



Limestone Coast
Local Government
Association

GENERAL MEETING AGENDA

Friday 1st April 2022

10:00 am – 01.00 pm

Host – Tatiara District Council
Tatiara District Council Chambers
43 Woolshed Street
Bordertown, SA 5268

Program

- | | |
|----------|---|
| 9.30 am | Registration and Morning Tea |
| 10:00 am | President's Welcome
Acknowledgement of Country |
| 10:05 am | Welcome
Mayor Graham Excell, Tatiara District Council |
| 10:15 am | Open of the LCLGA General Meeting |
| 12:00 pm | Close of the LCLGA Meeting & Lunch |
| 12:30 pm | Workshop commences
LCLGA Game On Submission & Sports Academy |

AGENDA FOR THE GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON FRIDAY 1ST APRIL 2022 IN THE TATIARA DISTRICT COUNCIL, COUNCIL CHAMBERS, BORDERTOWN FROM 10 am.

1. 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)
District Council of Grant	Mayor Richard Sage
District Council of Robe	Mayor Alison Nunan
Kingston District Council	Mayor Kay Rasheed
Tatiara District Council	Mayor Graham Excell
Wattle Range Council	Mayor Des Noll

CEOs and LCLGA

Naracoorte-Lucindale Council	Mr Trevor Smart (CEO)
City of Mount Gambier	Ms Sarah Philpot (CEO)
District Council of Grant	Mr Leigh McEnvoy (Acting CEO)
District Council of Robe	Mr James Holyman (CEO)
Kingston District Council	Ms Nat Traeger (CEO)
Tatiara District Council	Ms Anne Champness (CEO)
Wattle Range Council	Mr Ben Gower (CEO)
LCLGA	Mr Tony Wright (EO) Ms Biddie Shearing (Destination Development Manager) Mr Paul Manfrin (Corporate Service Officer)

Guests

LGA	Mr Stephen Smith
Wattle Range Council	Mr. Paul Duka
City of Mount Gambier	Mr. Timothy Coote
UniSA	Mr Ian MacKay

1.2 Apologies & Absentees

Member for Barker	Mr Tony Pasin MP
Member for MacKillop	Mr Nick McBride MP
Member for Mount Gambier	Mr Troy Bell MP
District Council of Grant	Mr. Darryl Whicker (CEO)
PIRSA	Ms Peta Crewe
RDALC	Mr David Wheaton

Note that the apologies be accepted.

Moved:

Seconded:

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.

3. MINUTES OF PREVIOUS MEETING

Confirmation of the Minutes of the LCLGA General Meeting held in the District Council of Grant on the 11th February 2022.

Refer to pages 9-15 (click on page number to go to page and alt+left arrow to return)

That the LCLGA Board accept the Minutes of LCLGA General Meeting held at the District Council of Grant on 11th February 2021.

Moved:

Seconded:

4. MATTERS ARISING FROM THE MINUTES – ACTION SHEET

That the LCLGA Board note the business arising from the February General Meeting. *Refer to pages 16* (click on page number to go to page and alt+left arrow to return)

Moved:

Seconded:

5.0 CORRESPONDENCE

Inwards and Outwards

Correspondence register to 29th March 2022.

Refer to pages 17 (click on page number to go to page and alt+left arrow to return)

That correspondence is received and noted by LCLGA delegates.

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

Moved,

Seconded,

6. FINANCIAL REPORTS

The Executive Officer to provide a verbal update on the current LCLGA's financial position. *Refer to pages 18-21* (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board receives and notes the Report from the Executive Officer, the Draft Balance Sheet as of 28th February 2021 and the Draft Consolidated Profit and Loss Budget for the period 1st July 2021 to 28th February 2022.

Moved:

Seconded:

7. RECOMMENDATION REPORTS

7.1 Updated Terms of Reference

Executive Officer

Refer to pages 22-43 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Approve the updated TORs for the; Roads & Transport Management Group; Regional Waste Management Steering Committee; Audit & Risk Committee, and Tourism Management Group.

Moved:

Seconded:

7.2 Wine Show Sponsorship

The Executive Officer

Refer to pages 44 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Approves / not approves the request for sponsorship of the Limestone Coast Wine Show.

Moved:

Seconded:

7.3 Great Ocean Road Regional Tourism

The Executive Officer

Refer to pages 45-50 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Note the report,
2. Endorse the establishment of a formal cross-border tourism alliance between Limestone Coast Local Government Association and Great Ocean Road Regional Tourism through a Memorandum of Understanding,
3. Authorise the LCLGA President to sign the Memorandum of Understanding.

Moved:

Seconded:

7.4 Regional Material Recycling Facility Update

The Executive Officer

Refer to pages 51-53 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Note the proposed pathway forward

Moved:

Seconded:

7.5 Draft Business Plan

The Executive Officer

Refer to pages 54-77 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Provide feedback on the draft 2022/23 Business Plan.
2. Approve the Plan, with any suggested amendments, for release to our members for consideration.

Moved:

Seconded:

7.6 Ministerial Audit Committee Exemption

The Executive Officer

Refer to pages 78 (click on page number to go to page and alt+left arrow to return)

It is recommended that the LCLGA Board

1. Approve the lapsing of the Ministerial exemption from the requirement to have an Audit Committee of the Board,

Moved:

Seconded:

8. REPORTS

8.1 LCLGA President's Report

Mayor Erika Vikery OAM – to be tabled.

8.2 Local Government Association of SA

Any recent Minutes from the Local Government Association of South Australia can be viewed on their website at:

<https://www.lga.sa.gov.au/about-lga/lga-meetings/committees>

8.3 Executive Officer

Tony Wright

Refer to pages 81-84 (click on page number to go to page and alt+left arrow to return)

8.4 Destination Development Manager

Biddie Shearing

Refer to pages 85-89 (click on page number to go to page and alt+left arrow to return)

8.5 Starclub & Regional Sporting Academy

Tony Elletson

Refer to pages 90-91 (click on page number to go to page and alt+left arrow to return)

8.6 Substance Misuse Limestone Coast Project Officer

Sophie Bouchier

Refer to pages 92-95 (click on page number to go to page and alt+left arrow to return)

8.7 LCLGA Program & Policy Co-ordinator

Michaela Bell

Refer to pages 96-97 (click on page number to go to page and alt+left arrow to return)

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, Substance Misuse Limestone Coast Project Officer and the Program and Policy Coordinator.

Moved:

Seconded:

9. LCLGA SUB-COMMITTEE MINUTES

9.1 Roads and Transport Management Group Minutes

Minutes of meeting held on 8th February 2022

Refer to pages 99-101 (click on page number to go to page and alt+left arrow to return)

9.2 Risk and Audit Committee Meeting Minutes

Minutes of meetings held on 1st February 2022 & 15th February 2022

Refer to pages 102-106 (click on page number to go to page and alt+left arrow to return)

Moved:

Seconded:

10. OUTSIDE ORGANISATIONS AND COMMITTEES

10.1 RDALC – to be tabled at meeting

Report from Mr. David Wheaton CEO.

10.2 LC Heritage Advisory Service

Report.

Refer to pages 108-110 (click on page number to go to page and alt+left arrow to return)

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

Moved:

Seconded:

12. CALENDAR KEY DATES & NOTICE OF MEETINGS

Date	Meeting	Location
1st April 2022	LCLGA GM	Tatiara District Council
8th April 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
19th May 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
17th June 2022	LCLGA GM	Naracoorte-Lucindale Council
21st July 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
12th August 2022	LCLGA GM	Kingston District Council
15th September 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
14th October 2022	LCLGA GM	City of Mount Gambier
28th October 2022	LGA AGM	LGA House, Adelaide
17th November 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
9th December 2022	LCLGA GM & Christmas Lunch	Wattle Range Council
9th February 2023	LCLGA Strategic Plan Workshop	District Council of Robe
10th February 2023	LCLGA AGM & GM	District Council of Robe

13. MEETING CLOSED

Anticipated meeting closure at 1pm.

The next LCLGA General Meeting is to be held at Naracoorte-Lucindale Council on Friday, 17th June 2022. Acceptances and apologies to admin@lclga.sa.gov.au or Phone 8723 7310.

President's Signature

Date

MINUTES FOR THE GENERAL MEETING (GM) OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION, HELD ON FRIDAY 11th FEBRUARY 2022 IN THE DISTRICT COUNCIL OF GRANT, THE BARN, O.B. FLAT FROM 10:05 AM.

Mayor Richard Sages welcomed attendees to both the AGM and GM at the start of the AGM.

President Vickery welcomed everyone to the LCLGA General Meeting. Guest Speakers from Green Triangle Forest Industries Hub and Landscape Board presented to the Board during the meeting.

Mr Glenn Harrington from Innovative Ground Water Solutions spoke about a regional project to slow water movement in catchments to increase the recharge rate of underground aquifers and explore the opportunity for direct underground aquifer recharge and storage.

Mr Steve Bourne and Dr Abigail Goodman from the Landscape Board spoke about roadside vegetation and the opportunity to coordinate different agencies to improve the effectiveness and efficiency of roadside vegetation management.

At the end of the meeting, Hon Nick McBride MP was invited to share his thoughts on Covid restrictions and the upcoming South Australian State Election.

Mr David Wheaton was invited to provide a verbal update to his report to the Board. He highlighted the likely continuation of the Leadership Program and the success of bringing medical students to the Limestone Coast from Adelaide to promote a move to our region after completing their studies.

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

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)
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)

Guests

Member for MacKillop	Mr Nick McBride MP
LGA	Mr Stephen Smith
RDALC	Mr David Wheaton
Landscape Board	Mr Steve Borne - General Manager Dr Abigail Goodman – Land and Biodiversity
Innovative Ground Water Solutions	Mr Glenn Harrington

1.2 Apologies & Absentees

Member for Barker	Mr Tony Pasin MP
Member for Mount Gambier	Mr Troy Bell MP
District Council of Robe	Mr James Holyman (CEO)
UniSA	Mr Ian McKay
PIRSA	Ms Peta Crewe

Note that the apologies be accepted.

Moved: Kingston District Council

Seconded: Wattle Range Council

CARRIED

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 what the conflict is and why they will not be participating in any item relating to that issue.

NIL

3.0 MINUTES OF PREVIOUS MEETING

Confirmation of the Minutes of the LCLGA General Meeting held in the District Council of Robe on the 10th of December 2021.

That the LCLGA Board accept the Minutes of LCLGA General Meeting held at the District Council of Robe on 10th December 2021.

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

CARRIED

4.0 MATTERS ARISING FROM THE MINUTES – ACTION SHEET

That the LCLGA Board note the business arising from the December General Meeting

Moved: Wattle Range Council

Seconded: District Council of Robe

CARRIED

5.0 CORRESPONDENCE

Correspondence register to 4th February 2022.

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

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

That correspondence is received and noted by LCLGA delegates.

Moved: District Council of Grant

Seconded: City of Mount Gambier

CARRIED

6.0 FINANCIAL

LCLGA Financial Reports

It was recommended that the LCLGA Board

1. Receive and note the Report from the Executive Officer, the Draft Balance Sheet as of 31st January 2021 and the Consolidated Profit and Loss Budget for the period 1st July 2021 to 31st January 2021.
2. Note some funds were transferred from Liabilities to Revenue for Substance Misuse Limestone Coast and Limestone Coast Regional Sports Academy.
3. Note that when Substance Misuse Limestone Coast exits the LCLGA, the next installment of grant funding which occurs in June 2022 will not be retained by LCLGA.
4. IT Budget tracking high at present. Will be receiving rebate from employment of Corporate Services Officer, however, will only remain about \$6,000 in budget left until end of financial year.

Moved: District Council of Grant

Seconded: District Council of Robe

CARRIED

7.0 RECOMMENDATION REPORTS

7.1 Substance Misuse Limestone Coast (SMLC)

It was recommended that the LCLGA Board:

Delegate to the EO powers to transfer related contracts and agreements to the Substance Misuse Limestone Coast Board.

Moved: City of Mount Gambier

Seconded: Kingston District Council

CARRIED

7.2 LCLGA Charter Review

It was recommended that the LCLGA Board

Provide feedback to the EO on the scope and requirements from a review of the LCLGA Charter.

Moved: City of Mount Gambier

Seconded: Wattle Range Council

CARRIED

7.3 National Farmer Federation (NFF) Regionalisation Agenda

It was recommended that the LCLGA Board:

1. Approve the LCLGA to support our members in working with the NFF on the opportunities from the Regionalisation Agenda for our region.
2. Mayor Martin and Ms Philpott from the City of Mount Gambier to make first contact with the NFF and seek more information.

Moved: City of Mount Gambier

Seconded: District Council of Grant

CARRIED

7.4 LCLHN Engagement Strategy Oversight Committee

It was recommended that the LCLGA Board:

Nominate the Executive Officer to represent the LCLGA on the LCLHN Engagement Strategy Oversight Committee.

Moved: Wattle Range Council

Seconded: District Council of Robe

CARRIED

8.0 REPORTS

8.1 LCLGA President's Report

Mayor Erika Vickery OAM – report found at end of Minutes.

8.2 Local Government Association of SA

Stephen Smith updated the LCLGA Board on matters relating to the LGASA. In particular:

1. South Australian State Election
2. LGA OGM in April
3. Survey relating to planning costs are indicating more cost rather than less for Councils

8.3 Executive Officer

Tony Wright

8.4 Destination Development Manager

Biddie Shearing

8.5 Starclub & Regional Sporting Academy

Tony Elletson

8.6 Substance Misuse Limestone Coast Project Officer

Sophie Bouchier

8.7 LCLGA Program & Policy Co-ordinator

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, Substance Misuse Limestone Coast Project Officer and the Program and Policy Coordinator.

Moved: Wattle Range Council

Seconded: District Council of Robe

CARRIED

9.0 LCLGA SUB-COMMITTEE MINUTES

NIL

10.0 OUTSIDE ORGANISATIONS AND COMMITTEES

10.1 RDALC

Report from Mr. David Wheaton (CEO)

10.2 LC Heritage Advisory Service

Report from Mr. Ian Hamilton (Late Paper).

It is recommended that the LCLGA Board receive and note the Report from the RDALC and Heritage Advisory Service.

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

CARRIED

11.0 OTHER BUSINESS

NIL

12.0 CALENDAR KEY DATES & NOTICE OF MEETINGS

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
28 th February 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
17 th March 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
1 st April 2022	LCLGA GM	Tatiara District Council
8 th April 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
19 th May 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
17 th June 2022	LCLGA GM	Naracoorte-Lucindale Council
21 st July 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
12 th August 2022	LCLGA GM	Kingston District Council
15 th September 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
14 th October 2022	LCLGA GM	City of Mount Gambier
28 th October 2022	LGA AGM	LGA House, Adelaide
17 th November 2022	SAROC & LGA Board of Directors Meeting	LGA House, Adelaide
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

13.0 MEETING CLOSED

Meeting closure at 12pm.

The next LCLGA General Meeting is to be held at Tatiara District Council on Friday, 1st April 2022. Acceptances and apologies to admin@lclga.sa.gov.au or Phone 8723 7310.

LCLGA President's report for February 2022

I attended LGA (SAROC) Housing Policy Toolkit and Advocacy Agenda - Progress Meeting in December. A shortage of housing in regional SA is prohibiting the attraction of skilled workers to fill job vacancies. Regions need housing that is desirable, suitable, affordable and in the right locations.

Findings from consultation have been grouped into key areas including regional housing market failures, common barriers, and challenges to creating housing supply that meets workforce needs.

The project findings should be released soon

Congratulations to Kingston District Council for the very successful Main Streets Project and CWA Mosaic. I had the pleasure of attending the opening, along with other regional Mayors

The LGA SA Board meeting was held on 20th January. The minutes are available on the website and included Special Local Roads Program Discussion Paper, the LGA Business Plan 2022/2023 process (including the Members survey and a workshop in March), advocating to State Government for a review of the LG Disaster Recovery Assistance Arrangements

Minister for Police, Emergency Services and Correctional Services, Vincent Tarzia visited Tatiara and Naracoorte area CFS stations (Keith, Bordertown, Mundulla, Naracoorte, Hynam, Joanna and Lucindale). I joined the Minister and Nick McBride MP as he met with CFS volunteers and inspected the resources at the stations. He noted firsthand of the resources that were needed in Region 5 to ensure the safety of volunteers and the community. Minister Tarzia also visited the Coles fire area and was briefed on the fire event.

Other meetings attended include:

South Australia Grants and Boundary Commission meeting

SAROC Regional Health Workforce Webinar

Meeting with SMLC chairman Andy Stott, treasurer Judy Nagy and LCLGA EO Tony Wright re the transfer of contracts

Regional Executive Officers forum at Mintaro with Tony Wright

Item	4.0 ACTION LIST	Due Date	STATUS
	11th February 2022		
7.2	Provide feedback on the LCLGA Rules of Association by 29/4/22	29/4/22	Ongoing.
7.4	Nominate the EO to the LCLHN Engagement Strategy Oversight Committee	14/2/22	Completed and appointment confirmed.
	15th October 2021		
7.5	LCLGA to meet with the Commissioner and Minister to advise we are not forming a JPB.		Pending – note change in government.
	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	Included in these papers for approval.
	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.		Currently advertised in seek and TBW

Key Correspondence to March 29th 2022

In/Out	Date	Subject	Name	Organisation
In	07/02/2022	SA Annual CWMS Conference 19-20th April	Tracy Rains	Legatus Group
In\Out	08/02/2022	Moyhall Road background	Various	Various
In	08/02/2022	Tatiara Economic Development Committee	Anne Champness	Tatiara District Council
Out	09/02/2022	Limestone Coast Local Government Advocacy Agenda	Nick McBride MP	Member for MacKillop
Out	09/02/2022	Limestone Coast Local Government Advocacy Agenda	Troy Bell MP	Member for Mount Gambier
In	14/02/2022	Special Local Roads Plan - Update	Various	Local Government Association of South Australia
In	15/02/2022	Australian Street Art Awards Finalists Announced	Kim	Street Art
Out	18/02/2022	Letter of Support	Kate Kill	Kate Hill Creative
Out	22/02/2022	Heidi Guyett – Introduction and Subscription Request	Various	Various
In\Out	25/02/2022	Meeting Request – SE Coastal Lakes Project	Nicole Halsey	URPS
In\Out	15/03/2022	2030 Regional Transport Plan – 2022 Minor Updates & Endorsements	Various	Various
In	25/02/2022	Keilira Telstra Tower	Nat Traeger	Kingston District Council
In	07/03/2022	LCLHN Engagement Strategy Oversight Committee Due 10 March 2022	Angela Miller	Limestone Coast Local Health Network
In	16/03/2022	Recognition of recreational fishing as a sport and recreation	MRFAX Secretariat	Ministers Rec Fishing Advisory Council
In\Out	17/03/2022	Border Watch Engagement – Limestone Coast	Brooke Perrott	Border Watch – Dept. of Home Affairs
In	17/03/2022	Regional Strengths and Infrastructure Gaps - report released today		Infrastructure Australia
In	18/03/2022	Onboarding to the LCLHN Engagement Strategy Oversight Committee		LCLHN Governance and Planning
Out	22/03/2022	Localis Presentation		LCLGA Councils
In	23/03/2022	Green Triangle Region Freight Action Plan Implementation Monitoring Group Meeting #28	Adam C Lorensene	Department of Transport
In	24/03/2022	ETAP Grant Support Letter	Mirjam Wiedemann	UniSA
In	24/03/2022	Tour of Honour – Limestone Coast	Amanda Russell	Australia Day Council of South Australia
Out	24/03/2022	Congratulations on holding your seat	Nick McBride MP	Member for MacKillop
Out	24/03/2022	Congratulations on holding your seat	Troy Bell MP	Member for Mount Gambier

6.0 FINANCE REPORT

BACKGROUND

This report is to the end of February 2021, notwithstanding there will still be some accruals and transfers from the liabilities account which will impact the P&L.

