government for funding support.

7.7 ADVOCACY AGENDA

BACKGROUND

The LCLGA and Councils advocate on a range of issues for our organisations, our community and in support of Local Government.

At the October Board meeting, there was a discussion on the Advocacy priorities for the LCLGA, and these have been captured in attachment one titled the Advocacy Agenda

In practice, advocacy has occurred or is continuing in most of the identified areas.

There are also advocacy priorities for Local Government across the State through SAROC and the LGASA. We have not sought to replicate these priorities in our Advocacy Agenda, although there will always be some overlap.

A good example of this is the Rating Equity advocacy which is well developed and progressing via SAROC and Legatus. Should this also be in the LCLGA advocacy strategy? It wasn't raised at the last Board meeting but will impact several of our councils and was first raised by Wattle Range Council.

Once the Advocacy Agenda is approved, we will commence further engagement with Local members, the Government, policymakers, our community and stakeholders.

We will also report back to the Board on the priorities and progress at each Board meeting.

The Advocacy Agenda is a dynamic, living document that will change as priorities are resolved and new ones are added.

KEY ISSUES

The LCLGA has advocated on issues as identified by our members and as opportunities present.

The Advocacy Agenda now documents and commits to those advocacy priorities where we can deliver the most value to our members and our community.

With State and Federal elections soon, having a clear advocacy statement on our priorities will help us focus our efforts, create a consistent and clear message and help us enrol allies on particular issues.

The Advocacy Agenda is not a static state document, some issues will become resolved, and new ones will emerge.

RECOMMENDATION

It is recommended that the LCLGA Board;

1. Discuss and approve the attached Advocacy Agenda.

Moved,

Seconded,

LCLGA ADVOCACY AGENDA 2021/2022 (DRAFT FOR DISCUSSION ONLY)

TAFESA & REGIONAL VOCATIONAL TRAINING.

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

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

The LCLGA seek Government commitment to:

- Develop a Vocational Training Strategy for each region.
- Appoint a local, regional TafeSA Board, (similar to Landscape SA) made up of industry and regional representatives to ensure TafeSA's training reflects regional priorities.
- Enable portability of TafeSA funds across state borders so students can easily cross the border for Tafe / vocational training.
- Improve funding or more efficiently allocate funding for required vocational training

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

Stakeholders

- Minister Education
- Member Mount Gambier
- Member MacKillop
- TafeSA Board
- Regional employers – especially group training providers
- Regional educators

Approach

- Engage with SAROC to highlight regional vocational training as a priority and to influence and support their advocacy strategy – including Minister engagement
- Brief and engage with local MPs, opposition and even cross border MP's in Western Victoria
- Engage with Group Training Providers to ensure there is a strong evidence base for the advocacy

SUSTAINABLE COASTLINE AND INFRASTRUCTURE.

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

The LCLGA seek State Government commitments to:

- Provide investment in longitudinal studies into coastal environments for better modelling to support decision making.
- Resource or reallocate resources to The Coast Protection Board to adequately undertake measurement and modelling to inform risk-based sustainable decisions on coastal strategies.
- Increase the funding available through grants & funding programs administered by the Coast Protection Board by \$10 million per year on an ongoing basis to leverage council investment in priority projects that will help our natural coastal assets and infrastructure.

Stakeholders

- Minister Environment and Water
- Coast Protection Board
- Department for Environment and Water
- South Australian Coastal Alliance (SACCA)

Approach

- Auspice SACCA and engage in influencing priorities and directions
- Direct communications with the Minister and department on priorities
- Develop a Limestone Coast Regional Coastal Priorities Strategy
- Brief local members on priorities (Councils reinforced by LCLGA)
- Capture examples and develop a strong evidence base in support of advocacy.

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

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

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

The LCLGA seek Government commitments to:

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

Stakeholders

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

Approach

- Direct communications with the Minister, CFS and DIT
- Brief local members on priorities
- Seek support from the Zone Emergency Management Committee
- Identify and remove barriers to CFS and Councils collaborating on fire fuel reduction activities
- Capture examples and develop a strong evidence base in support of advocacy.

CROSS BORDER COMMISSIONER

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

The LCLGA seek Government commitments to:

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

Stakeholders

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

Approach

- Support Local Members call for a Cross Border Commissioner
- Direct communications with the Department of the Premier and Cabinet; and opposition
- Brief local members on priorities
- Capture examples and develop a strong evidence base in support of advocacy.

HOUSING FOR ALL

One of the biggest challenges facing the Limestone Coast is a lack of social and affordable housing, with each Council facing their challenges for social and/or affordable housing. The issues are incentives to invest and financing risk, lack of builders and trades, grant and investment funding scale and the outsourcing of social housing is failing to meet demand in regional areas with the housing stock being poor.

The LCLGA seek Government commitments to:

- Resolve the issues through a coordinated approach from agencies at all levels of government.
- Explore tax and other arrangements to de risk private sector investment in regional housing.
- Investigate and determine the backlog of maintenance on Housing SA properties and steps required to address the problem.
- Support the development of a Regional Housing Strategy.
- Support changes in funding models to allow smaller regional projects to access grants and financial support.

Stakeholders

- Minister Human Services (State)
- Department Infrastructure and Transport
- Minister Housing & Minister Homelessness, Social & Community Housing (federal)
- Member Mount Gambier
- Member MacKillop
- Member Barker
- Construction Industry (local & state)
- Master Builders SA

Approach

- Recognising that a lot of good work has already been done by our members and it is now also elevated at SAROC. Our role, therefore, is one of reinforcing and supporting and not seeking to undermine or reset the work already being done
- Direct communications with the relevant Minister and Departments – as agreed with members
- Brief local members on priorities (Councils reinforced by LCLGA)
- Support LGASA in the development of a Regional Housing Policy and their advocacy
- Capture examples and develop a strong evidence base in support of advocacy.

AN EFFECTIVE GREEN TRIANGLE FREIGHT ACTION PLAN

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

The LCLGA seek State Government to:

- Lead the review of the GTFAP to ensure effective and clear governance responsibilities, creating a clear term of reference and balanced outcomes.

Stakeholders

- Minister for Infrastructure and Transport
- Green Triangle Freight Action Group
- Department Industry and Transport
- Victorian Government
- Victorian Local Government areas
- National Heavy Vehicle Regulator
- Green Triangle Forest Industries Hub
- Local industries that rely on cross border freight

Approach

- Direct communications with the Minister and DiT
- Brief local members on priorities (Councils reinforced by LCLGA)
- Work with DiT to improve the governance and operations of the Green Triangle Freight Action Plan
- Engage with Western Victorian Councils to ensure a balanced outcome is achieved
- Capture examples and develop a strong evidence base in support of advocacy.

PRIORITY ROADS FUNDING

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

The LCLGA seek Government commitments to:

- Improve and increase Federal and State government funding for priority regional roads based on regional priorities
- Review the changes to the SLRP process to ensure individual projects are linked to regional road priorities
- Improve feedback loops on grant applications for continuous improvement.

Stakeholders

- Local Government Transport Advisory Panel
- LGA SA
- State and Federal Ministers
- DiT
- Grants Commission

Approach

- Direct communications with LGTAP and LGASA
- Brief local members on priorities (Councils reinforced by LCLGA)
- Capture examples and develop a strong evidence base in support of advocacy

LACK OF FUNDING FOR BRIDGES OVER DRAINAGE INFRASTRUCTURE

The Limestone Coast region has a network of drainage & bridge systems designed to move surface water from the land to enhance agricultural productivity. The drainage scheme, which commenced in the mid-1800's, has seen the installation of over 800 bridges and culverts across the Limestone Coast. This infrastructure, which is valued at more than \$200 million, is currently not being renewed or maintained adequately.

The LCLGA seek Government commitments to:

- Commit to maintenance and upgrade of bridge & drainage infrastructure

Stakeholders

- Minister for Infrastructure and Transport
- Minister Environment and Water
- Minister Primary Industries and Regional Development
- Department for Environment and Water
- South East Water Conversation and Drainage Board
- Department Primary Industries and Regions

Approach

- See if this is a state issue via the Regional LGA's
- Direct communications with Ministers
- Brief local members on priorities (Councils reinforced by LCLGA)
- Seek a briefing from the South East Water Drainage Board.
- Engage with the South East Water Drainage Board on priorities
- Capture examples and develop a strong evidence base in support of advocacy.

BUILDING THE REGION'S ECONOMIC CAPABILITY

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

1. Invigorate the working-age population
2. Building on the region's competitive advantage in agribusiness
3. Capturing employment opportunities in growing sectors like healthcare and social assistance
4. Supporting the development of a vibrant business ecosystem
5. Region-wide collaboration to develop a more coordinated tourism market
6. Securing investment to deliver regional infrastructure priorities enabling growth.

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

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

The LCLGA seek Government commitments to:

- Provide a more balanced allocation of state funding to the Limestone Coast and a recognition of the significant untapped opportunity the region represents to the state.
- Encourage government (State and Federal) to support projects in safe seats.

Stakeholders

- Minister for Primary Industries and Regional Development
- Department Treasury & Finance
- Member Mount Gambier
- Member MacKillop
- Member Barker
- Regional Development Limestone Coast

Approach

- Facilitate the refreshment of the economic growth strategy with a wide community and business engagement strategy.
- Engage with local members and provide evidence of the growth opportunities.
- Run economic growth forums for the region
- Highlight the disadvantage of having safe conservative seats

MOBILE PHONE BLACKSPOT & INTERNET CONNECTIVITY

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

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

The LCLGA seek Government commitments to:

- Ensure all Limestone Coast routes and communities are up to modern standards from Limestone Coast residents, transport providers and tourists
- Provide significant investment in partnership with the federal government to identify black spots and ensure priority coverage

Stakeholders

- Member Barker
- Minister Communications, Urban Infrastructure, Cities and the Arts
- Minister for Infrastructure and Transport (state)
- Member Mount Gambier
- Member MacKillop

Approach

- Engage with SAROC to highlight mobile phone blackspot & internet connectivity as a priority
- Brief and engage with local MPs to obtain support
- Explore the possibility of a Regional Priority Plan

8.1 PRESIDENTS REPORT

Report to be tabled at the Board meeting

8.2 LGASA BOARD & SAROC MINUTES

LGASA Board and SAROC minutes from recent meetings on the following pages

Draft Minutes of the LGA Annual General Meeting held on 29 October 2021 at 11am at Adelaide Entertainment Centre, Port Road, Hindmarsh

1. Open & Welcome

The President opened the meeting at 11am and welcomed members and staff.

Present:

President	Mayor Angela Evans
Chief Executive Officer	Clinton Jury
Acting Executive Director Public Affairs	Lea Bacon
Executive Assistant to the CEO & President (minutes)	Ashlea Lyall
Human Resources and Administration Coordinator (E-voting)	Sarah Ryan
Executive Assistant to the Executive Director Public Affairs (E-voting)	Melissa Dahmen

Member Councils (voting delegates):

City of Adelaide	District Council of Ceduna
Adelaide Hills Council	City of Charles Sturt
Adelaide Plains Council	Clare & Gilbert Valleys Council
Alexandrina Council	District Council of Cleve
The Barossa Council	Coorong District Council
Barunga West Council	Copper Coast Council
Berri Barmera Council	District Council of Elliston
City of Burnside	The Flinders Ranges Council
Campbelltown City Council	City of Port Adelaide Enfield
District Council of Franklin Harbour	Port Augusta City Council
Town of Gawler	City of Port Lincoln
Regional Council of Goyder	Port Pirie Regional Council
District Council of Grant (from 12.29pm)	City of Prospect
City of Holdfast Bay	

District Council of Karoonda East Murray	Renmark Paringa Council
District Council of Kimba	District Council of Robe
Kingston District Council	City of Salisbury
Light Regional Council	Southern Mallee District Council
District Council of Lower Eyre Peninsula	District Council of Streaky Bay
District Council of Loxton Waikerie	Tatiara District Council
Mid Murray Council	City of Tea Tree Gully
City of Mitcham	District Council of Tumby Bay
Mount Barker District Council	City of Unley
City of Playford	City of Victor Harbor
City of Mount Gambier	Wakefield Regional Council
District Council of Mount Remarkable	Town of Walkerville
Rural City of Murray Bridge	Wattle Range Council
Naracoorte Lucindale Council	City of West Torrens
Northern Areas Council	City of Whyalla
City of Norwood Payneham & St Peters	Wudinna District Council
City of Onkaparinga	District Council of Yankalilla
District Council of Orroroo/Carrieton	Yorke Peninsula Council
District Council of Peterborough	

2. **Apologies**

District Council of Coober Pedy
 Kangaroo Island Council
 City of Marion
 Municipal Council of Roxby Downs

3. Notices & Arrangements

The Chief Executive Officer outlined the notices and arrangements for the meeting.

4. President's Address

The President provided a verbal report. A copy of the report is attached to these minutes.

5. Minutes of Previous Meeting

5.1 Minutes of the meeting held 30 April 2021

Moved Mount Barker Seconded Mid Murray that the Annual General Meeting confirms the minutes of the Ordinary General meeting held on 30 April 2021 as a true and accurate record of the proceedings held.

Carried

5.2 Resolutions and Actions from Previous Meetings

Moved Alexandrina Seconded Naracoorte Lucindale that the Annual General Meeting notes progress with resolutions resulting from the Ordinary General Meeting of 30 April 2021 and outstanding resolutions from earlier general meetings.

Carried

6. LGA Business

6.1 LGA Annual Report 2020-2021

Moved Barunga West Seconded Mid Murray that the Annual General Meeting receives and adopts the Local Government Association of South Australia's Annual Report for the year 2020-2021.

Carried

6.2 Financial Statements 2020/2021

Moved Goyder Seconded Wakefield Regional that the Annual General Meeting receives and adopts the LGA of SA and controlled entities Financial Statements for the year 2020/21

Carried

6.3 Annual Reports for the LGA Committees

Moved Mount Gambier Seconded Kimba that the Annual General Meeting notes the Annual Reports for the year 2020-2021 of the following Committees established under the LGA Constitution:

- a) Greater Adelaide Regional Organisation of Councils (GAROC)
- b) South Australian Regional Organisation of Councils (SAROC)
- c) CEO Advisory Group
- d) Audit and Risk Committee

Carried

6.4 LGASA Mutual Annual Report 2020-2021

Moved Tumby Bay Seconded Alexandrina that the Annual General Meeting receives and notes the LGASA Mutual Annual Report for the year 2020-2021.

Carried

6.5 LGA Procurement Annual Report 2020-2021

Moved Yankalilla Seconded Elliston that the Annual General Meeting receives and notes the LGA Procurement Annual Report for the year 2020-2021.

Carried

6.6 Local Government Research and Development Scheme

Moved Kingston Seconded Victor Harbor that the Annual General Meeting notes the report.

Carried

6.7 LGA Advocacy Update

Moved Berri Barmerra Seconded Naracoorte Lucindale that the Annual General Meeting notes the report.

Carried

6.8 LGA Member Services Update

Moved Peterborough Seconded Onkaparinga that the Annual General Meeting notes the report.

Carried

6.9 Local Government Financial Indicators 2021

Moved Barunga West Seconded Mount Barker that the Annual General Meeting notes the report.

Carried

6.10 SAROC and GAROC Terms of Reference

Moved Loxton Waikerie Seconded Mid Murray that the Annual General Meeting ratifies the LGA SAROC Terms of Reference (effective 8 January 2020) and LGA GAROC Terms of Reference (effective 23 July 2020).

Carried

7. Recommendation Reports from the SAROC Committee

7.1 Increasing South Australia's Influence at the National General Assembly (Wakefield)

Moved Wakefield Seconded Barunga West that the Annual General Meeting:

1. recognises of the 139 motions considered at the 2021 National General Assembly, South Australia only had 5; and
2. calls on the Local Government Association to consider strategies that will assist in increasing South Australia's influence at the National General Assembly.

Carried

7.2 Regional Homelessness (and Housing Affordability) (Mount Gambier)

Moved Mount Gambier Seconded Wattle Range that the Annual General Meeting requests the LGA to write to: the Prime Minister, The Hon Scott Morrison MP; The Hon Michael Sukkar MP, Minister for Homelessness, Social and Community Housing; the Premier of South Australia, The Hon Steven Marshall MP; and The Hon Michelle Lensink MLC, Minister for Human Services advocating for increased funding to expand the stock of social and community housing in regional South Australia, with copies sent to regional Federal and State Members of Parliament.

Carried

8. Recommendation Reports from the GAROC Committee

8.1 Boundary Reform Legislation Change (Adelaide Hills)

Moved Adelaide Hills Seconded Light Regional that the Annual General Meeting requests the LGA Secretariat:

1. to advocate for a review of boundary reform laws once a proposal for proposed reform has progressed through all stages of the statutory process (or within 5 years of the commencement of the legislation). This review should be undertaken in consultation with local government and consider, amongst other things:
 - a) the legislation generally;
 - b) the supporting guidelines;
 - c) timelines; and
 - d) cost issues.
2. prior to the above review, to advocate to the Boundaries Commission for a review of Guideline No.3: Submitting a General Proposal to the Commission, to require a timeframe from the acceptance of a Stage 1 proposal be considered for the preparation and lodgement of a Stage 2 submission.

Lost

8.2 Cost and Timeframes for Adjustment to Telecommunication Pits on Road Reserves (Gawler)

Moved Gawler Seconded Murray Bridge that the Annual General Meeting requests the LGA to explore ways to reduce the cost and timeframes to councils associated with adjustment of telecommunication service pits in road reserves as part of their capital works programs.

Carried

8.3 Clear and Consistent Rules for Purchased Renewable Electricity (Gawler)

Moved Gawler Seconded Campbelltown that the Annual General Meeting requests:

1. the LGA to support advocacy led by the Australian Local Government Association calling on the Federal Government to amend the National Greenhouse and Energy Reporting (NGER) Framework to establish a legal definition of what is required to buy renewable electricity via the electricity grid and claim 100% renewable electricity use and zero emissions. This will establish market-based accounting for renewable

electricity, create a single nationally consistent method that applies to electricity and renewable electricity consumption and prevent double counting for all customers including for councils, seeking legally assured, clearly defined and priced renewable electricity; and

2. that the LGA President write to the Minister for Energy and Emissions Reduction to confirm member councils support for the above position.

Carried

8.4 Homelessness (Port Adelaide Enfield)

Moved Port Adelaide Enfield Seconded Salisbury that the Annual General Meeting requests the LGA to:

1. support the Everybody's Home Campaign which calls on the Australian Government together with States and Territories to commit to a national plan to end homelessness by 2030 which addresses all the drivers of homelessness;
2. call on the South Australian Government to support community driven efforts to identify people experiencing homelessness by name; and
3. support these efforts through joint advocacy and investigate how homelessness support services can be most effectively and sustainably coordinated.

Carried

8.5 Illegal Dumping (Port Adelaide Enfield)

Moved Port Adelaide Enfield Seconded Salisbury that the Annual General Meeting requests the LGA advocates to the State Government for a portion of funds collected via the Solid Waste Levy to be allocated for a state-wide campaign on illegal dumping to be developed by the EPA in collaboration with Green Industries SA, local government and other key leading bodies in this space, like KESAB environmental solutions.

Carried

9. Recommendation Reports from the LGA Board of Directors

9.1 2021 Local Government Legislative Reforms – Likely Cost to Councils (Marion)

Moved Prospect Seconded Gawler that the Annual / Ordinary General Meeting requests the LGA to investigate and provide a report with an analysis of likely costs to the sector (and individual councils where relevant) of:

1. submissions to the Remuneration Tribunal;

2. submissions to ESCOSA;
3. the Behavioural Panel;
4. HR Consultancy when recruiting a CEO; and
5. any other relevant changes mandated by the 2021 Local Government legislative reforms.

Carried

10. Next Meeting

An Ordinary General meeting will be held on Friday 8 April 2022 at a venue to be confirmed.

11. Close

The meeting was declared closed at 12.44pm.

Minutes confirmed

.....

Chairperson

Date

2021 LGA President's Annual General Meeting Report

I'm pleased to present the President's Report to the 2021 LGA Annual General Meeting.

Before providing a broader update, I would like to first acknowledge the work of former CEO Matt Pinnegar who has moved across to take the helm at the Australian Local Government Association. Matt's contribution to the LGA was significant and I know he will continue to represent our sector in Canberra. We thank Matt and note the considerable achievements and many successes delivered through his leadership and guidance.

Of course, every cloud has a silver lining and this month we have welcomed new LGA CEO Clinton Jury into the role. We are delighted by this appointment and how Clinton has embraced the local government sector. I look forward to working with him in the years ahead.

It would be remiss of me not to also mention long-serving Executive Director Public Affairs Lisa Teburea. Lisa was the driving force behind the LGA's advocacy agenda and instrumental in developing many of our successful campaigns. While we were sorry to see Lisa go, we wish her all the best and look forward to hearing what's next for her.

While we have been busy managing this change of leadership at the LGA, we have not slowed our pace in progressing several significant pieces of work for the benefit of the sector.

A year after being introduced into the House of Assembly, the Local Government Review Bill passed Parliament in June and became the *Statutes Amendment (Local Government Review) Act 2021*.

Our sector has advocated for these reforms for many years, and we have worked closely with the Parliament to ensure they are evidenced-based and support councils to deliver even better results for their communities.

Key changes in the reforms included new member behaviour standards, oversight of councils' financial plans and budgets by the Essential Services Commission of SA, a new Community Engagement Charter, and an independent process to set CEO salary bands through the South Australian Remuneration Tribunal.

The LGA now has a strong focus on delivering the LG Equip program, which will support councils with targeted training and resources to put these reforms into practice.

Flowing from the local government reform program, last month the State Government launched its new Councils in Focus website.

The website was developed to address a key recommendation from the SA Productivity Commission's inquiry into local government efficiency and uses data councils submit to the Local Government Grants Commission to provide an overview of revenue, expenditure and financial performance.

The LGA welcomed the initiative as an opportunity to provide our communities with more accessible and transparent information about their local councils and help them better understand council programs and how their rates are spent.

Since launching, we continue to work with councils to ensure that data provided to the Grants Commission is reported consistently and can be compared, and we will work with councils and the State Government to facilitate continuous improvements. This comes in direct

response to member feedback, and the LGA continues to press for these limitations to be addressed.

Of course, managing the health and economic impacts of COVID-19 has remained a high priority for governments at all levels, and the local government sector is no exception.

The Local Government Functional Support Group (LGFSG) has continued to play an essential role in coordinating the sector's response to changing risk profiles and restrictions.

As a central point of contact, the LGFSG has kept councils informed of changes to restrictions and requirements and supported them in their efforts to keep communities safe, including in response to the July lockdown. The LGA has also worked closely with SA Health to facilitate an agreement for metropolitan councils to support COVID-19 compliance activities.

As we look ahead, local government will continue to play an important role in locally-led recovery – reconnecting communities, supporting businesses, and accelerating local economic growth.

The LGA, like many of you, needed to defer a number of events as a result of COVID-19, including one of our key networking events for the year - the Roads and Works Conference. I would like to acknowledge the significant work undertaken by the conference committee and host council in preparation for this event, and we are hopeful it will be able to go ahead early next year.

Our sector has played a key role in supporting our state's economic recovery, advocating for, and taking advantage of, the additional grant funding available to bring forward infrastructure projects and stimulate economic activity.

We were pleased our earlier recovery campaign and advocacy activities produced results, with a \$1 billion expansion of the Commonwealth's Local Roads and Community Infrastructure Program bringing the total funding allocated to South Australian councils through this program to \$220 million.

Further, the LGA's main federal advocacy priority over the last 12 months was maintaining ongoing supplementary road funding for South Australia, and we were successful in securing a two-year \$40 million extension. This top-up means our state will continue to receive a fair share of federal road funding, which will contribute to the ongoing safety and prosperity of our communities.

At a state level, our advocacy agenda focused on securing State Government funding for libraries, with the ten-year state/local government libraries agreement expiring in June. The LGA championed the important role libraries play in our communities through a "library dollars make sense" campaign, which resulted in a commitment from the Premier to maintain funding of \$20.7 million in 2021-22 and beyond.

Councils were also assisted through LGA programs to progress several priority issues in their communities.

The Local Government Reconciliation Industry Network Group (LG RING) was established as a joint initiative between the LGA and Reconciliation SA, to recognise the critical role councils play in building respectful relationships between First Nations people and the

broader community. This forum allows council leaders to share ideas and networks and promote reconciliation initiatives.

The LGA also helped councils to fulfil their responsibilities under the *Disability and Inclusion Act 2018*, by facilitating a Community of Practice, advising on Action Plans, and establishing a Local Government Disability and Inclusion Advisory Group. The Advisory Group will assist the LGA to provide best practice tools and resources, and support councils with implementation.

Councils have also been supported to fulfil their obligations as road managers under the Heavy Vehicle National Law and Regulations, with the LGA last year partnering with the State Government and the National Heavy Vehicle Regulator (NHVR) to employ a Heavy Vehicle Access Liaison Officer.

This program has helped councils deliver proactive approaches to heavy vehicle access matters through direct advice, workshops and development of a road manager toolkit. This has allowed councils to build closer connections with industry and improve the safety and productivity of the local road freight network.