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 \$1.052m in assets and \$271k in liabilities leaving \$781k in net assets.

The proposed transfer of the SMLC (as detailed in another paper in this agenda) will reduce our total assets by approximately \$90k (once liabilities are equalised) but not impact member's equity. There is also a further \$86k in grant funding with the SMLC project scheduled for June.

Pending 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 and is not listed in Trade Debtors.

As previously reported, IT and Computing costs are higher than expected but will be partly offset by grant income to cover setup costs for the Corporate Services Officer. However, even with this offset (\$12k) we are still be over budget as we have incurred slightly higher than expected costs in transitioning to the Cloud, replace costs for a failed UPS and with the setup costs for a new staff member and contractor.

Insurance costs are higher than budgeted, and this is due to the coding of WorkCover premiums as insurance, where we have accounted for them separately in the budget as part of wages costs. This will be corrected in the next reporting period, and it means the insurance costs are overstated and wages costs are understated; however, the net impact on the P&L is unchanged.

There has also been a significant delay in changing over vehicles, and with the increased use of video conferencing, we are driving less to appointments resulting in lower than expected costs.

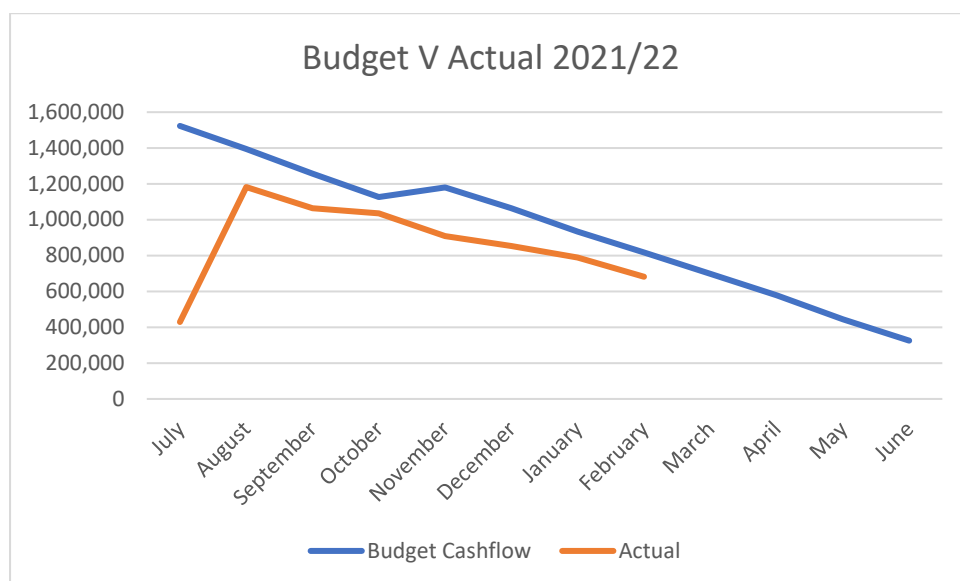
We have changed our approach to coding and tracking oncosts with a new bookkeeper. We are yet to review the new coding, which we are planning to complete in Feb / March. There will be a few minor adjustments required, but no material impact on the net positions as reported.

We have a minor unfunded liability with the transfer of LSL entitlements for a former staff member who has continued their career in Local Government and is approaching a net seven years of continuous service with Local Government entities. The impact is expected to be in the order of \$2500, which won't make a material impact on the P&L.

Overall we are tracking as expected; see the P&L June to February against the full-year budget in attachment 1.0.

The Risk and Audit Committee reviewed the finance report at its meeting on the 15th of March, it approved the submission of the report to the Board for consideration, with a minor amendment of an error on the balance sheet which has been corrected in this report.

Chart 1 CashFlow Actual v Budget to Feb 2022



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 are some minor coding errors that we are working through; however, there is no impact on the overall P&L.

Some slight delays in a couple of projects may impact overall project spend, which we are assessing regarding the impact on this and the next financial year.

Grant income may be lower than expected, partly due to transferring the SMLC project and not achieving the sought after funding for the Sports Academy. However, this difference shouldn't be a significant issue for the P&L as the income and costs net out.

RECOMMENDATION

It is recommended that the LCLGA Board;

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

Moved,

Seconded,

Attachment One: Profit and Loss

LIMESTONE COAST LOCAL GOVERNMENT ASSOC Level 1 9 Bay Road Mount Gambier SA 5290 Profit & Loss July 2021 To Jan 2022				
	Actual (YTD)	Budgetted (Full Year)	Difference	%
INCOME				
Members Contributions	\$768,800	\$792,102	-\$23,302	-3%
Grants	\$278,210	\$462,000	-\$183,790	-40%
Grant (from liabilities)	\$114,956	\$150,000	-\$35,044	
Participant Contributions & Sponsorship	\$14,576		\$14,576	
Sundry Income	\$15,793		\$15,793	
Interest	\$427	\$10,000	-\$9,573	-96%
Total INCOME	\$1,192,762	\$1,414,102	-\$221,340	-16%
EXPENSES				
Advertising & Marketing	\$75	\$1,800	-\$1,725	-96%
Audit & Accountants Fees	\$19,543	\$36,000	-\$16,457	-46%
Bank Fees	\$463	\$720	-\$257	-36%
Computing & IT	\$25,650	\$15,000	\$10,650	71%
Consultancy	\$5,060	\$6,000	-\$940	-16%
Occupancy	\$15,618	\$30,000	-\$14,382	-48%
Governance	\$0	\$18,000	-\$18,000	-100%
Insurances	\$18,711	\$12,000	\$6,711	56%
Printing/Stationary/Meetings	\$10,064	\$9,600	\$464	5%
Miscellaneous Expenses	\$3,688	\$6,000	-\$2,312	-39%
Postage	\$21	\$480	-\$459	-96%
Projects	\$246,992	\$454,127	-\$207,135	-46%
Seminars	\$0	\$6,000	-\$6,000	-100%
Subscriptions	\$1,870	\$1,800	\$70	4%
Telephones	\$4,826	\$8,040	-\$3,214	-40%
Training	\$976	\$10,988	-\$10,012	-91%
Travel/Accommodation/Meals	\$4,972	\$6,000	-\$1,028	-17%
Vehicles	\$31,873	\$67,856	-\$35,983	-53%
Programs & Policy	\$84,479	\$115,000	-\$30,521	
Wages	\$400,599	\$733,752	-\$333,153	-45%
Total EXPENSES	\$875,479	\$1,539,163	-\$663,684	-43%
Net Profit/(Loss)	\$317,283	-\$124,561	\$442,344	-355%

Balance Sheet

As of February 2022

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

Assets		
Cheque Account		\$22,243.86
Business Access Saver		\$358,421.39
Term Deposit 1 - 4960		\$226,063.43
Term Deposit 2 - 0560		\$283,749.01
Term Deposit 3 - 8860		\$143,674.29
Electronic Clearing Account		\$120.00
Trade Debtors		\$18,113.40
Total Assets		\$1,052,385.38
Liabilities		
Trade Creditors		\$41,423.44
Accrued Expenses		-\$3,304.65
CREDIT CARDS		
Destination Development Manager - 3117	\$969.19	
SMLC - 4064	\$53.05	
Executive Assistant - 5354	\$50.90	
Executive Officer - 4945	\$414.56	
Starclub/LCRSA - 9808	\$126.88	
Total CREDIT CARDS		\$1,614.58
GST LIABILITIES		
GST Paid	\$486.00	
Total GST LIABILITIES		\$486.00
PAYROLL LIABILITIES		
Leave Provisions	\$37,074.43	
Long Service Leave	\$36,973.00	
Salary Sacrifice	\$1,928.55	
Total PAYROLL LIABILITIES		\$75,975.98
PROJECT LIABILITIES		
Substance Misuse LC	\$90,840.59	
SA Coastal Councils Alliance	\$63,670.09	
Total PROJECT LIABILITIES		\$154,510.68
Total Liabilities		\$270,706.03
Net Assets		\$781,679.35
Equity		
Retained Earnings	\$471,683.83	
Current Year Earnings	\$309,995.52	
Total Equity		\$781,679.35

This report includes Year-End Adjustments.

7.1 LCLGA COMMITTEE TERMS OF REFERENCE UPDATES

BACKGROUND

The LCLGA Terms of Reference set the parameters, rules and scope that governs the operations of a Committee and therefore are a strategic tool for the Board when approving the appointment of a Committee.

KEY ISSUES

The Board has agreed that appointment terms to Committees should be for four years between local government elections.

The LCLGA have updated the following committee Terms of Reference to reflect these changes:

- Roads & Transport Management Group
- Regional Waste Management Steering Committee
- Risk & Audit Committee
- Tourism Management Group

Attached is the new standard TOR's proposed for use by the above LCLGA committees.

RECOMMENDATION

It is recommended that the LCLGA Board:

1. Approve the updated TORs for the; Roads & Transport Management Group; Regional Waste Management Steering Committee; Audit & Risk Committee and the Tourism Management Group.

Moved,

Seconded,

PREAMBLE

The Limestone Coast Local Government Association (LCLGA) is a regional subsidiary established pursuant to Section 43 of the Local Government Act 1999 by the constituent councils of;

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

Under its Charter, the LCLGA's Objects and Purpose includes;

1. Work in association with both the LGA and the Australian Local Government Association
2. Undertake co-ordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level;
3. Facilitate and co-ordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefit of the communities of its Constituent Councils;
4. Develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
5. Develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
6. Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
7. Undertake projects and activities that benefit its region and its communities;
8. Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
9. Implement programs that seek to deliver local government services on a regional basis; and
10. To effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

For the purpose of carrying out special projects or to investigate specific areas of interest the Charter outlines the process whereby committees can be established.

Section 6.11 Committees

1. The Board may establish a committee of Board Members for the purpose of:
 - (a) enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
 - (b) exercising, performing or discharging delegated powers, functions or duties.
2. A member of a committee established under this Clause holds office at the pleasure of the Board.
3. The Board may establish advisory committees consisting of or including persons who are not Board Members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference which must be given by the Board to the advisory committee.
4. A member of an advisory committee established under this clause holds office at the pleasure of the Board.
5. The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

1. Name

The name of the Committee shall be the LCLGA Risk and Audit Committee

2. Background

The LCLGA Risk and Audit Committee is established to provide the Board and Executive Officer with advice and recommendations to improve the LCLGA's overall performance, including corporate and financial governance, business risks and legal compliance.

3. Membership

One member is appointed from each constituent council through a nomination process in December following Local Government elections held by full postal ballot every four years. Each nomination is to be submitted to LCLGA by 31st December and tabled at the LCLGA AGM in February. The LCLGA Board will vote on appointments and replacements should a Committee member leave during their term.

The membership of the Committee is intended to be represented by LCLGA Board members or senior operational members from each of the constituent councils;

- The membership of the Committee shall comprise of five members with two representatives from the Board and two who are CEO's or Executives of our member councils;
- An independent member who is not from local government or from our members;
- The President of the LCLGA shall be an ex-officio member of the Committee;
- The Executive Officer of the LCLGA;

A person may be removed from membership of the Committee by resolution of the LCLGA Board.

Membership preference should be given to nominations with prior experience and/or appropriate skill sets such as financial, legal, strategic, political or compliance. Experience in small membership-based associations would be highly desirable.

Committee members will not be able to assign a proxy without agreement from the Presiding Member prior to the meeting.

The Group may co-opt expertise as required.

The independent member of the committee is appointed for a period of three years.

4. Aims & Objectives

The aims of the Committee are to provide the Board and Management with recommendations and advice relating to:

- financial reporting and underlying financial policies,
- working with the external auditor,
- developing a workplan for internal review,
- risk management and internal controls,
- business plan budget,
- compliance with laws, regulations, ethical requirements, internal policies and industry standards,
- financial management and reporting of fraud, and
- other responsibilities as deemed important by the Board, Executive Officer or Presiding Member of the Committee.

5. Administrative Support

The Committee will be supported by the Executive Officer and other staff as required to ensure its smooth operations.

6. Role of the Presiding Member

The Presiding Member of the Committee shall:

- Be elected by the Committee.
- Preside at all meetings of the Committee and in the event of the Presiding Member being absent from a meeting, the members present shall appoint a member to preside for that meeting or until the Presiding Member is present.
- Preserve order at meetings so that the business may be conducted in due form and with propriety.

7. Calling and Timing of Meetings

- Ordinary meetings of the Committee shall be held two weeks prior to LCLGA Board meetings at a place determined by the committee.

- Each Member of the Committee, that requests an Agenda item for consideration should provide a written summary or relevant documentation to allow distribution with the Agenda.
- Each Member of the Committee, at the time that notice of a meeting is given, is to be supplied with a copy of any documents or reports that are to be considered at the meeting, so far as this is practicable.

8. Proceedings of Meetings

- The Meetings of the Committee shall be conducted in accordance with Sections 87- 91 of the Local Government Act 1999 and the Local Government (Procedures at Meetings) Regulations 2013.
- All members of the Committee will have equal voting rights in respect of all motions put to a Committee Meeting.
- The Presiding Member of the Committee or the Member of the Committee appointed to preside over the meeting in the absence of the Presiding Member, has a deliberative vote on any matter arising for decision at the meeting, but does not have a casting vote in the event of an equality of votes.
- No business can be transacted at a Committee meeting unless a quorum is present.
- A quorum is ascertained by dividing the total number of Members of the Committee by two, ignoring any fraction resulting from the division, and adding one.
- If at any meeting there is not a quorum present within 30 minutes after the time appointed for the commencement of the meeting, or if at any time after the meeting has commenced and before any business to be transacted is completed, there is not a quorum present, the meeting shall be adjourned to another time and date in accordance with the provisions of the Local Government Act.

9. Members to Disclose Interest

- A Member of the Committee has an interest in a matter before the Committee if the member or a person with whom the member is closely associated would, if the matter were decided in a particular manner, receive or have a reasonable expectation of receiving a direct or indirect pecuniary or non-pecuniary benefit or suffer or have a reasonable expectation of suffering a direct or indirect pecuniary or non-pecuniary detriment.
- A Member of the Committee who has an interest in a matter before the Committee of which he or she is a member must declare the interest to the Committee.
- A disclosure made must be recorded in the minutes of the Committee.
- A Member of the Committee who has an interest in a matter before the Committee must not :-
 - i. Propose or second a motion relating to the matter
 - ii. Take part in discussion by the Committee relating to that matter.
 - iii. While such discussion is taking place, be in, or in the close vicinity of the room in which the matter is being discussed.
 - iv. Vote in relation to the matter.
- A Member of the Committee who has disclosed an interest in a matter may, by permission of the Committee, attend during proceedings of the Committee on the relevant matter in order to ask or answer questions, provided that the meeting is open to the public, the Member withdraws from the room after asking or answering the questions, and the Member does not in any other way take part in any debate or vote on the matter.

10. Reporting to LCLGA Board

The Committee Minutes will be provided to the LCLGA for endorsement and/or consideration of recommendations of the Committee.

11. Financial Responsibility

The Committee has no authority to expend funds unless approved by the LCLGA Board.

The Committee shall each year consider the financial requirements and submit this request to the LCLGA Board for consideration.

12. Delegation of Powers

The Board pursuant to Section 44 (2)(a) of the Local Government Act, 1999, delegates to the Committee, for the purpose of achieving its aims and objectives, and subject always to the provisions of the Local Government Act, the following powers:

- To establish Sub-Committees for specific purposes. Each Sub-Committee must have at least one Member of the Committee as part of its membership.

13. Dissolution

The committee may be dissolved at the completion of the project/purpose or at the discretion of the LCLGA Board.

14. Liability of Members

In accordance with Section 41(12) and (13) of the Local Government Act 1999, no civil liability attaches to a member of a committee for an honest act or omission in the exercise, performance or discharge, or purported exercise, performance or discharge, of the member's or committee's powers, functions or duties. Further, a liability that would, but for this clause attach to a member of a committee attaches instead to the Association.

15. Alteration of Terms of Reference

The Board, may at any time, either on its own initiative or at the request of the Committee, alter, delete or add to any provisions of these Terms of Reference. In doing so, the Council will consult with the Committee prior to adoption.

PREAMBLE

The Limestone Coast Local Government Association (LCLGA) is a regional subsidiary established pursuant to Section 43 of the Local Government Act 1999 by the constituent councils of;

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

Under its Charter, the LCLGA's Objects and Purpose includes;

- Work in association with both the LGA and the Australian Local Government Association
- Undertake co-ordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level;
- Facilitate and co-ordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefit of the communities of its Constituent Councils;
- Develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
- Develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
- Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
- Undertake projects and activities that benefit its region and its communities;
- Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
- Implement programs that seek to deliver local government services on a regional basis; and
- To effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

For the purpose of carrying out special projects or to investigate specific areas of interest the Charter outlines the process whereby committees can be established.

6.11 COMMITTEES

- 6.11.1 The Board may establish a committee of Board Members for the purpose of:
 - a) enquiring into and reporting to the board on any matter within the LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
 - b) exercising, performing or discharging delegated powers, functions or duties.
- 6.11.2 A member of a committee established under this Clause holds office at the pleasure of the Board.
- 6.11.3 The Board may establish advisory committees consisting of or including persons who are not Board Members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference which must be given by the Board to the advisory committee.
- 6.11.4 A member of an advisory committee established under this clause holds office at the pleasure of the Board.
- 6.11.5 The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

1. Name

The name of the Committee shall be the Limestone Coast Tourism Management Group.

2. Membership

One member is appointed from each constituent council through a nomination process in December each year. Each nomination is to be submitted to LCLGA by 31st December each year and tabled at the LCLGA AGM in February. The LCLGA Board will vote on appointments.

The membership of the Committee is intended to be represented **by senior operational members from each of the constituent councils;**

- A Chief Executive Officer or delegate from each of the constituent councils, noting a member is not intended to infer an Elected Member of Council;
- The President of the LCLGA shall be an ex-officio member of the Committee;
- The Executive Officer of the LCLGA;
- The Destination Development Manager of the LCLGA.