Our work to expand the broader professional support available to councils and their staff continued this month with an inaugural partnership agreement with LG Professionals SA commencing. This new agreement recognises the two organisations' common goals of bringing members of the sector together to grow their skills and networks and promote excellence in their field.

We are confident the new arrangement will increase the capacity of our organisations and allow us to offer additional development opportunities to the sector, and we look forward to welcoming LG Professionals SA staff to Local Government House from December.

In recent weeks we have started looking ahead toward 2022, and what will be a very important year for the Association and our sector.

The LGA is well progressed in setting our federal and state election strategies and we look forward to working with you throughout the campaign periods to highlight the important opportunities all governments have to support a thriving South Australia and deliver real benefits for local communities.

Council elections in 2022 is a key priority, and the LGA have been working closely with the Electoral Commission of South Australia to prepare for this process. We are committed to preparing councils and communities for these elections, building on the success of our candidate campaign '*Make a Difference*' and the broader community awareness campaign '*Enrol, Vote, Nominate*'.

Next years' awareness campaign will have a strong focus on encouraging increased participation of under-represented groups including women, young people, people with disability and First Nations and culturally and linguistically diverse communities.

To this end, please take some time over coming months to think about new and emerging leaders in your communities, and whether they could be encouraged to continue their service through a formal leadership role in your council.

Lastly, thank you for your ongoing support for the LGA and the work we do to provide a strong voice for local government. We have another busy year ahead of us, which will bring opportunities, challenges, and proposals for change to advance the sector.

We are confident that our leadership team and staff are well placed to meet these challenges, and with your help the LGA can continue its great work supporting strong, resilient, and connected communities.

Thank you.

Draft Minutes of the LGA Board of Directors Meeting held on Thursday 23 September 2021 at 1:00 pm in the Boardrooms at Local Government House, 148 Frome Street, Adelaide

1. Welcome, Present & Apologies

The President opened the meeting at 1.00 pm and welcomed members and staff.

1.1 Present

Mayor Claire Boan	Director
Mayor Angela Evans	Director / LGA President
Mayor Peter Matthey OAM	Director
Mayor Clare McLaughlin	Director
Mayor Keith Parkes	Director
Mayor Sam Telfer	Director / Immediate Past President
Mayor Erin Thompson	Director (<i>via videoconference</i>)
Mayor Erika Vickery OAM	Director / Chair of SAROC

LGA Secretariat:

Dr Andrew Johnson	Acting Chief Executive Officer
Nathan Petrus	Executive Director Member Services
Lea Bacon	Acting Executive Director Public Affairs
Ashlea Lyaal	Executive Assistant

1.2 Apologies & Absences

Mayor David O'Loughlin	Director / Chair of GAROC
Mayor Gillian Aldridge OAM	Director

2. Minutes of Previous Meeting

2.1 Minutes of Meeting held on 29 July 2021

Moved Mayor Seconded Mayor Matthey that the LGA Board of Directors confirms the minutes of the meeting held on 29 July 2021 and the Circular Resolution of 25 August 2021 as a true and accurate record of the proceedings held.

Carried

2.2 Resolutions and actions from previous meetings

Moved Mayor Parkes Seconded Mayor Boan that the LGA Board of Directors notes progress with resolutions resulting from the meeting of 29 July 2021 and outstanding resolutions from earlier meetings.

Carried

3. LGA Updates

3.1 Report from the LGA President

The President provided a verbal update on the report.

Moved Mayor McLaughlin Seconded Mayor Vickery that the LGA Board of Directors notes the report.

Carried

3.2 Report from the LGA CEO

The CEO provided a verbal update on the report (refer confidential item 8.15)

3.3 ALGA Update

Mayor Telfer provided a verbal update on the activities of the ALGA.

4. Reports from Bodies Established Pursuant to the LGA Constitution

4.1 LGA Audit & Risk Committee *(refer confidential reports)*

4.2 GAROC Committee

Moved Mayor Boan Seconded Mayor Vickery that the LGA Board of Directors notes the draft minutes of the meeting of the GAROC Committee on 6 September 2021.

Carried

4.3 SAROC Committee

SAROC Committee Chairperson, Mayor Erika Vickery, provided a verbal update.

Moved Mayor Vickery Seconded Mayor Telfer that the LGA Board of Directors notes the draft minutes of the meeting of the SAROC Committee on 29 July 2021.

Carried

4.4 CEO Advisory Group *(refer confidential reports)*

4.5 LGASA Mutual *(refer confidential reports)*

4.6 LGA Procurement *(refer confidential reports)*

4.7 Nominations Committee *(refer confidential reports)*

5. Invited Guest Speakers

Pat Christie, Chair of Audit & Risk Committee and Marcus Lojszczyk Pricewaterhouse Coopers (for Items 7.2 and 7.4)

6. Proposed Items of Business submitted by Member Councils

6.1 2021 Local Government Legislative Reforms – Likely Cost to Councils (Marion)

Moved Mayor Telfer Seconded Mayor Vickery that the LGA Board of Directors approves the following item of business requested by City of Marion being included in the agenda for the LGA Annual General Meeting to be held on 29 October 2021:

That the Annual General Meeting requests the LGA to investigate and provide a report with an analysis of likely costs to the sector (and individual councils where relevant) of:

- 1. submissions to the Remuneration Tribunal;*
- 2. submissions to ESCOSA;*
- 3. the Behavioural Panel;*
- 4. HR Consultancy when recruiting a CEO; and*
- 5. any other relevant changes mandated by the 2021 Local Government legislative reforms.*

Carried

7. Reports for Discussion

7.1 2020-2021 LGA Annual Report

Moved Mayor Matthey Seconded Mayor Boan that the LGA Board of Directors:

1. adopts the 2020-2021 LGA Annual Report; and
2. requests that copies of the Annual Report be made available to councils at the 2020 LGA Annual General Meeting.

Carried

7.5 CEO Advisory Group Annual Report 2020-2021

Moved Mayor Matthey Seconded Mayor Thompson that the LGA Board of Directors notes the 2020-21 CEO Advisory Group Annual Report.

Carried

7.6 LGA Procurement Annual Report

Moved Mayor Matthey Seconded Mayor McLaughlin that the LGA Board of Directors notes the LGA Procurement Board approved 2020/21 Annual Report.

Carried

7.7 2021 Annual General Meeting (AGM) Agenda Reports

Moved Mayor McLaughlin Seconded Mayor Parkes that the LGA Board of Directors approves the agenda items outlined in this report being submitted for consideration at the 2021 LGA Annual General Meeting.

Carried

7.8 Local Government Research and Development Scheme

Moved Mayor Vickery Seconded Mayor Boan that the LGA Board of Directors:

1. adopt the LGR&DS Annual Report for 2020-21.
2. endorse the Local Government Research and Development Scheme Advisory Committee recommendations to:
 - a. approve funding for three externally led projects totalling \$126,000;
 - b. note the following regarding the regional capacity building program:
 - i. The 2020-21 outcomes and 2021-22 priorities as reported by Regional LGAs; and

- ii. The combined carryover of \$459,626 requested by three regional LGAs and approved by the LGR&DS Advisory Committee.

c. adopt the:

- i. LGR&DS Advisory Committee Terms of Reference
- ii. LGR&DS Eligibility Policy
- iii. LGR&DS Delivery Policy

Carried

7.9 State Local Government Infrastructure Partnership Final Report

Moved Mayor Telfer Seconded Mayor Matthey that the LGA Board of Directors note the SLGIP Final Report and Evaluation, and endorse its submission to the Treasurer.

Carried

7.10 LGA Reconciliation Action Plan

Moved Mayor McLaughlin Seconded Mayor Parkes that the LGA Board of Directors endorse the development of a Reconciliation Action Plan for the LGA.

Carried

1.30pm Pat Christie, Chair of Audit & Risk Committee and Marcus Lojszczyk Pricewaterhouse Coopers joined the meeting and presented to the Board on the LGA Audit & Risk Committee Annual Report 2020/2021 and the 2020/2021 Financial Statements.

7.2 2020/21 Financial Statements

Moved Mayor Telfer Seconded Mayor Vickery that the LGA Board of Directors:

1. notes the end of year result for the LGA Secretariat is a \$130,235 surplus compared with a budget deficit of \$162,000. After including a surplus in projects activity of \$364,468 and the increase in the revaluation of investment property less assets disposed of \$1.612 million the LGA Parent Entity is reporting a Net Surplus of \$2.106 million; and
2. authorises the President and Acting Chief Executive Officer certify the 2020/21 Financial Statements for the LGA and sign the Statements by the Board for the year ended 30 June 2021.

Carried

7.3 2020/21 LGASA Mutual Financial Statements

Moved Mayor Matthey Seconded Mayor Parkes that the LGA Board of Directors notes the LGASA Mutual's annual financial statements 2020/2021.

Carried

7.4 LGA Audit and Risk Committee Annual Report 2020/21

Moved Mayor Telfer Seconded Mayor Boan that the LGA Board of Directors notes the LGA Audit and Risk Committee Annual Report 2020/21.

Carried

7.11 CWMS Management Committee

Moved Mayor Parkes Seconded Mayor Thompson that the LGA Board of Directors:

1. consider the following items in confidence being satisfied that there are reasonable grounds for the information received, discussed or considered in relation to these items to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures and orders all observers at the meeting, with the exception of Acting LGA CEO Andrew Johnson be excused from the meeting.

Carried

2.04pm all staff excluding the LGA Acting CEO left the meeting

Moved Mayor Vickery Seconded Mayor Matthey that the LGA Board of Directors:

1. notes the report;
2. confirms that the current CMWS Management Committee membership has Board approval to undertake the functions of the Committee, until formal appointments to the committee are made as per recommendations 3 and 4 of this report;
3. writes to the Chief Executives of the Office of Local Government, Environment Protection Authority, Department of Health and Department for Environment and Water to seek confirmation of existing appointments to the CWMS Management Committee (including proxies) or advice of new member and proxy member appointments;
4. approaches the current sector member to the committee, Mr Russell Peate, in accordance with Clause 5.5.1 of the CWMS Management Committee Terms of Reference, to fulfill a twelve-month period concluding 27 September 2022; and undertakes a call for expressions of interest for the proxy Sector Member; and

5. Upon any potential declining of Mr Russell Peate, then the LGA undertakes a call for expressions of interest for the Sector Member of the CWMS Management Committee to determine the Sector Member and Proxy appointments for a three-year term.
6. having considered this item in confidence resolves to retain the discussion, in confidence, on the grounds that this relates to personal affairs information.

Carried

2.18pm staff returned to the meeting

7.12 Short Term Holiday Rental Accommodation Bill

Moved Mayor McLaughlin Seconded Mayor Boan that the LGA Board of Directors:

1. notes the report on the Short Term Holiday Rental Accommodation Bill 2021;
2. adopts the position that local government supports the intent of the Short Term Holiday Rental Accommodation Bill 2021, which is to provide oversight and regulation of the short-term holiday rental property market and to provide protections for neighbouring residents, and
3. requests the LGA President provides a written submission on the Short Term Holiday Rental Accommodation Bill 2021 to all parties and crossbench members based on the information contained in this report.

Carried

7.13 LGA Planning Reform Program – Evaluation Report

Moved Mayor Telfer Seconded Mayor Thompson that the LGA Board of Directors:

1. note the Evaluation Report on the LGA's support to councils during the state-wide reform of the planning system; and
2. commended Stephen Smith on his work in leading the LGA Planning Reform Program.

Carried

7.14 LGA Submission on the Local Design Review Code Amendment

Moved Mayor Vickery Seconded Mayor Telfer that the LGA Board of Directors:

1. notes the report on the LGA Submission on the Local Design Review Code Amendment; and

2. authorises the LGA Acting CEO to finalise an LGA Submission on the Local Design Review Code Amendment.

Carried

7.15 2022 LGA Major Events Schedule

Moved Mayor Matthey Seconded Mayor Boan that the LGA Board of Directors approves the following revised schedule for LGA major events in 2021-2022:

1. The program for the LGA Annual General Meeting scheduled for 28 – 29 October 2021 at the Adelaide Entertainment Centre be modified to incorporate the LGA Conference and remove the LGA Showcase;
2. If COVID-19 circumstances and associated Emergency Management Directions change such that attendance in-person is impacted, the LGA CEO (or Acting CEO as the case may be) and the President be authorised to make arrangements for an alternative venue or for the LGA General Meeting venue to be LGA House, 148 Frome St, Adelaide SA 5000 and an electronic online Zoom meeting (with electronic meeting access information to be published in advance of the meeting);
3. The LGA Showcase be scheduled to occur in conjunction with the Ordinary General Meeting, currently planned for 7 – 8 April 2022;
4. the 2021-2022 LGA Roads and Works Conference be cancelled for 2021-2022 and rescheduled to occur in August 2022; and
5. an LGA Achievement Awards Event be scheduled to occur in February 2022, with the CEO authorised to determine an appropriate time and venue for the event.

Carried

8. Confidential Reports

8.1 Grounds for moving into confidence

Moved Mayor Vickery Seconded Mayor Telfer that the LGA Board of Directors resolves to consider the following items in confidence being satisfied that there are reasonable grounds for the information received, discussed or considered in relation to these items to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures and orders all observers at the meeting, with the exception of LGA staff on duty be excluded from attendance at the meeting:

1. Agenda Item 8.2 - Confidential Previous Minutes;
2. Agenda Item 8.3 - Confidential resolutions and actions;
3. Agenda Item 8.4 - LGA Audit & Risk Committee Confidential Update;
4. Agenda Item 8.5 - LGASA Mutual Board Confidential Update;

5. Agenda Item 8.6 - LGA Procurement Confidential Update;
6. Agenda Item 8.7 - LGA Procurement Business Plan;
7. Agenda Item 8.8 - CEO Advisory Group Update;
8. Agenda Item 8.9 - Nominations Committee Update;
9. Agenda Item 8.10 - Local Government Reform Update;
10. Agenda Item 8.11 - South Australian Public Library Network;
11. Agenda Item 8.12 - State Election Strategy;
12. Agenda Item 8.13 - LGA | LG Professionals Partnership;
13. Agenda Item 8.14 - CWMS Program (under separate cover); and
14. Agenda Item 8.15 – CEO Update (verbal)

Carried

8.2 Confidential Minutes of Previous Meetings

Moved Mayor Boan Seconded Mayor Telfer that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. confirms the following confidential minutes of previous meetings as true and accurate records of the proceedings held:
 - 29 July 2021 (ordinary meeting)
 - 11 August 2021 (special meeting)
 - 27 August 2021 (special Board only meeting)
 - 2 September 2021 (Board only circular resolution)
3. having considered Agenda Item 8.2 - Confidential Minutes of Previous Meetings in confidence resolves to retain the attachments and discussion in confidence within the parameters of the original resolutions contained within.

Carried

8.3 Confidential Resolutions and Actions from previous meetings

Moved Mayor Boan Seconded Mayor Vickery that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated

confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;

2. notes progress of confidential resolutions resulting from the meeting of 29 July 2021, 11 August 2021 and outstanding confidential resolutions from earlier meetings including the LGA Executive Committee; and
3. having considered Agenda Item 8.3 - Confidential Resolutions and Actions from Previous Meetings in confidence resolves to retain the report in confidence within the parameters of the original resolutions contained within; and release the resolution.

Carried

8.4 LGA Audit & Risk Committee Confidential Update

Moved Mayor Telfer Seconded Mayor Parkes that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes the Chair's update and the confidential minutes of the LGA Audit and Risk Committee meeting held on 28 July 2021 and 6 September 2021; and
3. having considered Agenda Item 8.4 - LGA Audit and Risk Committee Confidential Update in confidence resolves to retain the report and attachments in confidence indefinitely.

Carried

8.5 LGASA Mutual Board Confidential Update

8.6 LGA Procurement Board Confidential Update

2.32pm Mayor Boan left the meeting

8.7 LGA Procurement Business Plan and the inclusion of a Contract Establishment Fee

8.8 CEO Advisory Group Update

Moved Mayor Telfer Seconded Mayor Vickery that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated

confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;

2. notes the draft confidential minutes of the CEO Advisory Group meeting of 5 August 2021; and
3. having considered Agenda Item 8.8 - CEO Advisory Group Confidential Minutes of Meeting in confidence resolves to retain the attachment and discussion in confidence within the parameters of the original resolutions contained within.

Carried

8.9 Nominations Committee Update

Moved Mayor Parkes Seconded Mayor McLaughlin that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes the report;
3. notes the draft confidential minutes of the Nominations Committee meetings on 11 August 2021 and 10 September; and
4. having considered Agenda Item 8.9 – Nominations Committee Update in confidence resolves to retain the attachment and discussion in confidence within the parameters of the original resolutions contained within.

Carried

8.10 Local Government Reform Update

3:00pm Mayor Boan returned to the meeting

Moved Mayor Telfer Seconded Mayor McLaughlin that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes this Report;
3. approves the Secretariat to pursue best endeavours advocacy for the commencement of the Behaviour Management Framework from the November 2022 periodic elections with transitional Regulations implemented to deem the LGA's model 'Behavioural Management Policy' and model 'Behavioural Support Policy' to be the policies applying to every

council from the commencement date until the conclusion of a period of six months following the November 2022 periodic elections;

4. approves the Secretariat to pursue best endeavours advocacy for the development of Regulations relating to the preferred countback method to apply in the twelve months following a periodic election, being the preferred candidate method set out in this report; and
5. having considered Agenda Item 8.10 – Local Government Reform Update in confidence resolves to retain the report in confidence indefinitely on the grounds that this relates to the development of the LGA's negotiating positions and advocacy tactics.

Carried

3:15pm the meeting adjourned

3:16pm Mayor Thompson left the meeting

3:26pm the meeting resumed

8.11 South Australian Public Library Network

8.12 State Election Strategy

3:43pm Mayor Telfer declared a conflict of interest and left the meeting.

Moved Mayor Vickery Seconded Mayor McLaughlin that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. resolves to consider agenda Item 8.12 – State Election Strategy in confidence being satisfied that there are reasonable grounds for the information received, discussed or considered in relation to this item to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures and orders all observers at the meeting, with the exception of LGA staff on duty, be excluded from attendance at the meeting;
3. notes the report on the State Election Strategy;
4. delegates finalisation of the LGA 2022 State Election Campaign Strategy, the LGA 2022 State Election Platform and the LGA campaign advocacy kit for member councils to the LGA President and LGA (Acting) CEO; and
5. having considered Agenda Item 8.12 – State Election Strategy in confidence resolves to retain the report, in confidence indefinitely on the grounds that this relates to strategic matters.

Carried

3:45pm Mayor Telfer returned to the meeting

8.13 LGA | LG Professionals SA Partnership

Moved Mayor Telfer Seconded Mayor Parkes that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. delegates to the (Acting) Chief Executive Officer the finalisation and execution of a Memorandum of Understanding and Service Level Agreement (drafts attached) to give effect to a partnership between the LGA and LG Professionals SA;
3. notes the next steps as discussed in this report, to implement the proposed partnership; and
4. having considered Agenda Item 8.13 - LGA/LG Professionals SA Partnership in confidence, resolves to release the resolution and retain the report and attachments in confidence indefinitely on the grounds that this relates to commercially sensitive information.

Carried

8.14 CWMS Program

3:48pm all staff excluding the LGA Acting CEO left the meeting

Moved Mayor Vickery Seconded Mayor Parkes:

That the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. orders all observers at the meeting, with the exception of the Acting Chief Executive Officer be excluded from attendance at the meeting for Agenda Item 8.14 – CWMS Management.

Retained in confidence

6. having considered Agenda Item 8.14 – CWMS Management in confidence resolves to retain the report, attachment and discussion in confidence on the basis that the item relates to personal affairs

Carried

8.15 CEO Update (verbal)

9. Late Reports

9.1 Statewide Superannuation Board Director – recommendation

10. Questions With / Without Notice

Nil

11. Any Other Business

Nil

12. Calendar of upcoming Key Dates

Audit & Risk Committee	23 November
GAROC Committee	1 November
SAROC Committee	17 November
CEO Advisory Group	4 November
Annual /Ordinary General Meeting	28 – 29 October

13. Next Meeting

The next meeting of the LGA Board of Directors will be held on Thursday 18 November 2021 at 9am in the City of Mount Gambier.

14. Close

The meeting was declared closed at 4:25pm.

Minutes confirmed

.....

Chairperson signature

Date

Draft

Draft Minutes of the South Australian Regional Organisation of Councils (SAROC) Committee meeting held at 10:00am on Thursday 23 September 2021 in the Boardrooms at Local Government House, 148 Frome Street, Adelaide

1. Welcome, Present & Apologies

The Chairperson opened the meeting at 10:00am and welcomed members and staff.

1.1 Present

SAROC Committee

Mayor Travis Barber	Member (<i>zoom</i>)
Mayor Peter Hunt	Member
Mayor Moira Jenkins	Member
Mayor Peter Matthey* OAM	Member
Mayor Clare McLaughlin*	Member
Mayor Bill O'Brien	Member (<i>zoom</i>)
Mayor Keith Parkes*	Member
Mayor Richard Sage	Member
Mayor Sam Telfer*	Member / Immediate Past President
Mayor Erika Vickery* OAM	Member / Chair

* LGA Board Director

Regional Executive Officers

Peter Scott	Eyre Peninsula LGA (<i>zoom</i>)
Simon Millcock	Legatus Group (<i>zoom</i>)
Tony Wright	Limestone Coast LGA
Tim Smythe	Murraylands & Riverland LGA
Graeme Martin	Southern & Hills LGA
Leonie Boothby	Spencer Gulf Cities LGA (<i>zoom</i>)

LGA Secretariat

Andrew Johnson	Acting Chief Executive Officer
Nathan Petrus	Executive Director Member Services

Draft

Lea Bacon	Acting Executive Director, Public Affairs
Thomas Caunce	Acting Director, Policy
Stephen Smith	Planning Reform Partner
Andrew Leader	Manager, GAROC/SAROC Committees
Emily Heywood-Smith	Media & Communications Advisor
Melissa Dahmen	Executive Assistant (minutes)

1.2 Apologies and Absences

Mayor Caroline Phillips	Member
Mayor Brett Benbow	Member

2. Standing Items

2.1 Minutes of Meeting

Moved Mayor Hunt Seconded Mayor Jenkins that the SAROC Committee confirms the minutes of its meeting held on 29 July 2021 as a true and accurate record of the proceedings held.

Carried

2.2 Resolutions and Actions

Moved Mayor Telfer Seconded Mayor Matthey that the SAROC Committee notes progress with resolutions resulting from the meeting of 29 July 2021 and outstanding resolutions from earlier meetings.

Carried

2.3 Finance Update

Moved Mayor Telfer Seconded Mayor Hunt that the SAROC Committee notes the year-to-date finances to 30 June 2021.

Carried

2.4 GAROC Update

Moved Mayor McLaughlin Seconded Mayor Jenkins that the SAROC Committee notes the Key Outcomes Summary for the GAROC meeting held on 6 September 2021.

Carried

Draft

3. Invited Guest Speakers

Michael Guy & Eric Wisgard – South Australian Housing Authority (SAHA) to discuss the 'Local Affordable Housing Plan Toolkit'.

3.1 South Australian Housing Authority – 'Local Affordable Housing Plan Toolkit'

Moved Mayor McLaughlin Seconded Mayor Parkes that the SAROC Committee:

1. notes the attached South Australian Housing Authority (SAHA) consultation draft, 'Local Affordable Housing Plan Toolkit'; and
2. notes that the development of the SAROC Regional Housing Policy Toolkit:
 - will not duplicate efforts made by SAHA staff in the development of the Local Affordable Housing Plan Toolkit;
 - will endeavour to include consultation with SAHA staff in its development; and
 - will make appropriate reference to the Local Affordable Housing Plan Toolkit and the useful resources contained therein.

CARRIED

4. Regional LGA Updates

4.1 Regional Executive Officers Communique

Moved Mayor Hunt Seconded Mayor Sage that the SAROC Committee notes the Regional Executive Officers Communique.

CARRIED

4.2 Regional LGA Updates

Moved Mayor Hunt Seconded Mayor Telfer that the SAROC Committee notes the attached updates provided by the Executive Officers of each Regional Local Government Association.

CARRIED

Draft

5. Proposed Items of Business Submitted by Member Councils

5.1 Increasing South Australia's Influence at the National General Assembly (Wakefield)

Moved Mayor O'Brien Seconded Mayor Jenkins that the SAROC Committee approves the following item of business requested by Wakefield Regional Council being included in the agenda for the LGA Annual General Meeting to be held on 29 October 2021:

That the Annual General Meeting:

- 1. recognises of the 139 motions considered at the 2021 National General Assembly, South Australia only had 5; and***
- 2. calls on the Local Government Association to consider strategies that will assist in increasing South Australia's influence at the National General Assembly.***

CARRIED

5.2 Equitable Distribution of Federal Roads Funding to Rural Councils within South Australia (Wakefield)

Moved Mayor Telfer Seconded Mayor Hunt that the SAROC Committee:

- notes the following item of business requested by Wakefield Regional Council being included in the agenda for the LGA Annual General Meeting to be held on 29 October 2021:

That the Annual General Meeting requests the LGA to call on the South Australian Grants Commission to review its distribution formula, to ensure the allocation of federal road funding is distributed to local governments within South Australia, in accordance with the National Principles of horizontal equalisation as required by the Local Government (Financial Assistance) Act 1995;

- determines that the request for the South Australian Grants Commission to review its distribution formula does not meet LGA Guidelines for considering proposed Items of Business for LGA General Meetings on the basis that it would have negative impacts on some LGA member councils and their communities; and
- advises the Wakefield Regional Council of this decision.