A person may be removed from membership of the Committee by resolution of the LCLGA Board.

3. Term of Office

- A member of the Committee holds office at the pleasure of the LCLGA Board
- Membership is appointed at the LCLGA AGM each year in February

4. Administrative Support

The Executive Officer of the LCLGA shall ensure administrative support is available to the Committee.

5. Role of the Presiding Member

The Presiding Member of the Committee shall:

- Be appointed by the Committee at the first meeting of each calendar year.
- Preside at all meetings of the Committee and in the event of the Presiding Member being absent from a meeting, the members present shall appoint a member to preside for that meeting or until the Presiding Member is present.
- Preserve order at meetings so that the business may be conducted in due form and with propriety.
- Upon confirmation of the minutes, sign them in the presence of the meeting.

6. Aims and Objectives

- Increase 2-way communication across the region and a closer connection to regional tourism activities:
 - Build and strengthen the network of tourism expertise across the region
 - Identify opportunities to collaborate and create efficiencies
- Monitor and provide guidance for the development and implementation of a Destination Development Strategy.
- Review the Regional Growth Strategy with relevance to Pillar No.5 “Collaborate to build tourism capacity in the region”
- Engage with the tourism industry and encourage a collaborative approach to further developing the visitor economy.
- Provide advice on marketing the region as a destination to visit, live, invest and stay.
- Develop and strengthen strategic partnerships with key stakeholders, such as the South Australia Tourism Commission, Regional Development Australia and relevant industry groups like the Limestone Coast Tourism Industry Reference Group etc.

7. Calling and Timing of Meetings

- Ordinary meetings of the Committee shall be held at least four times a year at times and places determined by the committee, considering the availability and convenience of Members of the Committee.
- Each Member of the Committee, at the time that notice of a meeting is given, is to be supplied with a copy of any documents or reports that are to be considered at the meeting, so far as this is practicable.

8. Reporting to LCLGA Board

The Committee Minutes or Notes will be provided to the LCLGA for endorsement and/or consideration of recommendations of the Committee.

9. Financial Responsibility

- The Committee has no authority to expend funds unless approved by the LCLGA Board.
- The Committee shall each year consider the financial requirements and submit this request to the LCLGA Board for consideration.

10. Delegation of Functions and Powers

The primary purpose of the Committee is to enquire into and report to the LCLGA Board on any matters related to Functions and Powers (Aims and Objectives) detailed in the terms of reference which must be given by the Board to the advisory Committee.

The Committee will make recommendations to the LCLGA Board on matters related to the aim and objectives of the Committee.

11. Dissolution

The Committee may be dissolved at the completion of the project/purpose or at the discretion of the LCLGA Board.

12. Alteration of Terms of Reference

The LCLGA Board, may at any time, either on its own initiative or at the request of the Committee, alter, delete or add to any provisions of these Terms of Reference. In doing so, the Council will consult with the Committee prior to adoption.

PREAMBLE

The Limestone Coast Local Government Association (LCLGA) is a regional subsidiary established pursuant to Section 43 of the Local Government Act 1999 by the constituent councils of;

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5. Develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
6. Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
7. Undertake projects and activities that benefit its region and its communities;
8. Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
9. Implement programs that seek to deliver local government services on a regional basis; and
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For the purpose of carrying out special projects or to investigate specific areas of interest the Charter outlines the process whereby committees can be established.

6.11 COMMITTEES

6.11.1 The Board may establish a committee of Board Members for the purpose of:

- a) enquiring into and reporting to the board on any matter within the LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
- b) exercising, performing or discharging delegated powers, functions or duties.

6.11.2 A member of a committee established under this Clause holds office at the pleasure of the Board.

6.11.3 The Board may establish advisory committees consisting of or including persons who are not Board Members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference which must be given by the Board to the advisory committee.

6.11.4 A member of an advisory committee established under this clause holds office at the pleasure of the Board.

6.11.5 The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

1. Name

The name of the Committee shall be Limestone Coast Regional Waste Management Steering Committee.

2. Membership

One member is appointed from each constituent council through a nomination process in December following Local Government elections held by full postal ballot every four years. Each nomination is to be submitted to LCLGA by 31st December and tabled at the LCLGA AGM in February. The LCLGA Board will vote on appointments.

The membership of the Committee shall be represented by senior operational members from each of the constituent councils.

- A Chief Executive Officer or delegate from each of the constituent councils, noting a member is not intended to infer an Elected Member of Council;
- The President of the LCLGA shall be an ex-officio member of the Committee;
- The Executive Officer of the LCLGA;
- LCLGA employee if applicable

Additional representatives are able and encouraged to attend however will be exempt from any voting rights unless they attend as a proxy

The Group may co-opt expertise as required.

3. Term of Office

- A member of the Committee holds office at the pleasure of the LCLGA Board
- Membership is appointed at the LCLGA AGM following Local Government elections every four years.

4. Administrative Support

The Executive Officer of the LCLGA shall ensure administrative support is available to the Committee.

5. Role of the Presiding Member

The Presiding Member of the Committee shall:

- Be appointed by the Committee at the first meeting held following the Local Government elections.
- Preside at all meetings of the Committee and in the event of the Presiding Member being absent from a meeting, the members present shall appoint a member to preside for that meeting or until the Presiding Member is present.

- Preserve order at meetings so that the business may be conducted in due form and with propriety.
- Upon confirmation of the minutes, sign them in the presence of the meeting.

6. Aims and Objectives

- Assist in the delivery of the Waste and Resource Recovery Implementation Plan 2021-2025
- Identify and encourage innovative cost-effective ways to increase resource recovery
- Achieve behaviour change that reduces waste generation and increases recovery
- Foster collaboration for the aggregation of services through joint procurement to maximise resource recovery and cost effectiveness
- Identify & establish industry relationships to build market opportunities to maximise resource recovery in the region

7. Calling and Timing of Meetings

- Ordinary meetings of the Committee shall be held at least four times a year at times and places determined by the committee, considering the availability and convenience of Members of the Committee.
- Each Member of the Committee, at the time that notice of a meeting is given, is to be supplied with a copy of any documents or reports that are to be considered at the meeting, so far as this is practicable.

8. Reporting to LCLGA Board

The Committee Minutes or Notes will be provided to the LCLGA for endorsement and/or consideration of recommendations of the Committee.

9. Financial Responsibility

- The Committee has no authority to expend funds unless approved by the LCLGA Board.
- The Committee shall each year consider the financial requirements and submit this request to the LCLGA Board for consideration.

10. Delegation of Functions and Powers

The primary purpose of the Committee is to enquire into and report to the LCLGA Board on any matters related to Functions and Powers (Aims and Objectives) detailed in the Terms of Reference.

The Committee will make recommendations to the LCLGA Board on matters related to the aims and objectives of the Committee.

11. Dissolution

The Committee may be dissolved at the completion of the project/purpose or at the discretion of the LCLGA Board.

12. Alteration of Terms of Reference

The LCLGA Board, may at any time, either on its own initiative or at the request of the Committee, alter, delete or add to any provisions of these Terms of Reference. In doing so, the Council will consult with the Committee prior to adoption.

PREAMBLE

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4. Develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
5. Develop further co-operation between its Constituent Councils for the benefit of the communities of its region;
6. Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region;
7. Undertake projects and activities that benefit its region and its communities;
8. Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
9. Implement programs that seek to deliver local government services on a regional basis; and

10. To effectively liaise and work with the State and Commonwealth Governments and instrumentalities on a regional basis for the general enhancement of the region.

For the purpose of carrying out special projects or to investigate specific areas of interest the Charter outlines the process whereby committees can be established.

Section 6.11 Committees

1. The Board may establish a committee of Board Members for the purpose of:
 - (a) enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference given by the Board to the Committee;
 - (b) exercising, performing or discharging delegated powers, functions or duties.
2. A member of a committee established under this Clause holds office at the pleasure of the Board.
3. The Board may establish advisory committees consisting of or including persons who are not Board Members for enquiring into and reporting to the Board on any matter within LCLGA's functions and powers and as detailed in the terms of reference which must be given by the Board to the advisory committee.
4. A member of an advisory committee established under this clause holds office at the pleasure of the Board.
5. The President of the Board is an ex-officio member of any committee or advisory committee established by the Board.

1. Name

The name of the Committee shall be the Limestone Coast Roads and Transport Management Group.

2. Membership

One member is appointed from each constituent council through a nomination process in December following Local Government elections held by full postal ballot every four years. Each nomination is to be submitted to LCLGA by 31st December and tabled at the LCLGA AGM in February. The LCLGA Board will vote on appointments and replacements should a Committee member leave during their term.

The membership of the Committee is intended to be represented by senior operational members from each of the constituent councils;

- A Chief Executive Officer or delegate from each of the constituent councils, noting a member is not intended to infer an Elected Member of Council;
- The President of the LCLGA shall be an ex-officio member of the Committee;
- The Executive Officer of the LCLGA;
- LCLGA employee (Project Staff if applicable).

A person may be removed from membership of the Committee by resolution of the LCLGA Board.

3. Term of Office

- A member of the Committee holds office at the pleasure of the LCLGA Board
- Membership is appointed at the LCLGA AGM following Local Government elections every four years.

4. Administrative Support

The Executive Officer of the LCLGA shall ensure administrative support is available to the Committee.

5. Role of the Presiding Member

The Presiding Member of the Committee shall:

- Preside at all meetings of the Committee and in the event of the Presiding Member being absent from a meeting, the members present shall appoint a member to preside for that meeting or until the Presiding Member is present.

- Preserve order at meetings so that the business may be conducted in due form and with propriety.
- Upon confirmation of the minutes, sign them in the presence of the meeting.

6. Aims and Objectives

- Oversee the implementation of the 2030 Regional Transport Plan taking into consideration local, state and federal studies and reports.
- Coordinate the review and update of the Regional Transport Plan as need but at a minimum of at least a two yearly interval.
- Assess and prioritise regional transport projects as necessary including but not limited to assessing the SLRP annual funding applications and other roads and bridges funding opportunities.
- Encourage greater cross council and stakeholder liaison and collaboration on the roads and bridges network.
- Foster road and network planning throughout the region consistent with State and National transport planning.
- Seek opportunities to collaborate with State and National agencies for the delivery of road and bridge network maintenance and upgrades.
- Facilitate greater awareness and understanding across member councils of topical road and transportation issues and funding opportunities and processes.
- Inform the Board of the LCLGA and the Limestone Coast Regional Development Board on the priority projects for the road and bridge network.

7. Calling and Timing of Meetings

- Ordinary meetings of the Committee shall be held at least four times a year at times and places determined by the committee, taking into account the availability and convenience of Members of the Committee.
- Each Member of the Committee, at the time that notice of a meeting is given, is to be supplied with a copy of any documents or reports that are to be considered at the meeting, so far as this is practicable.

8. Proceedings of Meetings

- The Meetings of the Committee shall be conducted in accordance with Sections 87- 91 of the Local Government Act 1999 and the Local Government (Procedures at Meetings) Regulations 2013. Further, the Committee is subject to the operation of Part 2 of the Regulations.
- All members of the Committee will have equal voting rights in respect of all motions put to a Committee Meeting.
- The Presiding Member of the Committee or the Member of the Committee appointed to preside over the meeting in the absence of the Presiding Member, has a deliberative vote

on any matter arising for decision at the meeting, but does not have a casting vote in the event of an equality of votes.

- No business can be transacted at a Committee meeting unless a quorum is present.
- A quorum is ascertained by dividing the total number of Members of the Committee by two, ignoring any fraction resulting from the division, and adding one.
- If at any meeting there is not a quorum present within 30 minutes after the time appointed for the commencement of the meeting, or if at any time after the meeting has commenced and before any business to be transacted is completed, there is not a quorum present, the meeting shall be adjourned to another time and date in accordance with the provisions of the Local Government Act.

9. Members to Disclose Interest

- A Member of the Committee has an interest in a matter before the Committee if the member or a person with whom the member is closely associated would, if the matter were decided in a particular manner, receive or have a reasonable expectation of receiving a direct or indirect pecuniary or non-pecuniary benefit or suffer or have a reasonable expectation of suffering a direct or indirect pecuniary or non-pecuniary detriment.
- A Member of the Committee who has an interest in a matter before the Committee of which he or she is a member must declare the interest to the Committee.
- A disclosure made must be recorded in the minutes of the Committee.
- A Member of the Committee who has an interest in a matter before the Committee must not :-
 - i. Propose or second a motion relating to the matter
 - ii. Take part in discussion by the Committee relating to that matter.
 - iii. While such discussion is taking place, be in, or in the close vicinity of the room in which the matter is being discussed.
 - iv. Vote in relation to the matter.
- A Member of the Committee who has disclosed an interest in a matter may, by permission of the Committee, attend during proceedings of the Committee on the relevant matter in order to ask or answer questions, provided that the meeting is open to the public, the Member withdraws from the room after asking or answering the questions, and the Member does not in any other way take part in any debate or vote on the matter.

10. Reporting to LCLGA Board

The Committee Minutes will be provided to the LCLGA for endorsement and/or consideration of recommendations of the Committee.

11. Financial Responsibility

- The Committee has no authority to expend funds unless approved by the LCLGA Board.

- The Committee shall each year consider the financial requirements and submit this request to the LCLGA Board for consideration.

12. Delegation of Powers

The Board pursuant to Section 44 (2)(a) of the Local Government Act, 1999, delegates to the Committee, for the purpose of achieving its aims and objectives, and subject always to the provisions of the Local Government Act, the following powers:-

- To establish Sub-Committees for specific purposes. Each Sub-Committee must have at least one Member of the Committee as part of its membership.

13. Dissolution

The committee may be dissolved at the completion of the project/purpose or at the discretion of the LCLGA Board.

14. Liability of Members

In accordance with Section 41(12) and (13) of the Local Government Act 1999, no civil liability attaches to a member of a committee for an honest act or omission in the exercise, performance or discharge, or purported exercise, performance or discharge, of the member's or committee's powers, functions or duties. Further, a liability that would, but for this clause attach to a member of a committee attaches instead to the Association.

15. Alteration of Terms of Reference

The Board, may at any time, either on its own initiative or at the request of the Committee, alter, delete or add to any provisions of these Terms of Reference. In doing so, the Council will consult with the Committee prior to adoption.

7.2 LIMESTONE COAST WINE SHOW – SPONSORSHIP REQUEST

BACKGROUND

Since 2016, the LCLGA has been a trophy sponsor at the annual Limestone Coast Wine Show, which is delivered by the Limestone Coast Grape & Wine Council and is rotated across the six regional wine zones.

This year, the Show will be held in the Mount Benson/Robe regions and are seeking \$2,500.

Historically the LCLGA has agreed to the sponsorship request based on the Limestone Coast Wine Show emerging as a major event not only on the Limestone Coast calendar but also on the national and international wine calendar.

The past two years have presented some significant challenges for many industry sectors, including the premium wine industry in terms of export and visitation in-region to cellar doors, leading to visitor expenditure. These awards are a tool to build the credibility of the Limestone Coast wines local wines on a global stage while creating meaningful content for our regional storytelling.

In addition to the above sponsorship, the LCLGA has already agreed to a contribution for two years of \$10kpa towards the Limestone Coast Grape & Wine Council to support their Mixed Dozen Interactive Trails Project.

We also note that Biddie Shearing is a member of the Executive Committee of the Limestone Coast Grape and Wine Council representing the tourism sector and has declared this conflict to the EO.

KEY ISSUES

As per the LCLGA Sponsorship Policy, this request is being brought before the LCLGA Board for approval as it is over the limit of delegated authority for the Executive Officer and President.

RECOMMENDATION

It is recommended that the LCLGA Board:

Approves / not approves the request for sponsorship of the Limestone Coast Wine Show.

Moved,

Seconded

7.3 MEMORANDUM OF UNDERSTANDING - GREAT OCEAN ROAD REGIONAL TOURISM

BACKGROUND

The LC Destination Development Strategy includes strategies to strengthen our cross-border partnerships for collaborative activities to increase visitation and grow our visitor economy.

The Limestone Coast has long benefited from being located along the Melbourne to Adelaide Touring Route (M2A) and has been recognised as one of the most sought-after self-drive itineraries in Australia.

Our region has leveraged its location beyond the Great Ocean Road and has recently seen an increase in private investment, creating more compelling experiences for visitors to drive further, stay longer, and spend more in our region.

The M2A has predominantly been an international drawcard, and historically, this was how the Limestone Coast positioned itself against other destinations. With international borders closed for almost two years, coupled with the Victorian /SA Border being closed for a significant amount of time, there has been a distinct lack of self-drive activity cross-border, impacting both SA and Vic economically and socially.

During this time, the LC Destination Development Manager has remained in close contact with Trade Partners (international) and ensured our Cross-Border Partnerships remain poised to work together when the border(s) re-open and international (& domestic) travel returns.

The demand for self-drive itineraries has increased in a post-covid world as it appeals to the new-world traveller. Together with Great Ocean Road Regional Tourism (GORRT) we feel the time is right to capitalise on this opportunity and wish to work collaboratively on consumer-facing and industry capability activities. This collaboration stems from a genuine need for both GORRT and LCLGA to create stronger messaging in a hyper-competitive tourism marketing landscape to ensure conversion for our tourism industry and local businesses.

LCLGA holds a Memorandum of Understanding with Wimmera Mallee Tourism and Glenelg Shire Council. By entering an MoU with GORRT, we will formalise our cross-border collaboration by providing a framework that complements our existing MoU's with neighbouring regions.

KEY ISSUES

Attached is a draft Memorandum of Understanding between Limestone Coast Local Government Association and Great Ocean Road Regional Tourism for discussion and consideration.

RECOMMENDATIONS

It is recommended that the LCLGA Board;

1. Note the report.
2. Endorse the establishment of a formal cross-border tourism alliance between Limestone Coast Local Government Association and Great Ocean Road Regional Tourism through a Memorandum of Understanding.
3. Authorise the LCLGA President to sign the Memorandum of Understanding.

Moved:

Seconded:

Memorandum of Understanding

Great Ocean Road Regional Tourism Ltd. and Limestone Coast Local Government Association Inc.

Purpose: The aim of the document is to provide a formal framework to advance cross-border initiatives and improve the East/West tourism links, including along the Melbourne to Adelaide Touring Route.

Over time, and through various informal meetings, it has become evident there are long standing existing similarities and potential future opportunities. The creation of a cross-border alliance aims to bring together regional councils and associations in a unique geographical location that have a high level of commonality, with potential to grow our local economies while increasing the awareness of the region and its collective opportunities.

The core region encompasses the tourism footprints of the councils in the Limestone Coast Local Government Association and Great Ocean Road Tourism, who are themselves partners in state-based regional tourism organisations.

MEMORANDUM OF UNDERSTANDING

Between:

Great Ocean Road Regional Tourism Limited.
of 89 Merri Street, Warrnambool VIC 3280

and

Limestone Coast Local Government Association
of Level 1/9 Bay Road, Mt Gambier SA 5290

1. Duration of MOU

- a) This is a non-binding Memorandum of Understanding (**MOU**) between **Great Ocean Road Regional Tourism** and **Limestone Coast Local Government Association**. The MOU will apply from **14th April 2022** and will continue to apply until termination by either party on the giving of 1 month's written notice to the other.

2. Scope

- a) **Great Ocean Road Regional Tourism** and **Limestone Coast Local Government Association** are committed to maintaining a positive and cooperative working relationship.
- b) **Great Ocean Road Regional Tourism** and **Limestone Coast Local Government Association** are committed, where practical, to work collaboratively to deliver tourism related projects.
- c) As part of the parties' mutual commitment, **Great Ocean Road Regional Tourism** and **Limestone Coast Local Government Association** will act in accordance with the spirit and intent of this **MOU**, even though neither party intends that it be legally binding.

3. Goals and objectives

- a) The parties will work together to develop, promote and raise awareness of tourism products to disperse visitors across the Melbourne to Adelaide Touring Route, Great Ocean Road and Limestone Coast regions.
- b) Demonstration of successful cross-border communication and collaboration will foster the development of future partnerships in the tourism industry providing greater support across a larger region.
- c) Develop a strong foundation as a regional tourism industry and leverage off each other's strengths to improve visitation numbers in a sustainable manner.

4. Roles and responsibilities

- a) Each party will provide information and communicate in a timely efficient manner either via email, phone or video conferencing.

5. Meetings

- a) Meetings in relation to the subject of this **MOU** will be held as required, with two weeks given notice, at locations alternating between the **Great Ocean Road Regional Tourism** and the Limestone Coast region.
- b) Meetings will be chaired on a rotational basis by a representative from **Great Ocean Road Regional Tourism** and **Limestone Coast Local Government Association**.
- c) Meeting agendas and minutes will be prepared on a rotational basis by a representative from **Limestone Coast Local Government Association** and **Great Ocean Road Regional Tourism**.
- d) Meeting agendas will be circulated to all parties seven days ahead of a scheduled meeting.
- e) Meeting minutes will be circulated to all parties seven days ahead of a scheduled meeting.

6. Reporting

- a) Reports of any projects or meetings in relation to the work currently or potentially to be completed by either party will need to be stored in a secure place for the duration the **MOU** is effective.
- b) Reports must be written and documented and shared between both parties.

7. Advertising and announcements

- a) Unless required by law, an announcement, circular or other public disclosure including promotional materials such as newsletters, brochures, flyers or annual reports, referring to the contents or subject matter of this **MOU**, must not be made or permitted by a party without the prior written approval of the other party.

8. Confidentiality

- a) The parties acknowledge that information disclosed by one party to the other (the disclosing party) in the course of the subject matter of this **MOU** may be confidential and unless required by law must not be disclosed to a third party except with the prior written consent of the disclosing party.

9. Dispute resolution

- a) If a dispute or difference arises between the parties out of or in connection with this **MOU**, either party may give the other a written notice specifying the dispute or difference.
- b) Within 30 days of the date of the notice, a person holding a position of senior management of each party must meet and undertake negotiations in good faith and on a without prejudice basis with a view to resolving the dispute or difference.

10. Variation

- a) The parties may agree to vary any of the requirements of this **MOU**. Such agreement must be in writing and signed by both parties.

SIGNATURES

Signed for **Great Ocean Road Regional Tourism** by its authorised representative
in the presence of:

Signature of witness

Signature of authorised representative

Name of witness

Name of authorised representative

DATE:

Title of authorised representative

Signed for **Limestone Coast Local Government Association** by its
authorised representative in the
presence of:

Signature of witness

Signature of authorised representative

Name of witness

Name of authorised representative

DATE:

Title of authorised representative

7.4 REGIONAL MATERIALS RECYCLING FACILITY (MRF)

BACKGROUND

Following an LGASA funded study into the viability of a regional MRF with the University of SA, it was found that a low tech materials handling facility in the Limestone Coast was feasible, especially if it included the waste volumes from Western Victoria.

Essential to this project is the City of Mount Gambier, whose location and population are key to the economies of scale of a potential MRF

There was preliminary contact with Glenelg Shire and the Barwon South West Waste and Resource Recovery Group (BSWWRRG), a Victorian State Government Statutory Authority, which has Glenelg Shire, Southern Grampians Shire, Colac Otway Shire, and Warrnambool City Council as members.

The BSWWRRG conducted an independent review of the most economically efficient servicing model for resource recovery in Western Victoria. One of their conclusions was the most efficient model to service Western Victoria was a regional MRF located in Ballarat, Geelong and Mount Gambier.

The City of Mount Gambier undertook their due diligence and engaged BOD to review various options. The LCLGA also engaged with this process to provide advice on the information we had and our thinking on how the project would progress.

In October, the City advised that following engagement with its elected members, it was open to a regional approach. This approach was also detailed in the 2021/22 Business Plan.

In the 2021/22 Business Plan, there is an approved action to:

Test the viability of a regional waste solution	<ul style="list-style-type: none">• Test the risk, commercial and governance of a regional solution• Secure the agreement of participants on implementation plan• Develop Business Case and secure funding• Commence procurement	Project (from the Waste Strategy)	Nov-21 Feb-22 Apr-22 Jun-22	Executive Officer
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In preparation for this work, the Board has approved the possible use of a select tender to engage the necessary consultants and approval for the LCLGA to engage in a market sounding exercise which is required when testing the impact from a risk allocation analysis.

At the end of October, the LCLGA Waste and Resource Committee advised that it would be helpful if there was a presentation to Councils on the project to ensure they were fully briefed.

It was also evident at the February Planning workshop that I had not briefed the CEO's adequately on the next steps in the project – ie the proposed work to test the risks, commercial and governance of a regional solution.

As part of the development of this project, there has also been engagement with EPA Victoria on the impact of changes in their Act, continued engagement with the Barwon South West Waste and Resource Recovery Group and some initial conversations with the market to gain more information.

The project did not initially include time for engaging with the City of Mount Gambier which was essential as there is no project without their involvement. This was resolved in mid October, and the LCLGA is now seeking to proceed as detailed in the business plan.

The delay from October to now is due to the LCLGA not progressing the project over the December, January and February period.

In February, at the Board workshop, it was clear that more work was required with our members to brief and engage them on the project, which is now being addressed

NEXT STEPS

- Briefing of CEO's and approval for next steps and the select tender for consultants to undertake the risk, commercial and governance review (April).
- Present the project to Councils and seek in-principle support (April/May).
- Conduct the select tender for consultants to review the risks, commercial and governance arrangements for a regional MRF.
- Undertake the review and stakeholder engagement (three months – completed August).
- Seek to secure in-principle agreement from participants if a workable model is possible (following the Local Government elections, will require further briefings of new elected members) (six weeks)
- Proceed to develop the full business case (the risk, commercial and governance work would feed into this) (one-two months).
- Secure grant funding as required and finalise commitments – the timing depends on the funding process.
- Commence procurement and establish operational capability (ie form a Regional Waste Authority)
- Develop and execute the implementation plan.

KEY ISSUES

The possibility of a Regional Material Recycling Facility in the Limestone Coast is potentially a politically, regulatory and commercially complex project. The technical aspects of this project are the least complex.

The feasibility of the project appears to be sound (three separate reviews have concluded the solution is viable). The most significant hurdle is likely to be the ability of key stakeholders (including regulators) to agree on local and cross border governance, risk allocation and commercial principles, which seeks to ensure there are no losers in the final arrangements.

Also noting the principle under the SA Local Government Act that Councils may:

“seek to collaborate, form partnerships and share resources with other councils and regional bodies for the purposes of delivering cost-effective services (while avoiding cost-shifting among councils), integrated planning, maintaining a local representation of communities and facilitating community benefit”

The issue of cost-shifting and ensuring a mutually shared benefit will be a key issue in the development of this project.

RECOMMENDATION

It is recommended that the LCLGA Board:

1. Note the proposed pathway forward.

Moved,

Seconded

Carried

7.5 DRAFT BUSINESS PLAN 2022/23

BACKGROUND

A draft business plan was developed from the feedback received following the February board workshop.

The format builds upon the structure and approach used in the Strategic Plan and the last Business Plan.

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

The Business Plan incorporates the feedback received on those activities members wish to retain, need to improve, should cease and new activities we should pick up.

The proposed increase in members subscriptions aligned with the 2021/22 business plan with a noticeable difference, we have treated those increases as nominal rather than real, and we have also been able to absorb the increase in Heritage Advisor costs.

This absorption is possible as we have realised some efficiencies, such as changing account processing and bookkeeping to an external provider. The delay in engaging consultants for the MRF project has also had a small impact.

The Business Plan financials were reviewed by the Risk and Audit Committee, who endorsed them for use in the draft 2022/23 business plan.

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

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

KEY ISSUES

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

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

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

RECOMMENDATION

It is recommended that the LCLGA Board:

1. Provide feedback on the draft 2022/23 Business Plan.
2. Approve the Plan, with any suggested amendments, for release to our members for consideration.

Moved,

Seconded

Carried

LCLGA BUSINESS PLAN 2022/23

Business Plan Context

The 2022/23 Business Plan is the 2022/23 operationalisation of the 2020/25 Strategic Plan, which was tested for validity with the Board in February 202 at a strategic planning workshop.

The "why" for the LCLGA is "Collectively Building Stronger Communities". This Business Plan focuses on how we can work with our members to deliver our why within a local government context.

Our members (in alphabetical order) are:

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

The LCLGA is a wholly-owned subsidiary of our members under the Local Government Act (1999). This ownership structure means our equity and liabilities belong not just to the LCLGA but also our members.

The LCLGA represents over 135 years of collaboration by our members to deliver regional projects, gain economies of scale and effective representation. Feedback from local Government is our model is considered one of the most effective in SA and unique in Australia. Notwithstanding this, we recognise there is always an opportunity to improve our value proposition to our members.

The current operating environment continues to be highly volatile, as detailed in the external and internal operating environment sections of our business plan due to the COVID-19 pandemic, 2022 government elections (Local, State and Federal) and geopolitical tensions between democratic and totalitarian regimes.

The LCLGA recognises we will need to continue to be flexible as we seek to deliver value to our members during this challenging and rapidly changing time.

There is a risk that in being flexible in meeting our member's needs and accepting new challenges, we become stretched in our resources, resulting in slippage of other programs. The LCLGA will need to ensure appropriate decisions on tradeoffs occur so we can continue to deliver value to our members.

Nevertheless, in reviewing the strategic context for the LCLGA, the fundamentals of our strategic Plan continue to hold true.

One of our strengths is our size and membership base, which allows us to be flexible and agile to support and pursue opportunities on behalf of our members.

During 2015/20 the LCLGA came through a growth and planning period. The strategic plan (2020/25) horizon is a focus and delivery period in the key result areas of building stronger communities, a stronger economy and member capability.

We believe the focus areas in the current Strategic Plan remain valid and accept that strategies need to adapt to our new environmental context.

Our Role

The LCLGA works with our members and achieves value by delivering projects, facilitating programs, being a conduit for communication, sponsoring projects or programs, and undertaking advocacy.

Our members provide the directions for our activities to ensure we are aligned with their priorities as contained in the approved strategic and business plans.

Our "why" is collectively building stronger communities. Our why is within the context of the Limestone Coast and the sphere of Local Government.

External Environment

The 2020/25 Strategic Plan was developed, considering the existing and emerging factors that may influence our strategy. These are factors, as identified by thought leaders such as CSIRO and Ernst and Young, are the ones that will most likely impact the delivery of our strategy for collectively building stronger communities.

The following are observations on changes to our strategic operating environment, which may impact the context and validity of the Strategic and Business Plan.

There continues to be a significant disruption to our operating environment due to the COVID-19 pandemic. The pandemic ramifications have translated into or amplified geopolitical tensions and accelerated changes that impacts every aspect of our lives from trade, workforce, supply chains and their performance, diversity and equity, housing, regional employment, tourism, work/life balance, cost of living to name a few.

The aspirations of totalitarian regimes and democratic countries is resulting increased friction and, in the case of the Ukraine an all-out war. These factors, coupled with the pandemic, is changing the way global supply chains operate and our thinking about sovereign and economic risk.

Layered across all of these dimensions is the added volatility of climate change and variability.

The trend for migration to regional centres is continuing, and this creates an opportunity and a challenge. The Limestone Coast has been seeking population growth to lower the working age of our populations and invigorate our community, but we are also facing a housing shortage.

There has been a building boom with property prices increasing in the Limestone Coast, rental properties are scarce, and builders have forward bookings for up to three years in some locations. However, the challenges in our supply chain are also delaying building activities as materials become scarce and much more expensive.

In all of our member's areas, access to affordable housing is a significant issue from a social and economic perspective. The lack of housing limits growth as many jobs cannot be filled due to the lack of accommodation, which ultimately creates hardship for the most vulnerable in our community.

Housing, and services such as medical and childcare, also impacts our ability to attract and retain skilled workers. We are aware of many people who would like to live and move to the Limestone Coast but are not able to due to the lack of housing.

The recent State Election resulted in a change of Government from a Liberal Government to a Labor Government. The Limestone Coast has been recognised explicitly as a region with a significant opportunity for growth that has been neglected by successive governments for many years.

The promises from the incoming Labor Government align strongly with the LCLGA's priorities and as contained in the Member for Mount Gambiers (Troy Bell MP) Plan for the region.

Situational Analysis

Over the last six years, the LCLGA has successfully delivered value to our members (as detailed in the Strategic Plan).

Despite continuing financial losses in recent years, the position of the LCLGA remains strong as we have strategically drawn down member's equity.

The Board have approved a \$200k project reserve in members equity above minimum cash holdings. Minimum cash holdings have been approved at \$175k, which is the point where members will need to contribute resources if the LCLGA was to be wound up.

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

Compared to 2015/16, our annual financial capacity is now around 30% weaker due to a real reduction in members fees, increased costs, and loss of Rubble Royalty funding. In 2021/22 there was a real increase in members fees as part of a five-year financial viability plan.

There is a continued focus in the Strategic Plan to narrow and deepen our value proposition. We are currently committed to one incubator project, having completed one project in 2021/22 – the Leadership Project and transitioned another (Substance Misuse Limestone Coast) to an alternative organisation.

We have reduced the number of projects and programs from 2021/22 as a result of feedback from our members to focus on those activities which drive member value. This narrowing in focus is a theme in our Strategic Plan and has been progressively embedded in Business Plans from 2020.

Our members have made a significant investment in the Destination Development Strategy, which has additional resources available and is steadily implementing the approved strategy.

The Sports Academy continues to support the development of young elite athletes in the region and to build the capability of our sports across all levels with significant success from Academy members at State and National levels. We also note the additional funds promised for the Academy by the Labor Government over the next four years.

The StarClub program has the highest participation rate of any region in SA and is one of the reasons we continue to achieve a higher per capita funding for sporting infrastructure than other regions. The future funding of this work is now subject to a new paradigm under the currently named Game On strategy, which provides an opportunity to expand the scope of activities with our community.

The Strategic Local Roads Program (SLRP) continues to be an important source of funding for Limestone Coast Regionally Significant roads which support economic, tourism and community activities. Improvements in the processes to assess routes have been identified as a key piece of work for 2022/23.

The Limestone Coast SLRP Plan may need further review in 2022/23 to ensure our Plan is consistent with the SAROC project to map SLRP across the state

With the review of the Limestone Coast SLRP in 2021/22 there is a potential funding shortfall from a planned \$19m to a required \$27m to deliver the high priority road upgrades by 2030.

The Department of Infrastructure and Transport has agreed to a joint technical working group to assess DiT Roads and maintenance priorities and to provide input into the effective governance and performance of the Green Triangle Freight Action Plan.

Progress has been made in a regional approach to a Materials Handling Project with the City of Mount Gambier agreeing in 2021 to explore the viability of a regional solution following a LCLGA / BOD / UniSA feasibility study which showed a regional MRF was feasible, especially if Western Victorian Councils were also part of the project.

In 2021 the Barwon South West Waste and Resource Recovery Group also did a study into the Optimal Regional Infrastructure Model for Western Victoria, which confirmed Mount Gambier as a preferred site for servicing Western Victoria, along with MRF's in Ballarat and Geelong.

The next steps for the LCLGA to take are a risk and governance review, which if supported, would develop into a full business case to secure funding and Council agreements to progress to (depending on the procurement model) the establishment of delivery vehicles (such as Regional Waste Authority), internal benchmarks, procurement and implementation.

Advocacy is a core piece of work for the LCLGA. In 2022 we developed, for the first time, an advocacy agenda that was shared with Local Members, the LGASA and other local candidates. Our advocacy agenda will be the basis of engaging with the new Government on our agreed priorities.

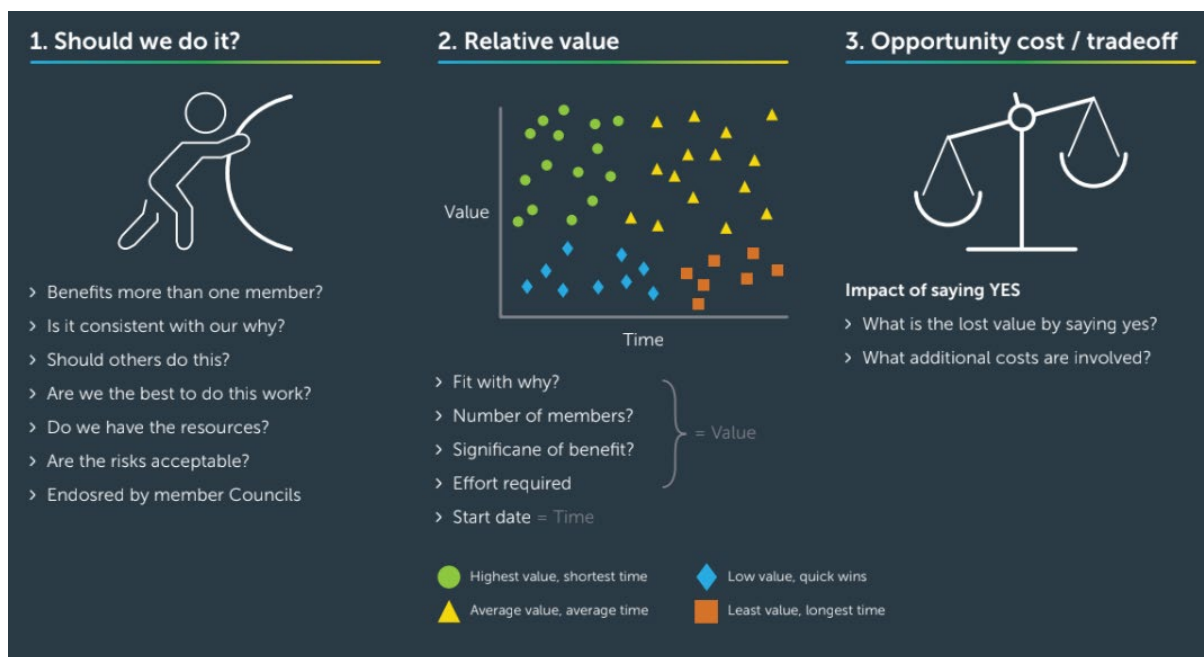
Delivering Value

Our members agree that our focus should become narrow and deep to deliver value, which becomes even more critical in a resource-constrained environment.