CARRIED

Division:

For: Telfer, Hunt, Sage, Vickery, McLaughlin, O'Brien (6)

Against: Parkes, Matthey, Jenkins, Barber (4)

Draft

5.3 Regional Homelessness (and Housing Affordability) (Mount Gambier)

Moved Mayor Matthey Seconded Mayor Telfer that the SAROC Committee approves the following item of business requested by the City of Mount Gambier being included in the agenda for the LGA Annual General Meeting to be held on 29 October 2021:

That the Annual General Meeting requests the LGA to write to: the Prime Minister, The Hon Scott Morrison MP; The Hon Michael Sukkar MP, Minister for Homelessness, Social and Community Housing; the Premier of South Australia, The Hon Steven Marshall MP; and The Hon Michelle Lensink MLC, Minister for Human Services advocating for increased funding to expand the stock of social and community housing in regional South Australia, with copies sent to regional Federal and State Members of Parliament.

CARRIED

5.4 Social and Community Housing in the Murraylands & Riverland)

Moved Mayor McLaughlin Seconded Mayor Jenkins that the SAROC Committee:

1. notes the following LGA General Meeting - Proposed Item of Business submitted by the Murraylands and Riverland Local Government Association (MRLGA):

That the Annual General Meeting requests the LGA to:

- 1. support high level advocacy on the matter of social and community housing shortages with a view to receiving an update on the progress on the 'Our Housing Future 2020-2030' Plan from the Minister for Human Services; and***
- 2. concurrently with part 1, request that LGA seek a commitment from the Minister for Human Service to partner with local government to develop regional housing plans consistent with action 1.4 in 'Our Housing Future 2020- 2030'.***
2. acknowledges that social and community housing shortages and the related issues of housing affordability and homelessness are issues of strategic importance to councils;
3. notes that the South Australian Housing Authority (SAHA) has commenced consultation with councils on a draft of a Local Affordable Housing Plan Toolkit in accordance with action 1.4 in Our Housing Future 2020-2030;

Draft

4. advises the MRLGA that in light of the above development, the SAROC Committee believes the proposed item of business is no longer needed; and
5. requests that the LGA Secretariat consult with regional councils on the usefulness of the Local Affordable Housing Plan Toolkit and report back to the SAROC Committee prior to the end of the 2021-22 year.

CARRIED

5.5 Northern Adelaide Irrigation Scheme (NAIS) Water Pricing and Connection Costs (Adelaide Plains Council)

Moved Mayor Sage Seconded Mayor Telfer that the SAROC Committee:

1. does not approve the following item of business requested by the Adelaide Plains Council being included in the agenda for the LGA Annual General Meeting to be held on 29 October 2021:

That the Annual General Meeting requests the LGA to:

- ***In the interests of securing long-overdue investment for the inner-north regarding the Northern Adelaide Irrigation Scheme, the Local Government Association calls on the State Government, the Minister for Environment and Water, SA Water and other relevant stakeholders to determine a strategy that unlocks potential investment opportunities and ensures NAIS water pricing allows for private sector take-up.***

Specifically it is requested that SA Water review its pricing for access and connection to NAIS infrastructure and the ongoing cost of recycled water, recognising that the establishment of the NAIS scheme has already been funded by State and Federal Governments. The review should seek to reduce the connection to infrastructure and recycled water costs to a more affordable level, comparable with similar recycled water reuse schemes and/or existing water supplies used in the horticulture industry which would lead to obvious economic and environmental benefits.

- ***Water quality issues and suitability of NAIS recycled water for use in horticulture, without further treatment, should also be reviewed.***
2. Advise Adelaide Plains Council of this decision, as the proposal deals with a specific recycled water scheme and the LGA is already advocating to the State Government for improved policy, regulation and pricing of water to support councils, particularly through its submissions to the development of the State Government's Water Security Strategy 2021.

CARRIED

Draft

5.6 Vocational Training and TAFE Capability in Regional Centres (Limestone Coast)

Moved Mayor Jenkins Seconded Mayor McLaughlin that the SAROC Committee:

1. notes the Limestone Coast Local Government Association's (LCLGA) proposal:
That SAROC includes improved regional vocational training and support for TAFE SA in its advocacy program with a particular focus on:
 1. *Local control of TAFE SA in regional centres via a local board.*
 2. *Improved funding and funding allocation models.*
 3. *A vocational skills development strategy for each region for current and future.*
2. welcomes suggestions from regional associations and councils for additions to the SAROC advocacy agenda, and that these suggestions are considered prior to each financial year as part of the Annual Business Plan development process;
3. agrees to include 'Vocational Training and TAFE Capability in Regional Centres' as an advocacy issue in the draft 2022-23 SAROC Annual Business Plan for future consultation with member councils and Regional LGAs; and
4. advises the LCLGA that their advocacy proposal for the 2022-23 year will be strengthened if supporting evidence and advice is received and included from other Regional LGAs and the Regional Development Australia Limestone Coast.

CARRIED

6. Reports for Discussion

6.1 Community Wellbeing

Moved Mayor McLaughlin Seconded Mayor Parkes that the SAROC Committee:

1. notes the Community Wellbeing report;
2. notes the outcomes and learnings of the Community Wellbeing Alliance – two regional trials; and
3. t Thanks the Southern & Hills LGA and the Murraylands and Riverland LGA for leading the pilot Community Wellbeing Alliance trails on behalf of their regions.

CARRIED

Draft

7. Confidential Reports

7.1 State Election Campaign

Mayor Telfer declared a conflict of interest (candidate for March 2022 State Election) and left the room. The Regional Executive Officers also left the room.

Moved Mayor Hunt Seconded Mayor Jenkins that the SAROC Committee:

1. resolves to consider agenda Item 7.1 – State Election Strategy in confidence being satisfied that there are reasonable grounds for the information received, discussed or considered in relation to this item to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures and orders all observers at the meeting, with the exception of LGA staff on duty, be excluded from attendance at the meeting;

CARRIED

Moved Mayor McLaughlin Seconded Mayor Hunt that the SAROC Committee:

1. notes the report on the State Election Strategy;
2. provides feedback on the draft LGA 2022 State Election Campaign Strategy;
3. provides insights on the best ways for the LGA to engage with and activate member councils to inform, support and deliver the campaign; and
4. having considered Agenda Item 7.1 – State Election Strategy in confidence resolves to retain the report, in confidence indefinitely on the grounds that this relates to strategic matters.

CARRIED

12:04 – Mayor McLaughlin left the meeting

12:04 – Mayor Telfer and Regional Executive Officers returned to the meeting

8. Late Reports

Nil

9. Any Other Business

Moved Mayor Telfer Seconded Mayor Matthey that the SAROC Committee writes to the SA Grants Commission for clarification on its distribution formula, including on any reviews being undertaken by the Commission, currently or in the last twelve months, and communicate any answer back to member councils.

CARRIED

Draft

10. Next Meeting

The next meeting of the SAROC Committee will be held on Wednesday 17 November 2021 at 11:00am in the Boardrooms at City of Mount Gambier, 10 Watson Terrace Mount Gambier.

11. Close

The meeting was declared closed at 12:10pm.

Minutes confirmed

.....

Chairperson signature

Date

SAROC Committee Meeting – Key Outcomes Summary – 23 September 2021

South Australian Housing Authority Presentation

Michael Guy and Eric Wisgard from the South Australian Housing Authority (SAHA) provided a presentation on the agency's draft Local Affordable Housing Plan Toolkit, developed as part of the government's 10-year Our Housing Future 2020-2030 strategy.

When published, the SAHA toolkit will complement the SAROC Regional Housing Policy Toolkit commissioned at its last meeting. The SAHA toolkit is expected to be completed and ready for council use by the end of 2021.

Items of Business recommended to LGA Annual General Meeting

Regional Homelessness (and Housing Affordability)

SAROC has recommended a proposed item of business from the City of Mount Gambier requesting that the LGA write to all relevant state and federal ministers to advocate for increased funding to expand the stock of social and community housing in regional South Australia.

Increasing South Australia's Influence at the National General Assembly

SAROC also recommended a proposed item of business from the Wakefield Regional Council calling on the LGA to consider strategies to increase South Australia's influence at the National General Assembly.

These items will be considered by LGA member councils at the Annual General Meeting on 29 October 2021.

South Australian Local Government Grants Commission – Distribution Formula

SAROC agreed to write to the South Australian Local Government Grants Commission seeking clarification on its grant distribution formula, including any reviews being undertaken by the Commission, and to communicate any findings back to member councils.

Vocational Training and TAFE Capability in Regional Centers

SAROC considered an item of business raised by the Limestone Coast LGA (LCLGA) and agreed to include 'Vocational Training and TAFE Capability in Regional Centers' as an advocacy issue in the draft 2022-23 SAROC Annual Business Plan for future consultation with member councils and Regional LGAs.

Community Wellbeing

A Community Wellbeing Alliance pilot program has been supporting some councils to address specific health and wellbeing needs in the regions arising from regional public health plans and planning processes and identify opportunities to improve local government's role in supporting community wellbeing in regional communities. The committee noted a report provided by the Southern & Hills LGA and the Murraylands and Riverland LGA and thanked both organisations and their member councils for their work.

8.3 EXECUTIVE OFFICER REPORT

BACKGROUND

The lead up to Christmas has been a busy period, with projects progressing, the opening and changing of cross border rules and requirements, and commencing planning processes for the 2022/23 business plan.

The key activities during the last two months include:

- CEO and Mayor weekly meetings
- CEO Forum
- SAROC Board meeting and dinner (Mount Gambier)
- Cross Border Commissioner Weekly Meetings
- ZEST Forum
- Ac.Care Board, Risk and Audit and Strategy meetings
- RDALC Leadership meetings
- SATC and Regional Tourism Chairs meetings
- Waste Management meetings
- LGASA Conference and AGM
- Meeting David Lake – Regional Plans
- LGA Briefing on new legislative requirements
- Meeting Ian Hamilton, Heritage Services initial period meeting.
- Meeting on DiT Road Planning, Maintenance and Priorities (organised by the Hon, Nick McBride with Minister for Infrastructure and Transport)
- Green Triangle Freight Action Plan
- Wulanda briefing and tour construction site
- Meeting Velolia State Manager, market sounding
- Meetings with the City of Mount Gambier on the Regional Waste Project
- Key Note Speaker St Martins end of year dinner.
- SACCA Coastal Forum
- Finders University Growing the Innovation Ecosystem meeting.

The focus for the next period:

- Implementing the business plan, including
 - Destination Development
 - Leadership
 - Waste MRF
 - Roads – setting up the new DiT committee, engaging in GTFAP and preparing SLRP submissions for 2022/23
- Sports Academy environmental scanning
- Transition arrangement planning for the SMLC project. The current grant ends in November 2022.
- Completing the shift to Cloud for LCLGA data and systems, shutting down the server by end of January
- Improving LCLGA systems and policies (continuous process)
- Advocacy (as per the Board paper in the agenda)

8.4 DESTINATION DEVELOPMENT PROGRAM

OBJECTIVES

The Destination Development Program is gaining stability, despite uncertainty in the market due to internal border closures. The objectives remain as:

- Short-Term Objective: Maintain industry support and access to support programs and funding opportunities as the sector emerges from CoVid19.
- Medium-Term Objective: Finalise the visitor economy reference group. Onboard a new Destination development Coordinator to the program and advance a regional solution for data collection.
- Longer-Term Objective: Deliver the Destination Tourism & Marketing Plan.

PROGRAM HIGHLIGHTS

- We are releasing a new blog for our official destination website each month, as previously reported. The new blog is already performing well, growing our online engagement. The current blog is <https://visitlimestonecoast.com.au/blog/ultimate-4wd-guide-to-limestone-coast/>

I would like to acknowledge the support and input from the LC Visitor Servicing Network (VIC Managers) as they provided expertise and helped with the editorial fact-checking.

- I am pleased to announce that Heidi Eldridge will commence in the Destination Development Coordinator Position from 1st February 2022. Heidi has a strong background covering marketing, events, industry engagement, international hotel management and business development. Heidi is currently the Marketing & Events Officer with the Coonawarra Vignerons.
- The regional solution to capture valuable data from visitation, expenditure, and latent demand is progressing with some councils already committed, and these will commence on-boarding for their dashboard in the coming weeks.
- Of the 7 events that applied for funding through the competitive SA Regional Events Fund (closed on 30 September 2021), one event was successful - The Mount Gambier Fringe.
- The confidence in delivering events is still a considerable concern for most volunteer event organisers.
- Industry support has remained intense with the border re-opening and the imminent cases that will occur, and exposure sites. The industry has advised of some cancellations; however, forward bookings reporting are strong. The Limestone Coast Tourism Industry Closed Facebook Group membership is now at 498, and engagement levels are very high.
- I participated in a virtual trade event called ATEC Meeting Place with 64 x 11min appointments. Interest in the Limestone Coast was at an all-time high given our regional location and predominantly self-drive proposition. It was pleasing to present new bookable experiences and new commissionable accommodation options to the trade. The follow-up work with each specific request from the appointments will now begin.

Madelaine Brookes from the City of Mount Gambier joined the virtual appointments as an observer. Madelaine is participating in an International Business Program called Horizons,

being delivered by the Federal Department of Foreign Affairs & Trade, and this was a good opportunity for her to see the trade element (distribution system) at work. For more information on the program.

<https://www.dfat.gov.au/trade/engage/engage-with-dfat/horizons-international-engagement-program>

- As previously reported, we have been working with Tourism Australia and South Australian Tourism on a project called National Experience Content Incentive, which involved a digital photo & video shoot in the region from Monday 22nd – Monday 29th.

Several 'bookable' experiences were filmed during this time which will be used to promote the region internationally (when the timing is right). Notably, the operators will also have full access to the content for their promotions. In addition, the destination program will also have access to assist with domestic promotion via our digital platforms.

- Two funding programs were announced in late October with a closing date of Friday 3rd December (a very short window). These programs are available on this link – noting these are in addition to the Nature-Based Tourism Co-investment Fund.
<https://www.parks.sa.gov.au/park-management/improving-sa-national-parks/nbt-co-investment-fund/small-grants>

I have provided support for a number of businesses who are applying under these programs, again indicating the optimism in the region.

Project YTD Profit & Loss.

	Actual YTD	Budget FY	Variance
Income	\$263,500	\$304,000	\$40,499
Expenditure	\$110,635	\$306,000	-\$195,364
Net	\$152,865	-\$2064	
Expected Carry Over			

Project Risks

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

8.5 STARCLUB AND REGIONAL SPORTS ACADEMY

OBJECTIVES - STARCLUB

To ensure clubs in the region:

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

OBJECTIVES – SPORTS ACADEMY

The objectives of the Sports Academy are to:

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

KEY HIGHLIGHTS – STARCLUB

The STARCLUB Field Officer attended a Clubs In Sport Conference at Adelaide Oval in November run by the ORSR. The focus was heavily on the State Governments future direction for Sport and Sporting Clubs. The direction is outlined in the Game On Strategy, which can be found here https://www.orsr.sa.gov.au/about_us/game_on

The ORSR and Government has made a decision to no longer fund the STARCLUB Field Officer position after June 2022.

Regions, like ours can present a business case for a Sports Officer being supported by the ORSR financially from July 2022.

Local Government organisations can enter into a service agreement with the ORSR to have an officer supporting clubs and delivering projects based on the Game On Plan. The LCLGA Executive Officer and STARCLUB Field Officer will work towards delivering a plan to the LCLGA Board for discussion early in 2022.

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

KEY HIGHLIGHTS – SPORTS ACADEMY

The Academy has finalised selections for the 2022 year in partnership with it's Sporting Partners. An Induction evening will be held on 18th January 2022 at Uni SA Mount Gambier Campus. Councils will be sent invitations shortly.

The Academy is very keen to introduce Athletes to their home councils in 2022. This is a great opportunity for the program and athletes to express gratitude for the support that councils provide them and our program. If your council would be interested in having athletes based in your council area attend a meeting, please let me know.

In 2022 the Academy will be focusing on ensuring the standards of the program remain at the highest level. After consultations with our Sporting partners and with the resourcing at our disposal, we have elected to lower the cap of athletes in the program, to ensure we can continue to deliver an elite program that meets the pathway requirements of our partners.

All our sporting partners have committed to continue on for 2022. We are also in discussions with other State Sporting Bodies as the interest to be involved in our program grows.

Whilst we will not be adding sporting programs in 2022, the potential to add more sports is dependent on future funding.

The LCRSA has entered into a partnership with the South Australian Sports Institute (SASI) and it's testing partner SportMatch to run Talent Identification Testing in schools across the region from November this year ongoing. The testing took place in the four High Schools in Mount Gambier and was hugely successful.

Results were above the state average by a reasonably high margin. Some of our Academy athletes completed the testing, and their results prove our program provides excellent benefits. It has also unearthed some previously unknown talent, and the program is working with their sports and families around providing future support.

The LCRSA now has access to the testing protocols and software to complete these tests for SASI whenever it suits the program. This testing will mean the LCRSA can run testing throughout the region from 2022 and beyond.

The Academy Cycling program had access to National Track Coach Tim Deckker in October to work with our Cycling Program athletes. From this session, Tim identified that one of our athletes should be in Adelaide as part of the SASI Cycling Program.

The LCRSA spoke with SASI Cycling Head coach Bret Aitken and secured a testing opportunity for this athlete in Adelaide. From this they has been given a trial period with the SASI Team leading up to State titles with the potential for a full time scholarship offer, if all goes well.

They have even loaned the athlete a \$15,000 racing bike to train with in the Limestone Coast between Adelaide visits.

This is a fantastic result for the LCRSA as the athlete had never tried cycling before we ran testing. Her rise to the level she is now at, shows the benefits of what our program offers.

We have received feedback from SASI that the Minister has made Regional Academies a priority for future planning, with the LCRSA cited as a potential model.

Our Academy athletes are doing amazing things in their chosen sport. I encourage members to look at the Academies Facebook page to see some of these outstanding achievements.
<https://www.facebook.com/LCRSA>

Figure 1: Year To Date Project P&L

	Actual YTD	Budget FY	Variance
Income	\$111,874	\$221,500	-\$109,626
Expenditure	\$73,361	\$241,099	-\$167,738
Net	\$38,513	-\$19,599	
Expected Carry Over and			

Project Risks

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

8.6 SUBSTANCE MISUSE LIMESTONE COAST

OBJECTIVES

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

KEY HIGHLIGHTS

- The SMLC designed and facilitated the inaugural Limestone Coast AOD Regional Summit for all agencies that have a footprint in the regional landscape.

The summit included a practical illustration via a role-play of the challenges faced by those who use AOD services in the region, which participants workshopped to provide a greater depth and clarity to the issues people face and to identify gaps in services.

Presentations by Michael White, Executive Director of the South Australian Network of Drug & Alcohol Services (SANDAS) and Jennifer Duncan, Chief Executive Officer of Australian Alcohol and other Drugs Council (AADC) provided evidence on the complexities of providing AOD interventions.

SMLC facilitators are collating the Summit survey feedback and workshop discussions to provide a consolidated report.

The report will be distributed to all participants and interested stakeholders to provide a shared understanding of our local context and to assist us to work collaboratively to improve AOD services for the benefit of our community.

Twenty four agencies were represented, including the City of Mount Gambier, District Council of Grant, Troy Bell MP, Nick McBride MP and the Hon Clare Scriven.

- SMLC brought Family Drug Support to the region to provide therapeutic training for families and regional community members who support someone with a drug or alcohol dependence.

The award winning 4-day course was held over two weekends in November 2021 at UniSA Mt Gambier campus and was free for local families to attend.

Facilitating the provision of therapeutic training for families is part of our ongoing commitment to supporting families. Further to this training, Family Drug Support is initiating an online group for attendees to sustain support for them.

The feedback from the Limestone Group was overwhelmingly positive with messages sent to SMLC advocating for more local support groups.

- We have re-scheduled domestic and family violence workforce training for the second time to the 28th of February 2022.

SMLC is bringing 360 Edge from Melbourne to deliver a one-day face to face workshop for approximately 40 Limestone Coast frontline workers from services and treatment agencies.

The workshop will provide targeted training on responding to domestic and family violence for staff delivering counselling and case management services.

360 Edge is a leading Australian health consultancy specialising in alcohol and other drug and allied sectors.

- SMLC LinkedIn posts have highlighted the success of the Regional AOD summit and the presentations by the guest speakers. SMLC has also opened a Facebook page to further highlight our activities to a more broad audience.
- We have acquitted \$86,000 to the Commonwealth Department of Health, and received a further \$86,000. We have also reviewed the risk management plan.
- There is further planning with the Reykjavik University Planet Youth Team and the Alcohol and Drug Foundation.

Every secondary school has now undertaken the Planet Youth survey, and steps are now being taken to plan for the release of local data in early 2022. \

Council representatives and Community Development managers have been invited to a preliminary meeting in mid-December in Mount Gambier.

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

Year To Date Project P&L

	Actual YTD	Budget FY	Variance
Income	\$79,859	\$173,000	-\$93,141
Expenditure	\$79,859	\$173,000	-\$93,141
Net	\$0	\$0	
Expected Carry Over and			

Note: there is \$200,736 in project liabilities for the SMLC project.

RISKS

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

Figure 2: Project Key Risks

8.7 LCLGA Programs

OBJECTIVES

Deliver the following programs:

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

KEY HIGHLIGHTS

- Final review of the Regional Transport Action Plan has occurred with the finalised action plans being available end of December for each Council
- We continue to progress the transaction and business case of a regional MRF in the Limestone Coast.
- The LC Regional Waste Management Steering Committee met on the 26th October 2021. (Minutes attached)
- Attended the Regional Housing Policy Project Local Government Workshop in Naracoorte on the 17th November. The purpose of the workshop was to engage with local government to gain insight into:
 - what roles councils are currently playing (and could potentially play in the future)
 - what the key challenges and barriers are to increasing regional housing supply
 - who councils are working with to address challenges and barriers
 - what ideas councils may already have for encouraging regional housing growth
- Final Report & Financial Acquittal completed for the Local Government Research & Development Scheme 'Funding the Future – A New Approach for Coastal Management in SA'. The Project details are available on the following link:
<https://www.lga.sa.gov.au/member-services/financial-sustainability/grants/research-and-publications/researchlibrary/2019/funding-the-future-a-new-approach-for-coastal-management-2019.51>
- On behalf of LCLGA provided feedback on the draft TAFE SA Regional Plan 2021-22
- On behalf of the LCLGA wrote to the Regional Editor ABC SA, NT & Broken Hill over concerns at the changes in formatting of the ABC South East local news segments on the week day Morning Program.
- Prepared a Limestone Coast Regional Advocacy Issues & Priorities – 2021/2022 paper for the LCLGA.
- Continued to support the LC Regional Sporting Academy in the development of Strategic Plan & stakeholder questionnaire.

- 1 week LGA SA Internship (October 2021)
 - Meetings with Sama Reid (Manager Marketing & Communication to learn how the LGA Secretariat coordinates and manages its marketing and communication campaigns corporate messaging & media management
 - Meeting with Belinda Caruana to discuss SAROC Regional Health Workforce Project
 - Meeting with Andrew Lamb to learn the work of the LGA Secretariat Governance Team
 - Meeting with Michael Arman to discuss value of LGAs strategic planning and risk assessment functions.
 - Meeting with Robyn Cusick to learn about the functions of LGA Procurement.
 - Conducted further research on the Regional Health Workforce Project and provided insights gained and further research requirements to LGA team.

Figure 1: Year To Date Profit and Loss

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

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

Figure 2: Project Risks

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

9.0 LCLGA SUB-COMMITTEE MINUTES

9.1 LCLGA Regional Waste Management Steering Committee

As attached.

MINUTES

26th October 2021
10:00am – 11:30am
LCLGA Office (Zoom facilities)

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION REGIONAL WASTE MANAGEMENT STEERING COMMITTEE

1. Present

Mark McDonald	City Mount Gambier
Paul Jenner	City Mount Gambier
Robert Moir	District Council of Robe
Peter Halton (Chair)	Wattle Range Council
Tony Wright	LCLGA
Michaela Bell	LCLGA
Aaron Price	District Council Grant
Nick Brown	Kingston District Council

1. Apologies

Daniel Willsmore	Naracoorte Lucindale Council
Aaron Hillier	Tatiara District Council

2. Confirmation of the Minutes

“That the Minutes of the meeting held 14th September 2021 via Zoom, be taken as read, be confirmed as a true and correct record of the proceedings at that meeting.”