This means we will apply our resources to those strategies that provide the greatest value to our members; and not take on additional responsibilities without considering the tradeoffs (time, \$, risk or lost value from not doing another project).

The process used to create focus and value in this business plan uses the following approach:

- 1) Should we be responsible for implementing the strategy?
- 2) What is the relative value of the proposed work?
- 3) What is the tradeoff, and is this acceptable?



Our members, via the Board and CEO's, were asked which of our activities are strongly aligned with our "why" and Values, and provide the greatest benefits to them in the context of our situation and changes in the external environment.

Our member's responses continued a theme of narrow and go deeper to deliver value, and to transition our incubator projects to alternative operating environments once our commitments are met.

Our members were asked what we should 1) Keep Doing, 2) Stop Doing, 3) Start Doing, and 4) Improve.

Keep Doing (Improve Marked With An *)

Advocacy *

Implement the approved advocacy program and increase our profile in the media in pursuing that program and ensure we have access and relationship with key Ministers in the new Government.

Destination Strategy

Continue implementing the approved Destination Development Strategy (DDS), with a review of the value delivered for the increased investment at the end of 2022/23.

Regional Waste Solution *

Progress the work on the Regional Materials Recycling Facility, in particular, 1) develop and test the governance, commercial, and risk models with participants, stakeholders and regulators to identify barriers and ascertain if a regional solution is realistic. 2) develop a business plan and seek approvals and funding and 3) subject to funds and approvals, proceed to project implementation.

There needs to be better involvement of our members CEO's and communications on the development and progress of this project which is seen as a priority by our members.

\$160,000 has been allocated from members' equity across 2021/24 financial years to progress this work.

Roads Strategy (*)

The Regional Roads Strategy and Database was updated in 2020/21 and continues to be a critical strategy to access funding for priority road upgrades, with over \$16 million secured for local roads since the strategy was developed.

With the development of a State database of eligible SLRP roads and improved data on the connectivity of regions, ensuring the Limestone Coast Strategy aligns with the State database will be critical to future funding applications.

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

Regional Plan

The LCLGA plans to work with our members and the department on the development of the Limestone Coast Regional Plan. The amount of work and support needed is not yet clear, noting we have offered to work with the department and our members on the community engagement aspects of the Plan's development.

StarClub

Starclub is considered an important program in the region by our members to support sporting clubs, particularly in the current Covid-19 environment.

ORSR funding is not available for StarClub in the future. Funding is available for programs aligned with the "Game On" strategy, which seeks to increase participation in sport, especially from diverse groups that normally do not have the opportunity for participation, young teens who often leave sport at this age; and to increase the sustainability of regional sport and volunteerism.

An application is being developed to seek funding to sustain support for our regional clubs across the region. The outcome of this process will be included in the business plan and the scope and type of program adjusted to suit the available resources.

South Australia Coastal Councils Alliance (SACCA)

We support the administration of SACCA, the program is driven by an Executive Steering Committee and via the SACCA Executive Officer. It is proposed this approach continues.

Heritage Advisory Services

The Board approved a three-year contract to provide Heritage Advisory Services throughout the Limestone Coast. Managing this contract continues to be a priority.

RDALC Relationship (*)

Seek to redefine the RDALC relationship to focus on Limestone Coast regional outcomes.

Sports Academy

Develop a Strategic Plan for the LCRSA, including the election promise of \$200k over four years.

Continue to develop and deliver the program within the available resources.

Stop Doing (In 2022/23)

Resource Sharing, Shared Services and Shared Procurement

This was seen by our members as being in the domain of the Council CEO's to drive. LCLGA to support as needed and to continue to seek efficient opportunities as requested by members and when we see an opportunity, for example, accessing the localis system to gain lower costs from a shared purchasing agreement.

Regional Health And Wellbeing

The Regional Health and Wellbeing Plan has been completed and there is little role for LCLGA until there is a need to review the Regional Plan.

Climate Adaptation

Whilst acknowledging this is a critical issue for our community and our planet, in the context of the role of the LCLGA this was not considered a priority for the 2022/23 Business Plan.

Red Meat Cluster (RMC)

The Red Meat Cluster has not been able to replace its Chair, and in the absence of industry support, will be wound up

Substance Misuse Limestone Coast

This project should have moved from the LCLGA to the SMLC organisation by the end of 2021/22.

Leadership Program

The three year program was completed in 2021/22 and has been taken on by the RDALC in a revised format which has secured \$2m to support the development of similar Leadership Programs across regional SA.

Road Safety

Lack of funding and changes in institutional arrangements means this is no longer a program we deliver.

Coastal Connections

Lack of funding means this is a program we do not currently deliver.

Start Doing

LGASA Relationship

There is an opportunity to renew and strengthen our relationship with the Officers in the LGASA, and the LCLGA is well-positioned to facilitate that work.

Renew the economic growth strategy and engagement

The Economic Growth Strategy is still current, but the Economic Growth Strategy Working Group need refocusing. Clarifying and understanding the role of Local Government in economic development in the Limestone Coast and then implementing the agreed processes is a priority.

Newly elected member induction

Following the Local Government Elections, there is an opportunity for the LCLGA to work with its members on an induction to Local Government in the Limestone Coast.

This feedback has been incorporated into the 2022/23 business plan.

DRAFT

Key Result Area's

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

They are, building:

- Sustainable Communities
- Stronger Economy
- Member Capability

Building Sustainable Communities

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

Over the 2022/23 year, the focus is building sustainable communities in a COVID-19 recovering, new State Government and unsettled geopolitical environment (in a local government context).

The objectives and proposed strategies in the Strategic Plan focuses on advocacy, Sports Academy, Regional Plan, Game On Strategy, SACCA and Heritage Advisor,

Long Term Objectives (Strategic Plan by 2025)

- 1) The regional climate adaptation strategy outcomes are achieved
- 2) Government policy and investment reflect our member's priorities
- 3) Regional health plan outcomes are achieved
- 4) Incubator projects are successful and self-sustaining

Short Term Objectives (Business Plan – 2022/23)

- 1) Our networks, members and stakeholders are connected and engaged
- 2) Incubator project outcomes have transitioned to alternative governance and operational arrangements
- 3) Regional participation in sport is strengthened
- 4) A new Regional Plan is developed for the Limestone Coast

Performance Indicators

- 1) The extent that the government listens and incorporates Limestone Coast priorities in decision making
- 2) Member rating of our effectiveness in keeping them and stakeholders connected
- 3) Incubator project outcomes delivered with future governance and organisational requirements developed
- 4) Heritage Services are valued by our members

Table 1: Building Sustainable Communities

Strategy	Tactics	Approach	Timing	Responsible
Engage with stakeholders	<ul style="list-style-type: none"> • LGASA and SAROC meetings • Regional Executive Officers meetings • DiT Roads Working Group and Green Triangle Freight Strategy • Local Members (regular engagement) • Key Stakeholders (SA Gov and Industry) • Create a social media presence to share stories 	Communication and advocacy	Every month Every two months Every quarter As required and as opportunity presents As required and as opportunity presents Ongoing	Executive Officer
Star Club / Game On	<ul style="list-style-type: none"> • Deliver the program to over 300 clubs in the Limestone Coast. 	Program	Ongoing	Game On Officer
Limestone Coast Regional Sports Academy	<ul style="list-style-type: none"> • Projects delivered as planned including transitional arrangements 	Project and sponsorship	Ongoing	Project Manager
Heritage Advisory Services	<ul style="list-style-type: none"> • Manage the provision of contracted services. • Review the services and allocation of work — report to Board 	Project	Ongoing with a review in Feb-23	Executive Officer
Access funding for our region, members and stakeholders	<ul style="list-style-type: none"> • Work with partners to develop proposals to access funding • Work with RDALC to access supporting evidence for proposals 	Project	Ongoing	Executive Officer and Project Managers
Implement a proactive advocacy program (Duplicated across all KRA's)	<ul style="list-style-type: none"> • Deliver the approved advocacy program • Respond to advocacy priorities from members as needed 	Advocacy	Ongoing Ongoing	Executive Officer
Auspice the delivery of the South Australian Coastal Councils Alliance	<ul style="list-style-type: none"> • Supervise the project coordinator and expenditure • Support the Executive Committee 	Program	Ongoing Ongoing	Executive Officer

Building a Stronger Economy

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

The economic advantages of our region are unchanged. We continue to be mostly unaffected by drought and have higher levels of water security than many regions in Australia. We have soil with little degradation, and we have not had fire or flooding to the same extent as some other areas in Australia, and our ocean resources are in reasonable shape when compared to other areas.

Some of our main industries are vulnerable to continuing geopolitical tensions that play out as restraining trade, such as our Fishing, Viticulture, Forestry and Tourism industries.

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

Growth enabling factors such as migration, affordable housing and access to capital are potential constraints to growth as the long-term implications from Covid-19 become clearer.

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

The opportunities that may arise from the National Farmer Federation (NFF) Regionalisation Agenda are fully explored.

Longer-Term Objectives (Strategic Plan by 2025)

- 1) The outcomes of the regional growth strategy and action plan are achieved
- 2) Waste is a source of economic growth and competitive advantage
- 3) Regional land-use planning is effective and agile
- 4) The required investment in regional road infrastructure is achieved
- 5) The value of tourism to the region continues to increase
- 6) Mutually beneficial cross border partnerships are developed

Short-term Objectives (Business Plan – 2022/23)

- 1) Destination marketing strategy achieves its planned for outcomes
- 2) Regional Roads Strategy required funding is achieved
- 3) A viable waste option is developed
- 4) Regional Economic Growth Strategy Reset
- 5) Collaboration opportunities on cross border projects

Performance Indicators

- 1) Regional Plan that meets our needs is developed
- 2) Our members are successful in attracting funds for projects
- 3) Federal and State Members support our member's advocacy priorities
- 4) Regional roads projects are approved, and sought after funding achieved
- 5) DDS objectives are achieved
- 6) A decision is made on the suitability of a Regional MRF.

Table 2: Building a Stronger Economy

Strategy	Tactics	Approach	Timing	Responsible
Reset the Economic Growth Strategy	<ul style="list-style-type: none"> Review the economic growth strategy and outcomes with the CEO's Clarify working group governance (at officer and Board level) Engage with stakeholders and working group on required changes Undertake agreed activities / projects 	Program and Project	Aug-22 Aug-22 Ongoing TBD	Executive Officer
Monitor and update the Regional Transport Strategy and database	<ul style="list-style-type: none"> Regularly meet to monitor the Regional Transport Strategy Review definitions and provide training to committee members Road's funding applications prepared and submitted 	Program	Ongoing Sep-22 Dec-22 to Apr-23	Executive Officer and Working Group Chair
Assess the viability and deliverability of a regional waste solution	<ul style="list-style-type: none"> Assess the political, regulatory, risk and governance aspects for a regional cross border MRF Develop a business case to support funding and gain commitment seek commitments and funding to progress and deliver the project 	Program	Jul-22 Sep-22 Feb-23	Executive Officer
Destination Marketing Strategy	<ul style="list-style-type: none"> Implement the approved strategy 	Program	as per the approved plan - ongoing in 22/23	Destination Manager
Assist in the delivery of a Regional Plan	<ul style="list-style-type: none"> Work with the government and our councils to coordinate the Limestone Coasts engagement with the Plan's Development. 	Project	To be determined with the department and Councils	Executive Officer
Green Triangle Freight Action Plan	<ul style="list-style-type: none"> Attend meetings and link into the DiT Roads Working Group 	Advocacy	Ongoing	Executive Officer
RDALC	<ul style="list-style-type: none"> Facilitate joint Board meetings to establish regional economic development priorities 	Program and Advocacy	Third ¼ 2022 and First ¼ 2023	Executive Officer
Cross Boarder Partnerships	<ul style="list-style-type: none"> Facilitate a Cross Border CEO Forum 	Project	Oct-22	Executive Officer
DiT Roads Planning Collaboration	<ul style="list-style-type: none"> Establish and schedule DiT & LCLGA Roads Groups 	Program	Ongoing - meetings every 1/4	Executive Officer

Building Member capability

Building our capability focuses on linking and developing the ability of our members to work together, share resources, stay informed, gain insights and efficiencies.

Noting the drive for shared resources and procurement is driven by our members, the LCLGA is happy to assist and support as required.

Where opportunities arise for efficiencies, such as Heritage Advisory Services or Regional Subscription to Localis, the LCLGA will seek to deliver this advantage to our members.

The work in this area includes the analysis of impacts of government policy, the development of submissions and making representations or preparing and delivering presentations to consultations.

Longer-Term Objectives (Strategic Plan – 2020/25)

- 1) Members can access scarce or hard to source skills and expertise
- 2) Members capabilities are increased through collaboration, knowledge sharing and skills
- 3) Local employees' skills and expertise are developed and retained in the region
- 4) Members are well-positioned to respond to the requirements of the Local Government Review Bill.

Objectives (business plan – 2022/23)

- 1) Opportunistic resource sharing and funding arrangements (including grants) achieved
- 2) Members are linked and knowledge shared via forums and meetings
- 3) Working relationship with the LGASA is effective.
- 4) New elected members are connected and understand the regional perspective of their role.

Performance Indicators (business plan)

- 1) Elected members are supported in improving their knowledge and networks
- 2) Members rate forums, committees and working groups highly
- 3) The relationship with the LGASA is effective
- 4) LCLGA communications are effective to members
- 5) Policy submissions, representations and presentations represent our members interest.

Table 3: Building Member Capability

Strategy	Tactics	Approach	Timing	Responsible
Deliver member forums	<ul style="list-style-type: none"> • Board meetings • CEO Forums • Chair Forums • Member briefings • Member working groups 	Facilitation	Every two months Every three months and every two weeks Every two weeks As required As required	Executive Officer
Members communications	<ul style="list-style-type: none"> • Redesigned web site incorporating the performance dashboard • New elected members induction 	Com's and project	Aug-22 Jan-23	Executive Officer
Enhance the LGASA relationship	<ul style="list-style-type: none"> • Regular meeting LGASA CEO • CEO's and ExO takeup roles at LGASA to ensure LC representation • Engage with LGASA and SAROC in person to develop relationships 	Facilitation	Twice a year Ongoing	Executive Officer
Provide analysis, advice, draft submissions, and make representations on policy	<ul style="list-style-type: none"> • Keep engaged and aware of issues that impact our members • Develop submissions as agreed with members 	Advocacy	Ongoing	Executive Officer

Finance Overview

The LCLGA derives its funds from three sources. They are members' subscriptions, grants and specific project or program funding.

The LCLGA continues in 2022/23 to receive \$42,000 from the LGASA to support regional capacity-building activities, and this is very much appreciated.

The LCLGA has been strategically reducing its cash reserves through a real reduction in members subscriptions over the last five years. Members have also benefited from the cessation of Rubble Royalty payments with a net reduction in income to the LGASA as a result.

The combined impact of the loss of Rubble Royalty refunds, no real increase in subscriptions for a number of years and increasing costs is a reduced annual position of 30% compared to 2015. The real increases in 2021/22 as part of the financial viability plan has helped reduce the rate of decline in members equity.

There are three projects or activities within our budget where costs are "pass-through". These are included in our membership fees but make no impact on the LCLGA bottom line.

- 1) RDALC, \$96,255.
- 2) Heritage Advisory Services, \$76,849.
- 3) South Australian Coastal Alliance, \$8,000.

This means that 22% of subscriptions are passed through expenses.

The Destination Development Strategy (DDS) is in its first year of implementation, so the added value is still being demonstrated. Therefore, we have held the member's subscriptions to the 2021/22 levels for 2022/23.

The StarClub and Sports Academy budgets have previously been considered jointly as they share costs and resources, with a \$10,000 contribution from members equity, in addition to members' contributions to StarClub for these programs. Whilst it is assumed this will continue in 2022/23 it is noted that both programs are subject to new funding applications. Like the DDS, if the grants funds are lower, the projects will be scaled accordingly.

In our programs, we have included in the budget \$25,000 for the Roads and Transport Management Group to prepare the Special Local Roads Program (SLRP) submissions for the 2023/24 financial year, to review definitions and to provide staff training on the SLRP process.

We have included funds to progress the regional waste solution (\$80k). Noting there has been a delay in the 2021/22 program, notwithstanding this, to complete the planned work, the estimated cost is in the order of \$80k, based on the costs incurred in assessing the commercial, risk and governance requirements for the Barwon and Ballarat MRF projects.

Overall we are forecasting a net loss of \$79,927.

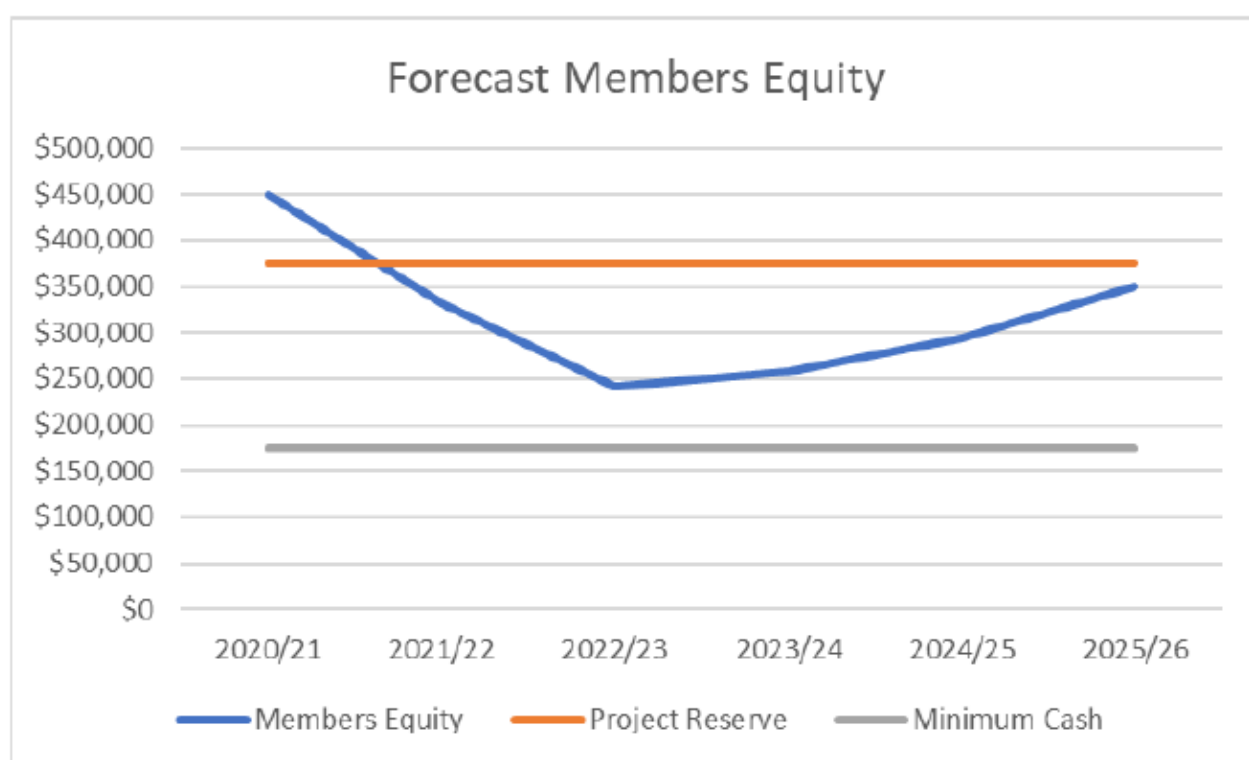
Financial Viability

In 2021 the Board adopted a five-year financial viability plan. This followed several years of a real decrease in members fees.