Moved: Aaron Price

Seconded: Mark McDonald

CARRIED

3. Matters arising from the Minutes.

4. MRF Review & update

- Discussions occurred around formalising commitments from each Council and what was needed to enable this to occur.
- WRC, DCG, Kingston & Robe have not had any formal discussions seeking in principal support with their elected members
- It was agreed that a consistent and collective approach was needed to take with each Council, and that LCLGA would prepare a Paper/Report to present to Councils, along with a presentation by the EO

ACTION

1. Tatiara & NLC to indicate if any briefings have occurred with elected member regarding the MRF report and the proposal to move forward and develop a Business Case.
2. Committee members to send through their Agenda templates to LCLGA to assist with streamlining the briefing paper.
3. LCLGA to prepare a report for elected members, mapping out the next steps, exploring underlying decision principles and seeking principal support in progressing the project.

4. EO to present to each Council (with the exception of CMG) an update of the project at an elected member's workshop.
5. LCLGA to work with Committee members to organise and confirm presentation times/appointments.

5. Regional Waste Statistics

- Discussion occurred around consistency in data collection. It was agreed that the spreadsheet will be amended to enable the capturing of data to remain consistent with each individual Councils current unit measurements. In addition an extra column would be included to enable conversion factors as per the EPA guidelines.

ACTION

1. Mark McDonald to provide LCLGA with guidelines for applying conversion.
2. LCLGA to amend spreadsheet and send back to Committee to enable each Council to populate data for 2021, by December 30th 2021.

6. Around the region

Kingston

- Council's kerbside collection/disposal contract expires March 2022 and we have just engaged LGA Procurement to assist with the tender process
- Tender has closed for crushing construction waste at our transfer station, significant variances in responses received

Robe

- Still awaiting the arrival of a food composter
- Discussions continuing with Council on providing a green waste bin

Mt Gambier

- Current priority is to minimize waste through landfill & diverting FOGO material out of landfill. Trialing a concept with food businesses in Mount Gambier where a skip bin is provided to commercial businesses for green & organic waste. Have the potential for 20 businesses to be involved.
- Undergoing a service review of documentation & procedures.

Grant

- Met with Cleanaway to discuss issues of driver retention and availability
- DrumMuster and cross border issues are still ongoing.
- Attended a presentation on the container deposit scheme legislation review with LGA SA

LCLGA

- Opportunity to invite LGA SA Procurement to present to the Committee on how they can support the streamlining of Waste contracts amongst a collective group of Councils

Wattle Range

- Council have offered free dumping of green waste/ grass clippings at the transfer station this month, which has been very successful. Waste is then mulched and then made available free to the public.

7. Any other Business

- Green Industries to be invited to next meeting

8. Next Meeting

10.0 OUTSIDE ORGANISATIONS AND COMMITTEES

10.1 RDALC Report

10.2 LC Heritage Advisory Services Report

RDALC REPORT TO LCLGA

SEPTEMBER - OCTOBER 2021

ABOUT US

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

RDALC provides a free one-on-one business support service for business owners. We help with starting and operating a business, including business plan development and review, licensing and registration, recruitment (including connection to job seekers and accessing the skilled migration program), and information on (and referral to) State and Federal Government programs and grants.

We also assist with developing marketing and communications strategies, and help operators further their online presence. This includes facilitating the delivery of the Government’s Australian Small Business Advisory Services (ASBAS) workshops on a variety of digital topics.

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

SMALL BUSINESS SUPPORT

From 1 September to 31 October 2021, **20** businesses/organisations accessed Regional Development Australia Limestone Coast’s small business support and capacity building. A further **16** businesses were supported in their applications for investment (grants and funding).



THE BIG PICTURE

**TO DATE THIS FINANCIAL
YEAR, RDALC HAS PROVIDED
SUPPORT TO A TOTAL OF 84
BUSINESSES/ORGANISATIONS.**

84 BUSINESSES



TOURISM INDUSTRY DEVELOPMENT FUND

The South Australian Tourism Commission (SATC) established the Tourism Industry Development Fund (TIDF) in response to the significant impact that COVID-19 had on the tourism sector. The TIDF was designed to support and stimulate private sector investment in new or improved regional accommodation and the development of quality tourism products and experiences. Eleven projects in the Limestone Coast received funding, with total funding of \$1,221,172 invested in projects to the value of \$4,245,620 in our region.



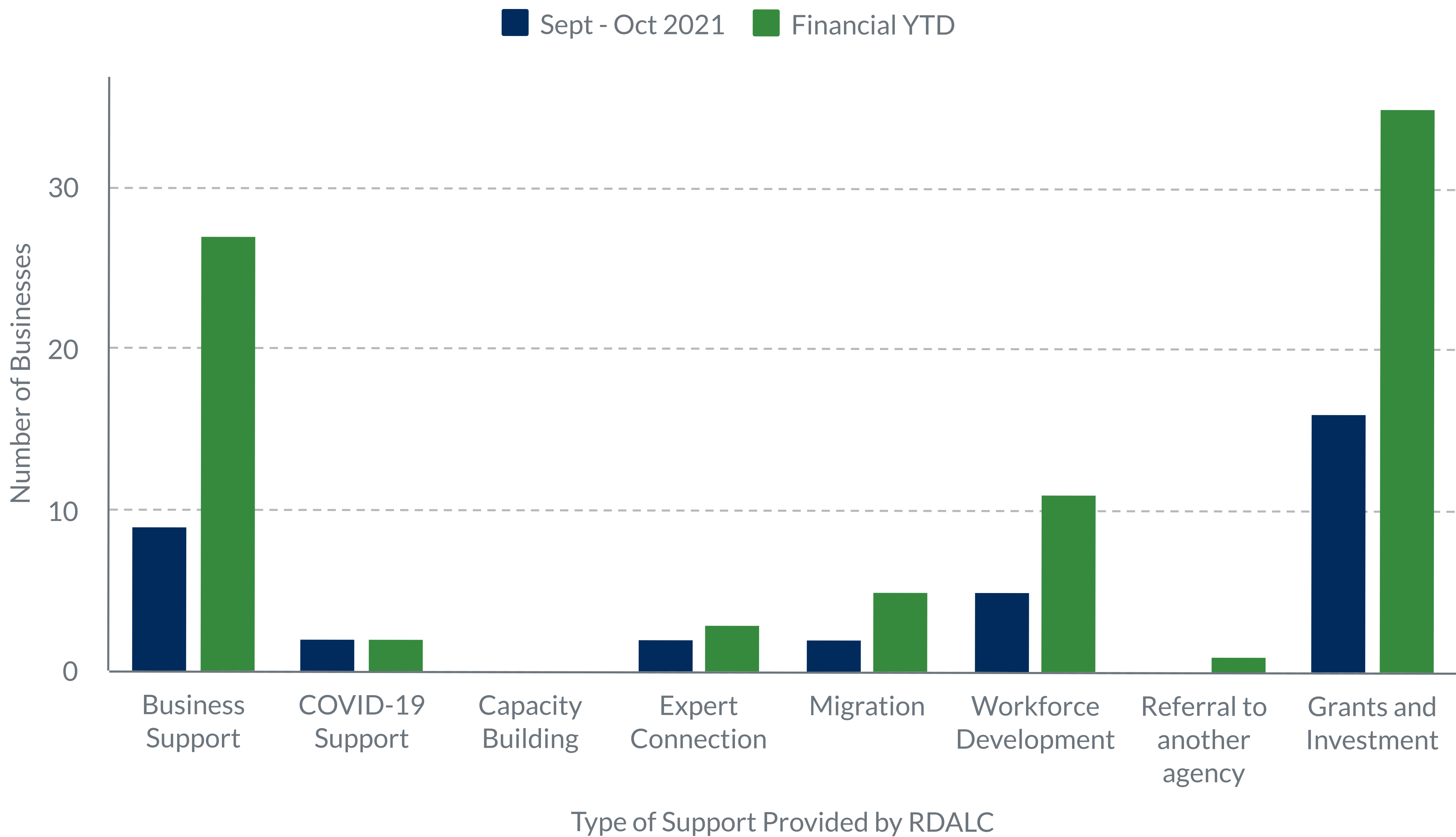
SUCCESSFUL PROJECTS	FUNDING AWARDED	PROJECT VALUE
Raidis Estate – upgrade of facilities to enable year-round offer.	\$28,200	\$94,000
Balnaves of Coonawarra – expansion of wine room and outdoor tasting deck.	\$22,909	\$76,363
Aloha Accommodation – construction of three luxury self-contained studio apartments.	\$90,000	\$300,000
Pine Country Caravan Park – accommodation upgrade including construction of three new glamping tents, renovation of 17 existing cabins and existing amenities.	\$88,834	\$296,116
Apartments on Tolmie – internal and external renovation of four apartment units.	\$20,000	\$75,000
Mount Gambier Apartments – construction of two new luxury wheelchair accessible apartments.	\$158,181	\$527,272
Mount Gambier Hotel – refurbishment and upgrade of 16 rooms.	\$336,740	\$1,122,500
Victoria Hotel Port MacDonnell – development of an outdoor beer garden at the rear of the hotel.	\$42,521	\$141,739
Presidential Motel – renovation of seven rooms, refurbishment of the lobby and restaurant and construction of an outdoor dining pavilion.	\$238,835	\$796,118
Drink Ottelia + Eat Fodder – redevelopment of restaurant and cellar door building.	\$214,685	\$715,618
Coonawarra Experiences – purchase of new luxury vehicle to offer new tours.	\$30,267	\$100,893



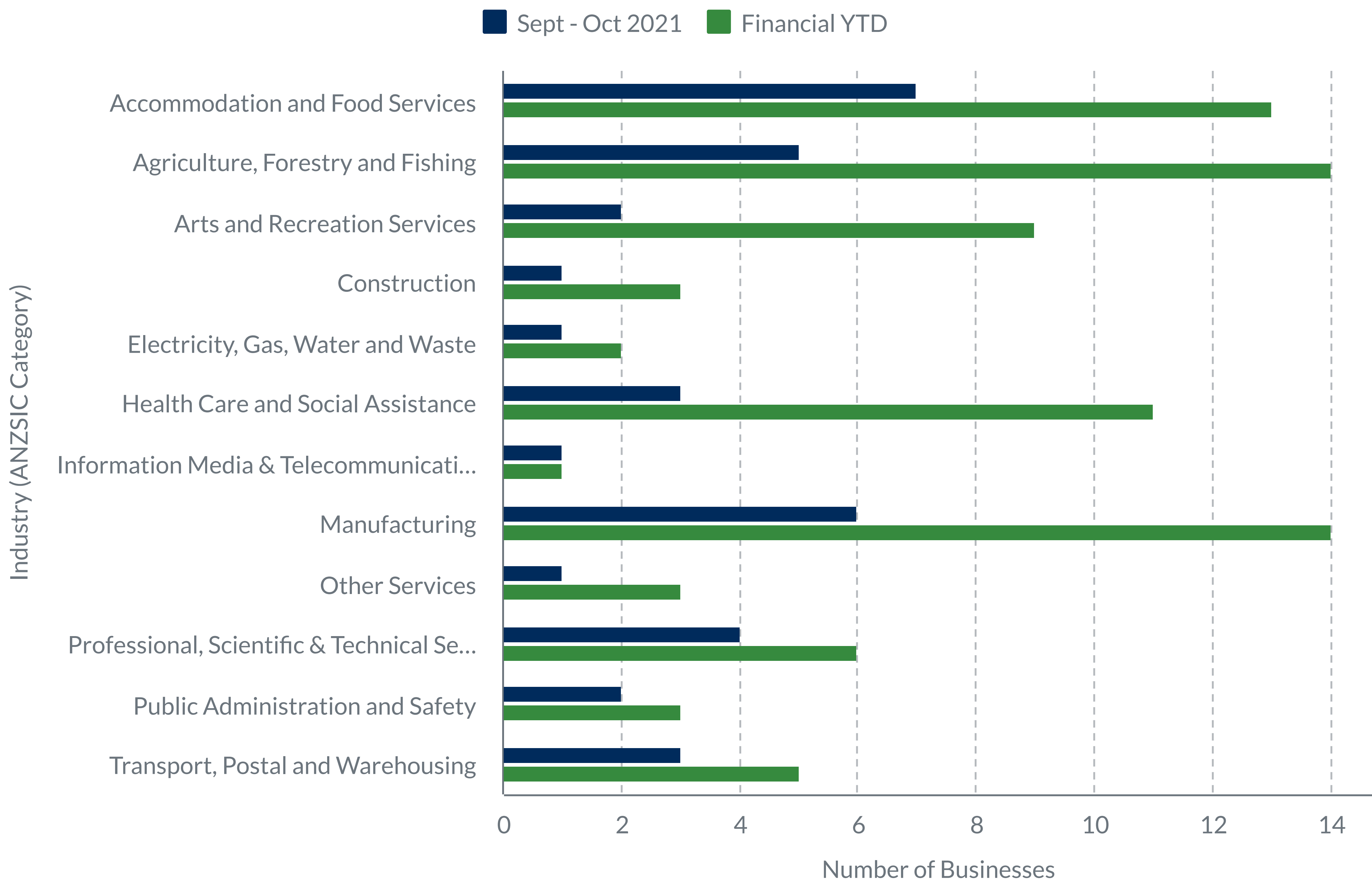
Clockwise from left: Coonawarra Experiences, Aloha Accommodation, Balnaves Wine Room, Pine Country Caravan Park, Victoria Hotel