Cash reserves have been strategically reduced through successive losses. The Board has adopted a position that the LCLGA should have sufficient members equity to:

- 1) cover liabilities should the association be wound up and
- 2) provide a project reserve of \$200k above minimum cash holdings to provide flexibility for the LCLGA to take on projects without needing to raise a project levy on members outside of normal budgeting cycles.

When using the project reserve, the approach is to restore that capacity over time as shown in the chart below.



In the 202/22 Business Plan, it was forecast that members' equity would fall to \$325,000 at the end of 2021/22 and further to \$227,000 by the end of 2022/23.

There has been a delay in the waste project; it is assumed the expenditure will still occur over the 2021/23 financial years.

The outcome of the Heritage Advisory Service contract was higher than expected (about \$13k higher) as approved by the Board; with the delay in the Waste Project, we absorbed this cost in 2021/22 as the contract was approved after the budget had been set, and are planning to continue that in the 2022/23 financial year.

We have also included a CPI (Adelaide) Dec to Dec adjustment on salaries (3.5%).

Assumptions

The Business Plan has the following assumptions:

- That member's 2022/23 subscriptions are at the level forecast in the 2021/22 Business Plan
- Almost all costs are known, otherwise increased by CPI
- Fuel costs have been increased by 20%
- We remain in our current office. If a suitable alternative becomes available, this would be addressed as a separate process with the Board
- Wages are increased by CPI (Adelaide) Dec to Dec: 3.5%
- Destination Strategy contributions held at 2021/22 levels
- No increase in SACCA contributions
- RDALC contribution is \$96,255
- Closing member's equity is \$325,000 at the end of 2021/22
- Project oncosts are recovered at 20%
- Superannuation is increased to 10.5%
- Interest is decreased to \$5,000
- Minimum cash holdings are \$175,000
- A \$200k "project reserve" is planned for above minimum cash holdings
- The project reserve can be used and replenished over time.
- Efficiencies have been used to fund the increases in costs from CPI and Heritage Services
- SMLC Project has fully transferred out of LCLGA
- SACCA, Heritage, and RDALC are pass through costs that have no bearing on the LCLGA profit and loss
- Includes known grants
- LCRSA and StarClub is subject to new funding rounds and we have assumed similar support to previous years
- Training is based on 1.5% of salary costs
- If there is a requirement for a Local Government induction, it will be funded through equity or recovered from members

Proposed Subscriptions to deliver the 2022/23 Business Plan

2022/23								
MEMBER CONTRIBUTIONS	Subscriptions	Tourism	StarClub	Programs	SACCA*	RDALC*	Heritage*	Total
City of Mount Gambier	\$82,137	\$58,388	\$12,178	\$17,921	\$1,143	\$25,546	\$32,573	\$229,886
District Council of Grant	\$39,985	\$28,424	\$8,095	\$8,724	\$1,143	\$12,436	\$3,265	\$102,073
Wattle Range Council	\$65,828	\$46,794	\$11,898	\$14,362	\$1,143	\$20,473	\$13,705	\$174,203
Naracoorte Lucindale Council	\$44,969	\$31,966	\$8,536	\$9,811	\$1,143	\$13,985	\$7,110	\$117,520
District Council of Robe	\$17,734	\$12,606	\$1,665	\$3,869	\$1,143	\$5,516	\$13,046	\$55,578
District Council of Tatiara	\$38,779	\$27,566	\$7,757	\$8,461	\$1,143	\$12,061	\$3,868	\$99,635
District Council of Kingston	\$20,055	\$14,256	\$3,817	\$4,376	\$1,143	\$6,238	\$3,281	\$53,165
Total	\$309,487	\$220,000	\$53,946	\$67,524	\$8,000	\$96,255	\$76,849	\$832,060

For comparisons, the forecast subscriptions in the 2021/22 Business Plan are provided below, noting these were forecast as real, and we have been able to treat them as nominal due to some efficiencies and the delayed investment in the Regional MRF.

Forecast Subscriptions 2021/22 Business Plan

MEMBER CONTRIBUTIONS	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
City of Mount Gambier	\$180,168	\$219,226	\$229,886	\$241,160	\$249,280	\$257,709
District Council of Grant	\$78,159	\$96,986	\$102,073	\$107,458	\$111,309	\$115,309
Wattle Range Council	\$134,499	\$165,757	\$174,203	\$183,141	\$189,549	\$196,204
Naracoorte Lucindale Council	\$90,065	\$111,748	\$117,520	\$123,630	\$128,004	\$132,548
District Council of Robe	\$43,469	\$53,157	\$55,578	\$58,135	\$59,990	\$61,914
District Council of Tatiara	\$75,875	\$94,668	\$99,635	\$104,893	\$108,651	\$112,556
District Council of Kingston	\$40,435	\$50,560	\$53,165	\$55,921	\$57,895	\$59,945
Total	\$642,670	\$792,102	\$832,059	\$874,338	\$904,678	\$936,186

The sought-after member subscriptions are the same as forecast in the 2021/22 Business Plan.

Change from 2021/22 forecast

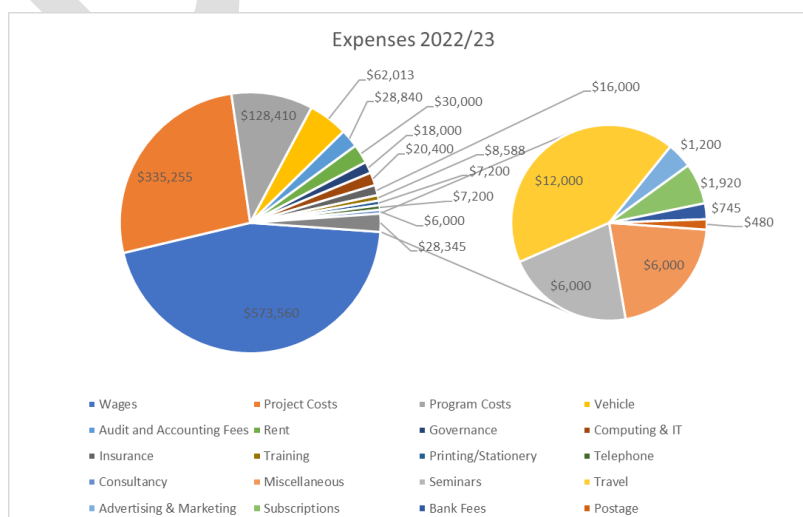
CHANGE IN SUBSCRIPTIONS		
MEMBER CONTRIBUTIONS	Forecast Change	Actual Change
City of Mount Gambier	\$10,660	\$10,660
District Council of Grant	\$5,087	\$5,087
Wattle Range Council	\$8,446	\$8,446
Naracoorte Lucindale Council	\$5,772	\$5,772
District Council of Robe	\$2,421	\$2,421
District Council of Tatiara	\$4,967	\$4,967
District Council of Kingston	\$2,605	\$2,605
Total	\$39,958	\$39,958

Expenses

EXPENSES	2022/23	2021/22	Change
Wages	\$573,560	\$733,272	-\$159,712
Project Costs	\$335,255	\$454,127	-\$118,872
Program Costs	\$128,410	\$115,000	\$13,410
Vehicle	\$62,013	\$67,856	-\$5,843
Audit and Accounting Fees	\$28,840	\$36,000	-\$7,160
Rent	\$30,000	\$30,000	\$0
Governance	\$18,000	\$18,000	\$0
Computing & IT	\$20,400	\$15,000	\$5,400
Insurance	\$16,000	\$12,000	\$4,000
Training	\$8,588	\$10,988	-\$2,400
Printing/Stationery	\$7,200	\$9,600	-\$2,400
Telephone	\$7,200	\$8,040	-\$840
Consultancy	\$6,000	\$6,000	\$0
Miscellaneous	\$6,000	\$6,000	\$0
Seminars	\$6,000	\$6,000	\$0
Travel	\$12,000	\$6,000	\$6,000
Advertising & Marketing	\$1,200	\$1,800	-\$600
Subscriptions	\$1,920	\$1,800	\$120
Bank Fees	\$745	\$720	\$25
Postage	\$480	\$480	\$0
Total	\$1,269,812	\$1,538,683	-\$268,871

Major variations include:

- Salaries and Project expenses are lower due to the cessation of the Leadership Program and SMLC.
- Program costs increase due to an increased provision for Roads Planning Training and resources to revitalise our internet.
- Vehicle costs are lower due to the cessation of the SMLC vehicle lease.
- Computing and IT costs are expected to increase based on our experience in 2021/22
- Insurance costs have increased but may be lower based on fewer vehicles.
- We are expecting to see an increase in travel costs as Covid-19 restrictions relax.



Profit and Loss

INCOME	Total
Members Subscriptions	\$832,060
Grants	\$262,325
Other	\$90,500
Interest	\$5,000
Total	\$1,189,885

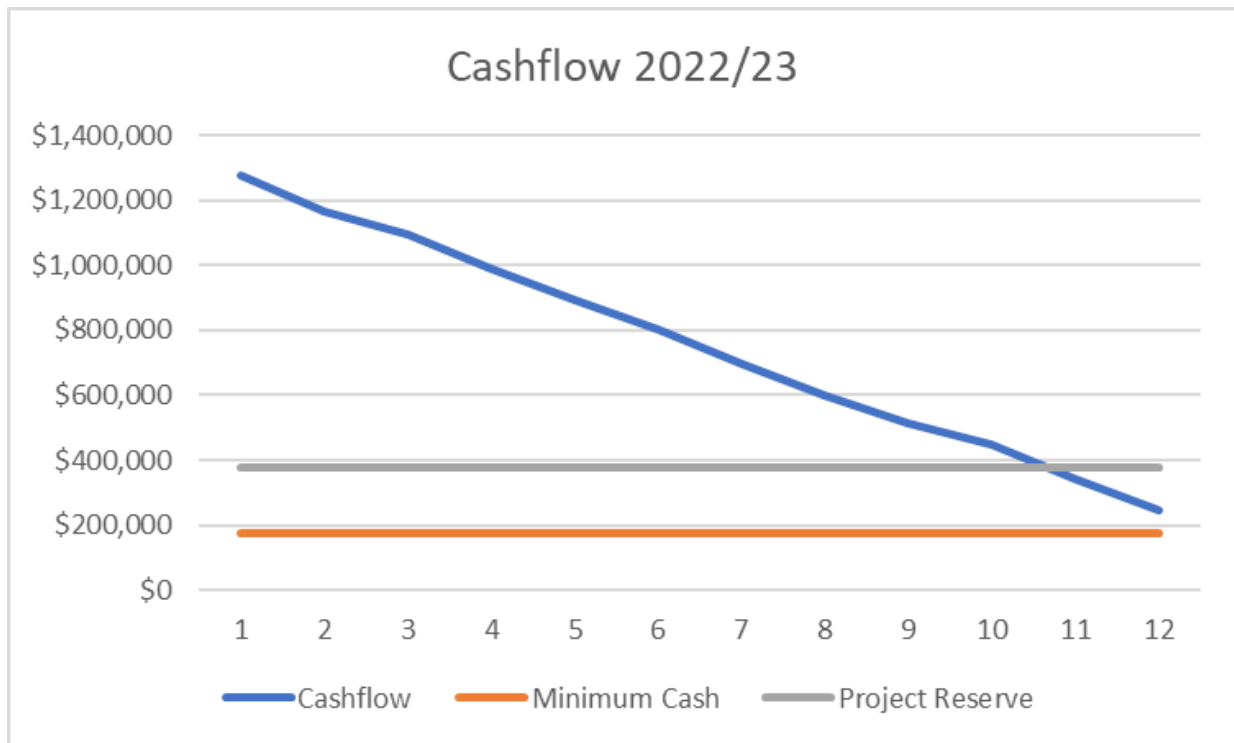
EXPENSES	2022/23
Wages	\$573,560
Project Costs	\$335,255
Program Costs	\$128,410
Vehicle	\$62,013
Audit and Accounting Fees	\$28,840
Rent	\$30,000
Governance	\$18,000
Computing & IT	\$20,400
Insurance	\$16,000
Training	\$8,588
Printing/Stationery	\$7,200
Telephone	\$7,200
Consultancy	\$6,000
Miscellaneous	\$6,000
Seminars	\$6,000
Travel	\$12,000
Advertising & Marketing	\$1,200
Subscriptions	\$1,920
Bank Fees	\$745
Postage	\$480
Total	\$1,269,812

Net	-\$79,927
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This Plan continues the expected losses with a slow recovery over five years. We are forecasting a loss of \$80,000 and closing members equity of \$245,000, which is slightly favourable when compared to the 2021/22 forecast.

Cashflow

We expect to see members' equity rise to \$1,276,000 before decreasing to \$245,000.



Projects

	Income				
PROJECTS	Members	Grants	Other	Expenses	Net
Destination Development Strategy	\$220,000	\$94,325	\$48,000	\$373,029	-\$10,704
Star Club	\$53,946	\$56,000	\$0	\$70,345	\$39,601
Sports Academy	\$0	\$70,000	\$42,500	\$154,345	-\$41,845
Total	\$273,946	\$220,325	\$90,500	\$597,719	-\$12,949

The grant income is subject to a grant process that has undergone significant change, and we don't have clarity on what grant monies we may receive.

Although the DDS is showing a \$10k loss we expect that, based on previous years, we will be able to secure some additional funding for this project.

Programs

	Income				
PROGRAMS	Members	Grants	Other	Salary & Oncost	Program Expenses
Roads	\$63,600	\$0	\$0	\$37,092	\$25,000
Waste		\$0	\$0		\$80,000
Revitalise the LCLGA Website		\$0	\$0		\$10,000
Economic Growth Strategy		\$0	\$0		\$5,000
Red Meat Cluster		\$0	\$0		\$1,200
Total	\$63,600	\$0	\$0	\$37,092	\$121,200

Pass-Throughs

	Income				
PASS THROUGH	Members	Grants	Other	Expenses	Net
Heritage advisory services	\$76,849	\$0		\$76,849	\$0
RDALC	\$96,255	\$0		\$96,255	\$0
SACCA	\$8,000	\$0		\$8,000	\$0
Total	\$181,104	\$0	\$0	\$181,104	\$0

7.6 MINISTERIAL AUDIT COMMITTEE EXEMPTION

BACKGROUND

The LCLGA has an exemption from the Minister for the requirements to have an Audit Committee.

The current Risk and Audit Committee has been established as an advisory committee.

The exemption from the Minister Lapses in the 2021/22 financial year.

Some of the other regional LGA's have exemptions from the requirement to have an audit committee, partly this is due to their scale.

Legatus has a formal Audit Committee. This Committee meets six times a year, two weeks ahead of each Board meeting.

The Risk and Audit Committee have considered the issue and advise that they support allowing the exemption to lapse and for the Risk and Audit Committee to take on the formal Risk and Audit Committee role.

KEY ISSUES

If the LCLGA wish to sustain an exemption, we will need to apply to the Minister for a further exemption before the end of the financial year.

The Risk and Audit Committee will change its status and formalise its role.

A formal Risk and Audit Committee also provides the Board and Executive greater assurance from its deliberations.

The Risk and Audit Committee supports allowing the exemption to lapse and formalising the Risk and Audit Committees' role in our governance structure.

RECOMMENDATION

It is recommended that the LCLGA Board;

1. Approve the lapsing of the Ministerial exemption from the requirement to have an Audit Committee of the Board, and
2. Approve the formalisation of the Board Risk and Audit Committee.

Moved,

Seconded,

8.1 PRESIDENTS REPORT

Report to be tabled at the Board meeting

8.2 LGASA BOARD & SAROC DRAFT MINUTES

LGASA Board and SAROC draft minutes from recent meetings can be found at the Local Government Association of South Australia website at <https://www.lga.sa.gov.au/about-lga/lga-meetings/committees>.

8.3 EXECUTIVE OFFICER REPORT

BACKGROUND

Since the last Board meeting in February, we have continued to progress the Business Plan, notwithstanding all staff have been in close contact at various times, mainly due to family members contracting the Covid-19 virus. When writing this report, we have not had a staff member contract Covid-19.

Whilst we have set up our systems to allow staff to work from home, it is nonetheless disruptive.

The Labor Party Commitment to the Limestone Coast to invest \$100m of the back of the Troy Bell Plan for Mount Gambier represents a significant opportunity for our region and a number of LCLGA projects and advocacy priorities, such as the Regional Sports Academy, Destination Development, Cross Border Community, Regional Roads, Mobile Blackspots, Tafe Local Board and Improved funding, Waste and Recycling.

It is worth noting that we have the following elections occurring this calendar year in our political ecosystem.

- 1) SA State election - 19th March 2022. Caretaker period starts 19th February – completed.
- 2) Australia Federal election - 21st May 2022 at the latest. Caretaker around three months from the election)
- 3) SA Local Council election, the process starts - 23rd August (nominations), counting on 12th November 2022. Caretaker from the data nominations close, 6th September 2022
- 4) Victorian State Election – 26th November 2022. Caretaker from the 1st November 2022

Caretaker Periods

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
SA State												
SA Local												
Fed												
Vic State												

The key activities during the last two months include:

- Interview with the LCLHN and appointment to their steering committee.
- CEO and Mayor fortnightly meetings
- Attended SAROC Meeting (zoom)
- Meeting Adam Grey – planning, activities and 4wd
- SACCA Executive meeting
- Meeting CEO ORSR – future of Sports Academy and Game On funding requirements and process.
- Meeting cycling and national high performance coaches on future directions of the LCRSA
- Ac.Care meetings – Board, Risk and Audit, Strategy and Investment Advisor (Tender Evaluation)
- Green Industries Circular Economy
- City of Mount Gambier and NFF – regionalisation launch
- UniSA – briefing on Farm Mental Health Support Program
- Meeting HDS – improvements to the SLRP process in defining the required evidence to support Council funding request.
- Meeting BSWWRAG and Sustainability Victoria on the Regional MRF
- UniSA – funding bid to trial Passenger Drones.