TYPE OF SUPPORT PROVIDED



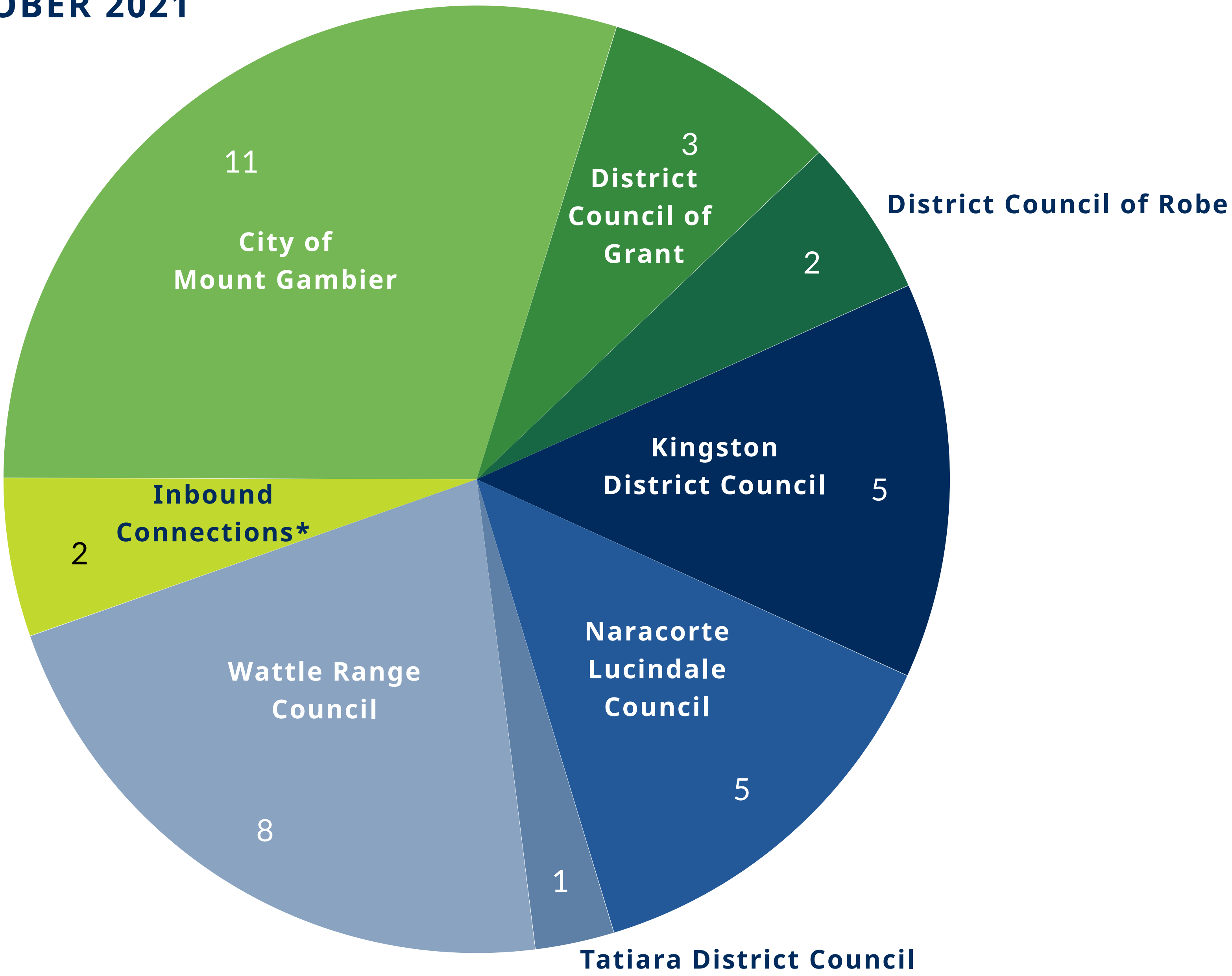
INDUSTRY RECEIVING RDALC SUPPORT



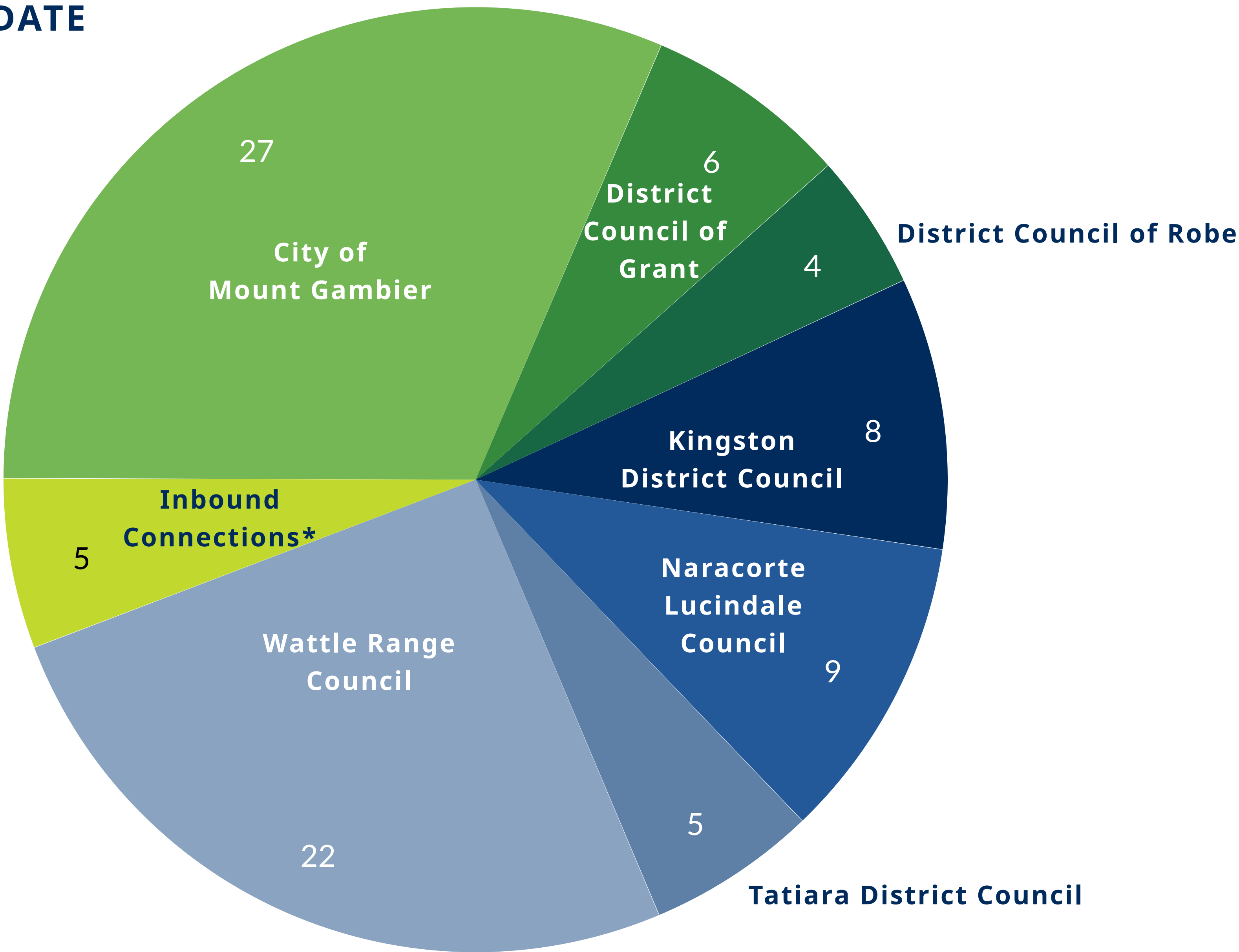


LOCATION OF BUSINESSES RECEIVING RDALC SUPPORT

SEPTEMBER - OCTOBER 2021



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.

Report to the Board Meeting on Friday 10 December 2021

Mr Tony Wright
CEO, LCLGA
Mount Gambier

Dear Tony,

It has been my pleasure to serve for the last 4 months or so as the Heritage Advisor to the seven councils that make up the Limestone Coast Local Government Association.

I understand that the objectives of the Heritage Advisory service 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 am very aware that the previous Advisor, Richard Woods of Habitable Places Architects, served in the role for 25 years during which time he developed a wealth of local knowledge, experience and much goodwill. No doubt I will feel the presence of Richard's shadow for some time to come, and can only hope that my own very different experience and knowledge will be equally well received by the seven Councils and their communities who I will be serving.

Understanding how Richard organized his monthly visits to the South East has helped me to quickly fall into an efficient pattern of working. The demand for my services was slow to gear up and my first 3-day visit in mid-October was largely an exercise in meeting-and-greeting the individual councils at their offices. November was much busier and I am starting to settle into my new role.

The monthly pattern of business that I have developed, and hope to continue with for the foreseeable future, is to visit Robe and Kingston on Monday mornings, travelling through Beachport and Millicent and finishing in Mount Gambier where I spend Monday night. Working in Mount Gambier, and visiting Grant District Council if needed, 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 have been drafting and emailing my proposed itineraries to all the councils at least a week in advance of visits and adding appointments as they arise so that everyone has a clear picture of my movements before my arrival.

I have logins to only 3 of the council PlanSA portals – Wattle Range, Naracoorte-Lucindale and DC of Robe, but hope to gain access to more soon.

The heritage advice provided to date

Robe District Council

There have been wide variety of enquiries, both directly from the public and through the council.

Providing an advisory report on the proposed developments to the Robe Hotel has required one of the more involved responses, and I have had to take into account letters from the National Trust and from a neighbour on Mundy Terrace.

I have been providing the local branch of the National Trust with heritage advice on repairs to the State Heritage listed Police Stables on Frome Street. Other State-listed advice has related to the Robe Cemetery, Ormerod Cottages on Cooper Street, and The Heritage.

Kingston District Council

There have been only a few enquiries.

I was asked to provide comment on development proposals to extend a small cottage on McFarlane Street. I have also had a number of discussions with the local branch of the National Trust about Cape Jaffa Lighthouse which has serious problems of water ingress.

Arcuate are now assisting Kingston District Council with a Heritage Impact Statement for the area from the RV Park down to Kingston Jetty.

Wattle Range Council

Again, there have been wide variety of enquiries, both directly from the public and through the council. These have mostly been in Penola, with only one request for advice in Beachport.

I attended a meeting at Yallum Park State Heritage Place along with the council to discuss proposed alterations that the owners wish to make.

City of Mount Gambier

This has obviously been the busiest council area with many varied enquiries.

I have commented on proposals on Bay Road, Commercial Street and Wehl Street South, and have been asked to comment on a development for the State-listed Oatmill on Percy Street.

The council have asked me to assess applications for heritage grants that will be awarded after 14 December.

Grant District Council

To date I have had only one enquiry – about the State Heritage Area around Dingley Dell.

Naracoorte Lucindale Council

I was asked to comment on a variety of shops and residential properties, including Dartmoor Homestead at 30 McLay Street in Naracoorte.

Tatiara District Council

Here there has been only one enquiry, that in relation to the development of a former church at 275 Downing Street in Mundalla West.

The new Planning and Design Code

My experience of the new P&D Code has been positive. The portal seems to be relatively easy to navigate around and direct referrals from councils through the portal have so far been relatively straightforward.

The Heritage Overlays, with their Policies broken down into Desired Outcomes and Performance, have provided reasonably sensible support when making heritage assessments and I look forward to continuing to learn and work with the system.

Initial Perceptions of Heritage and Development in the South East

I have felt for a number of years that the South East offers untapped opportunities for Heritage Tourism, alongside its many other obvious attractions.

I look forward to assisting the custodians of heritage places in the South East in realising the full potential of their properties.

Yours sincerely

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

Ian Hamilton
Director

11.0 OTHER BUSINESS