- Localis demonstration
- Green Triangle Freight Action Plan meeting and presentation
- Limestone Coast Sea Lake Consultation – DEW
- GTFIH Board meeting
- Appointed Caretaker Chair State Tourism Chairs Network and running of Regional Chairs in a meeting with the Hon. Zoe Bettison, Minister for Tourism, on 7th April 2022.

The focus for the next period:

- Implementing the business plan, including
 - Destination Development
 - Waste MRF – tender for a consultant to undertake the risk and governance review
 - Roads – setting up the new DiT committee, engaging in GTFAP and preparing SLRP submissions for 2022/23
 - GameOn Submissions
- Sports Academy strategy
- The transition of the SMLC project
- Completing the shift to Cloud for LCLGA data and systems
- Progressing the Advocacy Agenda with the new government and federal government
- Finalising the update of the LCLGA Association Charter
- Completing implementation plans for the 2022/23 Business Plan.

I have also attached the new SA Government Ministry Order of Precedence as attachment one.

SOUTH AUSTRALIA

Ministry - Order of Precedence

The Hon PETER BRYDEN MALINAUSKAS, BCom, MP

Premier

Member of Executive Council

The Hon Dr SUSAN ELIZABETH CLOSE, BA (Hons), PhD, MP

Deputy Premier

Minister for Industry, Innovation and Science

Minister for Defence and Space Industries

Minister for Climate, Environment and Water

Member of Executive Council

The Hon KYAM JOSEPH MAHER, LLB, BEc, GDLP, MLC

Attorney-General

Minister for Aboriginal Affairs

Minister for Industrial Relations and Public Sector

Member of Executive Council

Leader of Government Business in the Legislative Council

The Hon ANASTASIOS (TOM) KOUTSANTONIS, MP

Minister for Infrastructure and Transport

Minister for Energy and Mining

Member of Executive Council

Leader of Government Business in the House of Assembly

The Hon STEPHEN CAMPBELL MULLIGHAN, BA, MP

Treasurer

Member of Executive Council

The Hon ZOE LEE BETTISON, BA, MBA, MP

Minister for Tourism

Minister for Multicultural Affairs

Member of Executive Council

The Hon CHRISTOPHER (CHRIS) JAMES PICTON, LLB/LP, BA, MP

Minister for Health and Wellbeing

Member of Executive Council

The Hon KATRINE ANNE HILDYARD, BA, MP

Minister for Child Protection

Minister for Women and the Prevention of Domestic and Family Violence

Minister for Recreation, Sport and Racing

Member of Executive Council

The Hon NATALIE (NAT) FLEUR COOK, BNsg, MP

Minister for Human Services

Member of Executive Council

The Hon CLARE MICHELE SCRIVEN, GDipMgmt, GCertPubSecMgmt, MLC

Minister for Primary Industries and Regional Development

Minister for Forest Industries

Member of Executive Council

The Hon BLAIR INGRAM BOYER, BA, LLB, MP

Minister for Education, Training and Skills
Member of Executive Council

The Hon GEOFFREY (GEOFF) GRAEME BROCK, JP, MP

Minister for Local Government
Minister for Regional Roads
Minister for Veterans Affairs
Member of Executive Council

The Hon ANDREA MICHAELS, LLB, BCom, GDLP, MP

Minister for Small and Family Business
Minister for Consumer and Business Affairs
Minister for Arts
Member of Executive Council

The Hon JOSEPH (JOE) KARL SZAKACS, LLB/LP, MP

Minister for Police, Emergency Services and Correctional Services
Member of Executive Council

The Hon NICHOLAS (NICK) DAVID CHAMPION, MP

Minister for Trade and Investment
Minister for Housing and Urban Development
Minister for Planning
Member of Executive Council

8.4 DESTINATION DEVELOPMENT PROGRAM

OBJECTIVES

The Destination Development Program is gaining momentum, despite ongoing uncertainty in the market due to consumer confidence and long-term business hardship. The objectives remain as:

- Short-Term Objective: Maintain industry support and access to support programs and funding opportunities as the sector emerges from CoVid19. Complete the onboarding process for our regional solution for data collection.
- Medium-Term Objective: Increase engagement with industry to ensure readiness as we merge from the pandemic and international borders open.
- Longer-Term Objective: Deliver the Destination Development Strategy.

PROGRAM HIGHLIGHTS

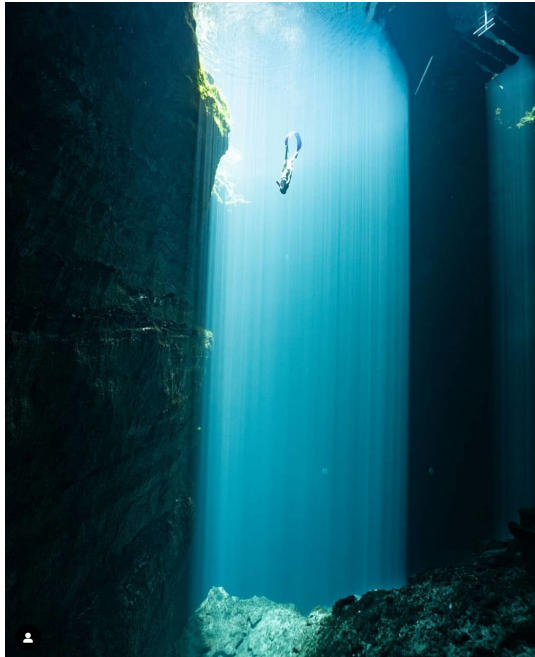
- Industry support remains the priority for the program with consumer confidence low and businesses reporting very patchy. This combined with inconsistent access to a reliable and available workforce, is impacting the ability of the industry to plan ahead and remain buoyant.
- Feedback indicates a deep business fatigue, which is why it is critical that we facilitate industry connections to help combat this sentiment, and also provide insights to help boost business confidence.
- The new Destination Development Coordinator has settled in quickly and is preparing a large industry function to be delivered in the region in early June. This will be the first of our quarterly industry functions which we plan to rotate across the region.
- Our schedule of blogs on the official destination website continues to support our strategy of creating long-lasting digital content that pushes our searchability on google higher. The latest edition is focused on our breadth of wine regions within the Limestone Coast. We know that food, wine and beverages can trigger travel searches, and we aim to convert the searched into bookings with these well-designed blogs.

<https://visitlimestonecoast.com.au/blog/limestone-coast-wine-regions/>

We are close to releasing a blog that features our region with the traveller seeking wellness and connection to nature. This will be followed by some work to help inform visitors about our business event capability and unique location. New data released by Tourism Australia indicates that the business traveller in a post-covid world will spend an average of \$629 per day, in comparison to a leisure traveller spending only \$176.

- Our online community continues to increase, and it is worth noting that since our focused efforts across our official Social Media channels and the ongoing enhancements of our website we have been able to reach an audience of almost 800,000 organically (no paid posts).

Given our 'non-paid or organic' search strategy, we have leant heavily of 3rd party audiences. By tagging much bigger digital engines, we have been able to amplify our reach at no cost. For example, our Instagram posted this below image of Kilsby Sinkhole which had 353 likes & 13 comments. By tagging in Tourism Australia, they re-posted with almost 65,000 likes & 440 comments.



limestonecoast • Following
Kilsby Sinkhole
...

limestonecoast How are you keeping cool this spring and summer? Our mate @adamfreediver has his sights set on another epic adventure at @kilsbysinkhole, where the underworld is a magnet for thrill seekers world-over... In fact, on a sunny day those going for a deep-dive (with qualifications) will descend up to 65 metres into a crystal clear chasm that's pierced by sunlight, right under the soils of a local sheep farm! If you're keen to see what all the fuss is about - without any diving creds - throw on a snorkel and mask to catch the show with a guide, before wrapping up with a cheeky @sinkhole.gin back on the surface! 🍷 🍷

#visitlimestonecoast #seesouthaustralia #seeaustralia #holidayherethisyear

25 w

porsche_harbin @_sageyoung @alexschulzy
13 w
Reply
♡

— View replies (2)

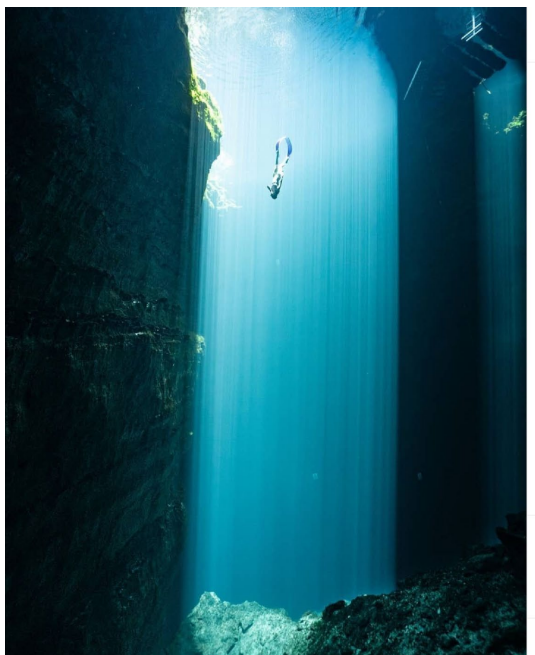
williamlang13 @gem_hooper
25 w
Reply
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♡
💬
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🔖

Liked by paigerowett and 353 others

SEPTEMBER 29, 2021

😊
Add a comment...
Post



australia • Follow
...

australia 🇦🇺 Cooling off in @kilsbysinkhole 🇦🇺 Cheers to @adamfreediver, who captured the pure tranquility of this underwater cave in @southaustralia. An underwater haven for snorkellers, scuba divers and free-divers who visit the @limestonecoast, there are not many places on Earth that can compare to the extraordinary water clarity of Kilsby. Tip: join a guided snorkelling tour with the team at #KilsbySinkhole, or sign up with a local dive instructor to start exploring this freshwater paradise 🍷. #seeaustralia #seesouthaustralia #visitlimestonecoast #holidayherethisyear

1 w

limestonecoast
There's no better place to be down under... when you're Down Under! Thanks for sharing our beautiful neighbourhood guys! See you at @kilsbysinkhole soon, eh! 🍷
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1 like
Reply
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becwhite10 @biddielee 🍷 🍷
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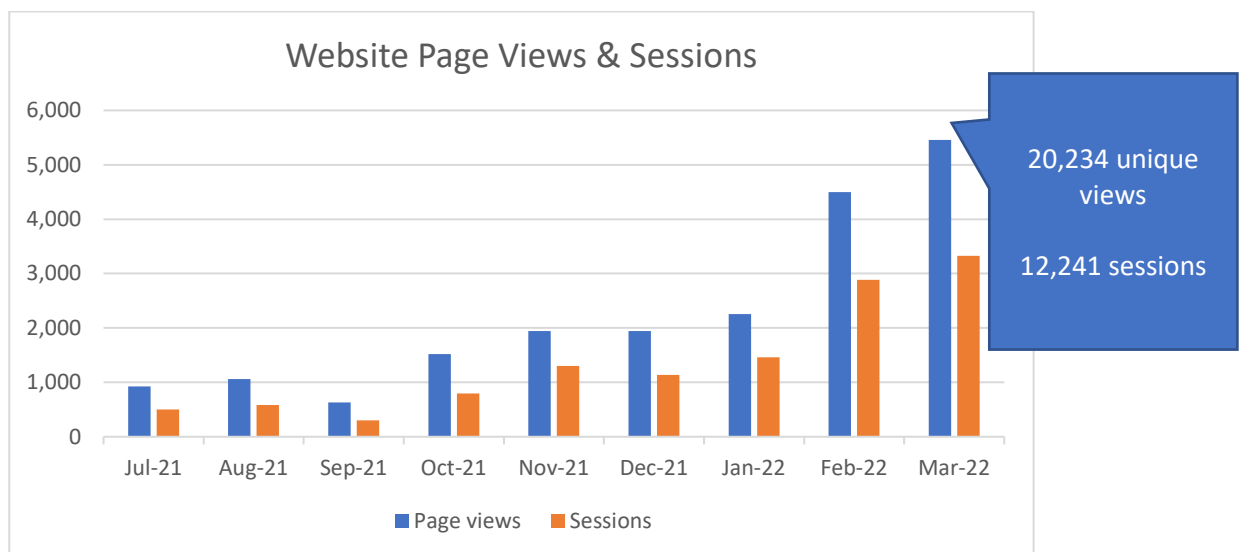
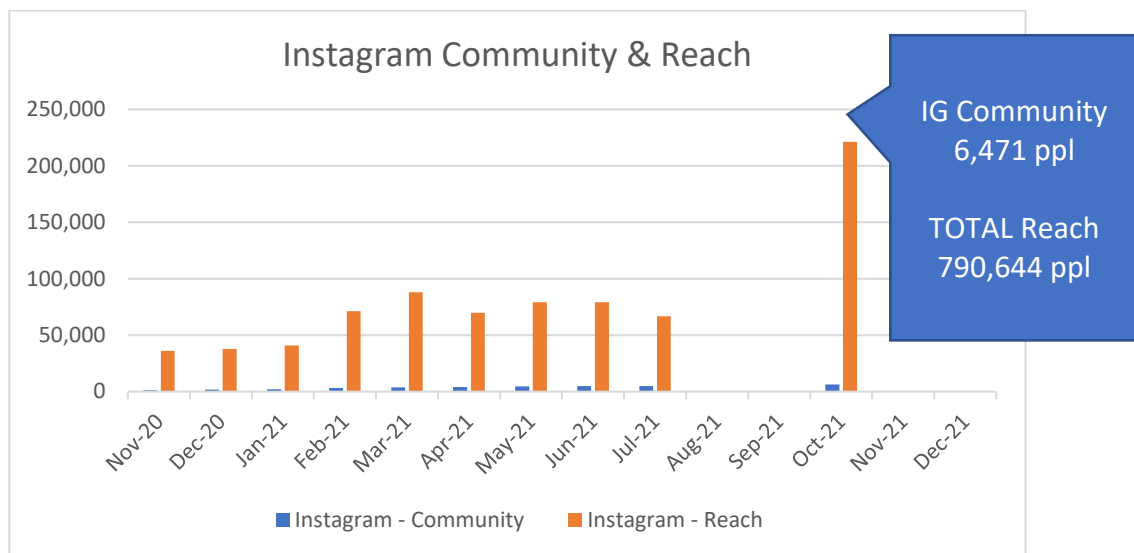
kilsbysinkhole ❤️
♡

♡
💬
🚩
🔖

Liked by becwhite10 and 64,748 others

7 DAYS AGO

😊
Add a comment...
Post



- Our digital investment plans for the new financial year include enhancements to our website to provide an access point for our industry while maintaining a schedule of blogs, plus our social media consistent presence. Now with a substantial online community (& building) we can serve up experiences and accommodation online to potential visitors and have the

ability for that visitor to book instantly from their search. This conversion is critically important to push Limestone Coast up the consumer decision-making line and ultimately making it easier to book a trip to our region.

- Our regional roll-out of Localis Data Analysis is continuing with 4 councils now officially on board – Naracoorte Lucindale, Wattle Range, City of Mount Gambier and Kingston.
- We were able to host Tourism Australia - in region to and showcase the linkages between our World-Heritage Fossil Site and the soon to be opened Budj Bim World Heritage Site across the border.
- With the opening of the international borders, we have been selected to join two important trade events in the coming months. The first is hosted by Australian Tourism Export Council and is a virtual trade event and then a hybrid event called Australian Tourism Exchange.
- The limestone Coast is well positioned to capitalize on the ongoing relationships we maintained during CoVid, and our industry has developed exciting new experiences and accommodation for us to showcase.
- Reminder for all that the Regional Event Funding closes Friday 22nd April 2022.
<https://tourism.sa.gov.au/support/regional-event-fund>

Project YTD Profit & Loss.

	Actual YTD	Budget FY	Variance
Income	\$263,500	\$304,000	\$40,499
Expenditure	\$164,011	\$306,000	-\$141,989
Net	\$99,489	-\$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 SFO Program will be running Child Safe Officer Courses across the region in April. These courses educate clubs on how to protect children and members at their clubs in line with the Child Safety Legislations in place. These courses are provided to clubs free out of the SFO Program Budget

The SFO is working closely with LCLGA CEO on preparing a submission for a sports officer type role to replace the STARCLUB Field Officer Program after June 30. The LCLGA CEO has met with key figures in the ORSR to discuss options, and we have had approaches from Government agencies, (through the ORSR) to look at possible partnership options. Pleasingly the ORSR, see the Limestone Coast as one of the stronger regions in terms of what has been achieved in partnership with our councils over the past 7 years. The LCLGA CEO will provide further information to the board at upcoming workshops.

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 athletes had some fantastic results in the February/March period. Three of our cycling athletes competed at the National Track Titles in late March with results being determined at time of writing. Two of these athletes were identified and introduced to the sport solely thanks to the Academy program and had no previous affiliation with the sport.

Two of our Athletics program members competed at the National Championships. We had a National Champion in the Heptathlon. This is a huge achievement and result for not only the athlete, but our program. We supported the athlete and identified a Heptathlon Coach for her. The other athlete is

competing in the National Track Championships in Sydney at time of writing, but has been identified as a potential Olympian if he continues on his current trajectory.

10 of our Basketball Program athletes have made their respective age State Teams, with one being selected in the National Squad.

We had great success at the State Swimming Titles (multiple medals won), even though our squad was affected greatly by COVID.

Our Hockey Program defended it's title in the now annual Cross Academy competition against the South West Academy based in Warranambool.

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.

Our Academy athletes are doing amazing things in their chosen sport. The LCLGA encourages 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	\$195,587	\$221,500	-\$25,913
Expenditure	\$152,149	\$241,099	-\$88,950
Net	\$43,430	-\$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, keep the program sized to available resources; 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

SMLC Board has met with Chris Picton MP, now the Minister for Health and Wellbeing, twice in the last six months to advocate for more AOD services in the Limestone Coast Region. We welcome Labor's \$4.7m pledge for dedicated AOD detox beds in the Mount Gambier Hospital. The current service for medically managed AOD detox is situated in Adelaide, requiring people to make their own way to access treatment via public or private transport. This is a significant barrier for many people who have alcohol dependence and do not seek treatment as they cannot physically get there.

The rise in alcohol use and lack of related services emerged as one of the key points from SMLC's Limestone Coast AOD Regional Summit held in November 2021, which was attended by frontline workers, service providers and local Members of Parliament. Alcohol is the most commonly used substance and also the most problematic because of the difficulty in accessing treatment locally.

The rise in alcohol use by Limestone Coast Year 10 students has also emerged via the key findings in the Planet Youth school survey conducted in Term 3 2021. Alcohol is the most prominent issue as parents have been drinking more at home. There's a level of acceptance of kids drinking earlier and more often. Covid related.

The normalisation of alcohol use at a young age among Limestone Coast teenagers dominated discussions in the findings of the Planet Youth survey results following online community workshops held in March 2022. The workshops were facilitated by the Alcohol and Drug Foundation and Iceland's Planet Youth team, and took 50 community leaders and stakeholders through every region's survey data.

Four Community Reports were delivered to those in attendance and were delivered by the Planet Youth Team. The four reports show the key findings from the school survey from every secondary Limestone Coast School and are combined into the following reports: City of Mount Gambier & District Council of Grant; Wattle Range Council, District Council of Robe and Kingston District Council; Tatiara District Council; and Naracoorte Lucindale Council.

From the 4 Community Reports, the data shows on average that around 40% of Year 10's surveyed, are drinking alcohol at home, and that there is a permissive culture for alcohol use for young people by significant adults, parents and caregivers.

Vaping or e-cigarette use is also popular, with around 30% of the region's Year 10's smoking at least once in their lifetime.

Year 10's students were also asked about the impact of Covid-19 on their relationships, schooling and health, with some council regions revealing 40% to 50% negative impact on their mental health and conversely, 50% to 60% having no impact on their mental health.

Key findings also show high levels of physical fitness and happiness, with some council areas reporting numbers of students participating in organised leisure activities and sports being significantly higher than the state average.

Key Take-Away messaging from Planet Youth Team

- Disseminate the data far and wide across the region – crucial to motivate and educate
- Councils are conduits for connecting to key stakeholders, and are a vital support by providing space for meetings, webinars and education sessions.
- Build a foundation – holistic – into the community
- There's a clear need to change the normalisation of alcohol use by children & teenagers
- Education for parents/caregivers on alcohol and the developing brain.
- Awareness-raising
- Children are subject to their environment

Planning is underway with Councils, Schools and Networks to disseminate the data around the Limestone Coast.

SMLC hosted frontline professional training on 28th February 2022 to 46 individuals and 20 Limestone Coast Agencies. The workshop on domestic and family violence workforce in the drug and alcohol context was provided by 360Edge, a leading Australian health consultancy service based in Melbourne, specialising in alcohol and other drug and allied sectors.

The feedback from the workshop was outstanding, with the evaluation clearly showing 90% recommending the training to others; with all those in attendance gaining knowledge and an increase in skills and confidence in working with clients with these social issues.

An example of one Professional's feedback – "Fantastic training, excited to have received it and the knowledge that comes with it".

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	\$109,895	\$173,000	-\$63,105
Expenditure	\$131,581	\$173,000	-\$41,419
Net	-\$21,686	\$0	
Expected Carry Over and			

Note: there is \$90,840 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.
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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

- LCLGA Regional Roads & Transport Management Group met on Tuesday 8th February (*minutes included*) to:
 - Finalise updates to the Regional Roads
 - Finalise updates to the Action Plan with minor changes
 - Finalise updates to the Roads Database
- Preparation has commenced for this year's Special Local Roads Program applications to ensure we provide high standard applications this year. HDS Australia will provide individual feedback to Councils on their applications. Once we have the final submission, we will revise the scoring in April to agree on the order of priorities.
- Commenced a review and update of the LCLGA Sub Committee Terms of Reference. (*A separate report is attached*)
- Commenced a review and update of the LCLGA Website
- Developed an Advocacy Reporting template to capture the activities & outcomes of the LCLGA Advocacy Agenda
- The regional MRF project is subject to another report in this agenda.

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 Roads & Transport Management Group

9.2 Risk and Audit Committee Meeting 1/3/22 - Draft

9.3 Risk and Audit Committee Meeting 15/3/22 - Draft

**LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION
ROADS & TRANSPORT MANAGEMENT GROUP**

1. Present

Cr Paul Jenner Abdullah Mahmud	City Mount Gambier
Jamie Jackson	Tatiara District Council
Robert Moir	District Council Robe
Daniel Willsmore	Naracoorte Lucindale Council
Adrian Schutz	Grant District Council
Aaron Hillier	Tatiara District Council
Peter Halton	Wattle Range Council
Tony Wright	LCLGA
Michaela Bell	LCLGA
John Olson (Guests)	HDS Australia
Tim Viner-Smith (Guests)	HDS Australia

2. Apologies

Nick Brown	Kingston District Council
Barbara Cernovskis	City Mount Gambier

3. Confirmation of the Minutes

“That the Minutes of the meeting held on Monday 29th March 2021 be taken as read, be confirmed as a true and correct record of the proceedings at that meeting.”

Moved: Tony Wright

Seconded: Daniel Willsmore

CARRIED

4. Matters arising from the Minutes

(All Councils)

Nil

5. LCRTMG internal discussion

(Councils only)

SLRP review – LCTAP are currently reviewing the process and learnings from the implementation of their new application process for SLRP applications. One of the main issues identified is the disconnect between individual projects and regional plans and how they resolve this issue.

The group applied a ‘Health Check’ on our current processes in developing and working with HDS Australia on the implementation of our Regional Transport Plan.

ACTION:

Tony Wright to meet with John Olson at HDS Australia to provide feedback and recommendations.

6. Review of the Regional Action Plan & Regional Roads Database

(HDS Australia)

Discussion occurred around the inclusion of Moyhall Road, located in the NLC. NLC believe the requirements for inclusion have been met with the required data being provided to HDS Australia for review and recommendation. (A separate document has been forwarded to members to support NLC argument.)

With regard to Moyhall Road, HDS have made a recommendation to the RTMG based upon the evidence presented to them and their assessment of the regional significance of the road, consistent with the standard applied to all other

LCLGA councils. HDS are not satisfied that all Moyhall Road meets the intent of the 2030 Regional Transport Plan, in terms of regional significance. They also expressed concerns around the potential challenges of including more locally important roads that haven't met criteria's as regionally significant as this will increase the network of roads listed on the Transport Plan.

HDS have provided NLC with additional feedback and recommendations which included the use of traffic counters further along the road and their exact location to capture vehicle numbers, evidence from bus operators using the route and the precise location of properties on Moyhall Road and feeder roads. NLC have indicated that they can provide this information, however, will be unable to provide the detail in line with the current timeframes, however it could be provided for the next financial year

It is up to the LCTMG to collectively decide whether to include or not include all of Moyhall Road as a regionally significant route, beyond what is currently included. LCRTMG members have received additional supporting information from Naracoorte Lucindale Council along with a proposed motion and have been asked to indicate whether they support the motion or do not support the motion by COB Friday 11th February 2022

The proposed motion:

'The LCRTMG support Naracoorte Lucindale Councils request to include Moyhall Road as a regionally significant route based on the evidence that they have provided to the LCRTMG.'

Three Councils provided minor updates to the Regional Action Plan to HDS Australia

***Further communication via email occurred outside the meeting as agreed by the group to discuss the inclusion of Moyhall Road as a regionally significant route. Tatiara DC, Wattle Range DC, City Mount Gambier, Grant DC & Naracoorte Lucindale Council all provided feedback and recommendations. ***

The group has considered the information to date and recommends that:

- 1. Moyhall Road needs further information to support its inclusion as a priority project for SLRP funding in its current form to have a reasonable chance of success.***
- 2. It is proposed that Moyhall Road is considered in 2023 again once where further supporting evidence is provided. We note there may be more opportunity if the Moyhall Road was broken into multiple phases over several years.***

Moved: Abdullah Mahmud

Seconded: Aaron Hillier

CARRIED

The reasons for this recommendation are:

- Current traffic count data does not currently support its inclusion.
- More information around the population served, the number of residences, employees and rateable properties is needed to support the application.
- Current information on freight tonnes moved need updating as current data does not meet the criteria.
- It is also noted with the NLC subscription to Localis. There may be an opportunity to geotag Moyhall Road and analyse three years of data to support its inclusion. The use of this data source hasn't been used for the purposes of SLRP funding and would be breaking new ground in SA.

7. SLRP applications & ranking

(HDS Australia)

Discussion occurred around the current Regional Roads Database, proposed funding, timelines and potential SLRP applications.

Timeframe for SLRP applications

ACTION	DATE
Each Council indicate what road segment they will be submitting for consideration for SLRP funding and update HDS Australia	25 th February 2022
Prepare draft smarty grant application and then forward to HDS for review and feedback	25 th March 2022
HDS provide feedback to Councils on their draft SLRP application	8 th April 2022
Each Council finalise SLRP application for endorsement and ranking by the LCRTMG	29 th April 2022
Online SLRP applications due for submission on smartygrants	TBC (end May 2022)

8. SAROC State Regional Planning Framework

(Tony Wright)

On behalf of SAROC, HDS Australia has been engaged to develop a state-wide, regional mapping activity and priority report based on the current developed local road plans that identify local road priorities. This state-wide approach will identify the linkages beyond regional boundaries and establish a priority list that would allow for increased discussions with industry and to seek funding support from Federal and State Governments.

9. DPTI Technical Reference Group update

(Tony Wright)

N/A

10. Any other business

Nil

11. Next meeting

TBC Late April/Early May

MINUTES

01 March 2022
1:00PM – 2:30PM

Mount Gambier and Zoom

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION RISK AND AUDIT COMMITTEE MEETING

1. Present

Erika Vickery	Committee Chair and LCLGA President
James Holyman	Chief Executive Officer DC Robe
Paul Duka	Director Corporate Services Wattle Range Council
Richard Sage	Mayor DC Grant and Board Member
Tony Wright	Executive Officer LCLGA

2. Apologies

Richard Sage	Mayor DC Grant & Board Member
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3. Minutes of Previous Meeting

The minutes were accepted as presented.

4. Action Items

The action items were discussed, noting:

- We can now proceed and advertise for an independent member of the Risk and Audit Committee.

Action: advertise for an independent member of the Risk and Audit Committee.

5. 2020/21 Audit Result

The report was discussed and noted the findings.

Recommendation

The Committee notes the report from our external auditors.

Carried by consensus

6. Risk Workshop

The development of a risk strategy and process was discussed. It was felt that due to the relatively simple nature of LCLGA's business model, the Risk and Audit Committee could do the initial workshop and populate the strategy before presenting it to the Board for review and approval.

Action: Review and develop a new risk management policy and procedure and conduct a risk workshop with the Risk and Audit Committee.

7. Ministerial Exemption

The expiry of the current Ministerial Exemption for the LCLGA was discussed, the recommendation was approved.

Recommendation

The Committee recommends that the Board allow the exemption to lapse and formalise the Risk and Audit Committee role.

Carried by consensus

8. Audit Management Report

The progress was discussed, and it was noted that now we are ready to progress the approval of some new policies these can be progressed out of session.

Recommendation

The Committee notes the progress against the audit risks identified.

Carried by consensus

9. Audit Management Report

The frequency of the Risk and Audit committee meeting was discussed, particularly in light of allowing the exemption for a Risk and Audit Committee to lapse.

It was agreed that the Committee should meet two weeks before each Board meeting. And that a separate meeting could be required to review the Business Plan Budget and for a Risk Workshop.

Recommendation

That the Risk and Audit Committee meet two weeks prior to each Board meeting, and other meetings are arranged as needed.

Carried by consensus

Action: setup appointments for Risk and Audit Committee meetings two weeks before Board meetings.

10. General Business

There was no general business.

11. The meeting closed at 2:30pm

MINUTES

15 March
2022 2:30PM
– 3:30PM

Penola, The John Riddoch
Centre

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION RISK AND AUDIT COMMITTEE MEETING

1. Present

Erika Vickery	Committee Chair and LCLGA President
James Holyman	Chief Executive Officer DC Robe
Paul Duka	Director Corporate Services Wattle Range Council
Tony Wright	Executive Officer LCLGA

2. Apologies

Richard Sage	Mayor DC Grant & Board Member
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3. Minutes of Previous Meeting

Held over until the next meeting as this meeting is purely to consider the financial report and proposed budget for 2022/23

4. Budget Review for the 2022/23 Financial Year

The Committee discussed the proposed budget, noting:

1. The assumed costs for the RDALC should be included in the assumptions
2. While a default CPI for unknown costs is included as an assumption, almost all the expenses have been separately reviewed.
3. Include election year in the assumptions
4. The CPI (3.5%) escalator for salaries was discussed, noting the various positions and starting points for each Council. The Local Government index was noted to be also escalating by 3.5%. There was some discussion that actual CPI may well be higher by June 2022. The previous Business Plan was also based on the Adelaide All Cities Index for the same period, and if this approach continues to be the reference for planning, then it will achieve continuity of reference and self-correct over time.
5. It was noted that there was no provision for post-election networking.
6. Keeping members fees at the same level in the Five Year financial viability plan as approved in the 2021/22 business plan was supported.
7. It was noted that the financial viability increase was REAL, but we have been applied as NOMINAL. This means the increases proposed are 3.5% lower than planned, and this can be accommodated due to some efficiencies and delays in investing in the waste project.

8. Because we are proposing nominal rather than real, the actual real increase is around 1.5%.
9. It was also noted the proposed increase per Council was not linear, and this is because of the SACCA 9 same value per Council and the different cost allocation for the Heritage Advisor.

Recommendation

The Risk and Audit Committee support the recommendation that the Board adopts the proposed Business Plan budget, incorporating some minor amendments to the description of assumptions as discussed above.

Carried by consensus

5. Financial Report April Board Meeting

The financial report was reviewed and discussed, and there was a suggestion that the profit and loss report also includes a YTD as well as a full-year comparison for 2022/23

Recommendation

The Committee notes the report from our external auditors.

Carried by consensus

6. Risk Workshop

The development of a risk strategy and process was discussed. It was felt that due to the relatively simple nature of LCLGA's business model, the Risk and Audit Committee could do the initial workshop and populate the strategy before presenting it to the Board for review and approval.

Action: Review and develop a new risk management policy and procedure and conduct a risk workshop with the Risk and Audit Committee.

7. Ministerial Exemption

The expiry of the current Ministerial Exemption for the LCLGA was discussed, the recommendation was approved.

Recommendation

The Committee recommends that the Board allow the exemption to lapse and formalise the Risk and Audit Committee role.

Carried by consensus

8. Audit Management Report

The progress was discussed, and it was noted that now we are ready to progress the approval of some new policies these can be progressed out of session.

Recommendation

The Committee notes the progress against the audit risks identified.

Carried by consensus

9. Audit Management Report

The frequency of the Risk and Audit committee meeting was discussed, particularly in light of allowing the exemption for a Risk and Audit Committee to lapse.

It was agreed that the Committee should meet two weeks before each Board meeting. And that a separate meeting could be required to review the Business Plan Budget and for a Risk Workshop.

Recommendation

That the Risk and Audit Committee meet two weeks prior to each Board meeting, and other meetings are arranged as needed.

Carried by consensus

Action: setup appointments for Risk and Audit Committee meetings two weeks before Board meetings.

10. General Business

There was no general business.

11. The meeting closed at 2:30pm

10.0 OUTSIDE ORGANISATIONS AND COMMITTEES

10.1 RDALC Nov - Dec Report

10.2 Heritage Advisors Report

Report for LCLGA Board Meeting on Friday 1 April 2022

Mr. Tony Wright
CEO, LCLGA
Mount Gambier

Dear Tony,

In this report I thought it would be worthwhile reviewing the heritage advice utilisation by the 7 councils over the first 6 months of the HAS.

As you know, I prepared and emailed the following table to you on 03 March:

Month	Billable hours in total for month	Billable hours on 3-day monthly trips
Sept. 21	10	No visit
Oct.21	24	20.5
Nov.21	77	23.5
Dec.21	36	12.5
Jan.22	18	14.5
Feb.22	23	18
Average	Average 31.3 hours per month	Average 17.8 hours per trip

I emailed the following table to you on 07 March:

Council	Percentage use
MG	36.2
R	25.3
W	19.8
NL	8.8
T	4.0
G	3.7
K	2.2

These tables demonstrate a general under-utilisation of the heritage advisory service by most councils, particularly with regard to my 3-day monthly trips to the South-East.

There are a wide range of ways that I can assist the individual councils with advising upon, and promoting heritage within their areas.

One area where I am particularly interested in assisting councils is in ideas relating to Heritage Tourism. There are obviously great opportunities in the South-East and the Heritage Tourism Grant Program through the Department of Environment and Water is able to provide generous grants towards eligible proposals. The details of the program can be viewed on the DEW website at <https://www.environment.sa.gov.au/topics/heritage/heritage-grants#:~:text=The%20SA%20Heritage%20Grants%20Program,Australia's%20State%20Heritage%2Dlisted%20Places>.

For more information on Heritage Tourism Grants you can email DEWTourism@sa.gov.au or contact **Phil Murray** on **(08) 8124 4934**. I have attached an email from Phil with application guidelines for both the Heritage Tourism Grants and Heritage Conservation Grants Programs.

Wattle Range Council and I met last month with the Tantanoola Progress Association regarding possible repairs to the Tantanoola Railway Station buildings. The challenge in justifying the expense of repairs lies largely in finding suitable future uses for those sorts of buildings that are derelict and uncared for. Within the last 6 months I have seen similar circumstances with former railway buildings in Penola, and even in the centre of Mount Gambier where the former railway station has been repaired but is being vandalized because it is currently unused. There could be potential uses for these railway buildings in servicing a coordinated network of cycle paths that could follow the rail lines and this could be explored as a possible Heritage Tourism opportunity linking together towns in the South-East.

Another place where there may be great opportunities for improving the Heritage Tourism offer is Clayton Farm Heritage Museum near Bordertown where I am hoping to assist Tatiara Council in applying for Heritage Conservation and Heritage Tourism grants.

These sort of Heritage Tourism ideas can be explored in Strategic Land Use Plans such as that commissioned recently by Wattle Range Council. I hope to meet soon with Biddie Shearing, Destination Development Manager at LCLCA, to discuss some of the potential opportunities for Heritage Tourism throughout the South-East.

One final point. I still only have logins for 4 out of the 7 council PlanSA portals – Wattle Range, Naracoorte-Lucindale, DC of Robe and City of Mount Gambier. It would be good to have logins for the other councils also.

Yours sincerely

Arcuate Architecture

A handwritten signature in dark ink, reading "Ian Hamilton". The signature is fluid and cursive, with the first name "Ian" and last name "Hamilton" clearly distinguishable.

Ian Hamilton
Director

Reminder of Scope of HAS Appointments

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.

Appointment by the Department of Environment and Water/ Heritage SA to assist them in providing heritage advice for State Heritage Places. The scope of works of that contract is as follows:

- Provide advice to State Heritage Place owners and owners of properties in State Heritage Areas on development matters relating to the adaptive reuse, addition to and construction of new buildings associated with State Heritage Places or within Areas.
- Provide draft written advice for development proposals associated with a SHP/ SHA as part of the Referral process under Schedule 9, PDI Regs – for Heritage SA verification and issue as Delegate of the Minister for Heritage (except for Council owned SHP properties, to free him (me) of any conflict of interest between Councils and Heritage SA).

11.0 OTHER BUSINESS