



Limestone Coast
Local Government
Association

GENERAL MEETING AGENDA

Friday 9th August 2019

Host – District Council of Robe

Robe Golf Club, 72 Morphett Street, Robe SA 5276

Program

- | | |
|---------|---|
| 9.30am | Registration and Morning Tea |
| 10.00am | Open of the LC LGA General Meeting
and President's Welcome |
| 10.05am | Welcome
Mayor Alison Nunan, District Council of Robe |
| 10.10am | Guest Speakers

Green Triangle Forestry Hub <ul style="list-style-type: none">○ Ian McDonnell (N.F.McDonnell & Sons)○ Laurie Hein (Green Triangle Forestry Products) |
| 10.30am | LC LGA General Meeting continues |
| 12.00pm | Close of the LC LGA General Meeting & Lunch |
| 12.30pm | Members Only LGA SA Workshop |
| 3.30pm | Close of LGA SA Workshop |

AGENDA FOR THE GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION TO BE HELD ON FRIDAY 9th AUGUST 2019 FROM 10.00AM, ROBE GOLF CLUB, 72 MORPHETT STREET, DISTRICT COUNCIL OF ROBE

1.0 MEMBERS/DEPUTY MEMBERS

1.1 Present

Naracoorte Lucindale Council	Mayor Erika Vickery (President)
City of Mount Gambier	Mayor Lynnette Martin
Wattle Range Council	Mayor Des Noll Cr. Moira Neagle (Deputy Mayor)
District Council of Grant	Mayor Richard Sage (Vice President)
Kingston District Council	Mayor Kay Rasheed Cr. Chris England
District Council of Robe	Mayor Alison Nunan
Tatiara District Council	Mayor Graham Excell

1.2 In Attendance

City of Mount Gambier	Mr Andrew Meddle (CEO)
District Council of Grant	Mrs Jane Fetherstonhough (Acting CEO)
Wattle Range Council	Mr Ben Gower (CEO) Mr Paul Duka (Deputy CEO)
Naracoorte Lucindale Council	Mr Trevor Smart (CEO)
District Council of Robe	Mr James Holyman (CEO)
Kingston District Council	Ms Nat Traeger (CEO)
Tatiara District Council	Ms Anne Champness (CEO)
LCLGA	Mr Tony Wright (EO)

1.3 Guests and Observers

LGA SA	Mr Stephen Smith (Director – Policy) Mr Andrew Lamb (Local Government Reform Partner)
UniSA	Mr Ian McKay
PIRSA	Ms Peta Crewe (Regional Manager – Limestone Coast)
LC LGA	Mrs Prae Wongthong (Regional Waste/Climate Adaptation Project Officer) Ms Mae Steele (Executive Support Officer)

1.4 Apologies

Federal Member for Barker	Mr Tony Pasin MP
Member for Mount Gambier	Mr Troy Bell MP Mr Travis Fatchen (Office Manager)
Member for MacKillop	Mr Nick McBride MP
City of Mount Gambier	Cr. Sonya Meziniec
RDA Limestone Coast	Mr David Wheaton (CEO)

LCLGA	Mrs Biddie Shearing, Tourism Industry Development Manager. Mr Tony Elletson (STARCLUB Field Officer & LC Regional Sporting Academy Manager) Mrs Michaela Bell (Project Manager) Ms Ali Auld (Special Projects Officer – Road Safety & Leadership) Ms Sophie Bouchier (Project Officer, Substance Misuse Limestone Coast)
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“That the apologies be accepted.”

Moved,

Seconded,

2.0 DISCLOSURE OF INTERESTS

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

3.0 MINUTES OF MEETINGS

- 3.1 Confirmation of the Minutes of the June LC LGA General Meeting held in the Wattle Range Council on 14th June 2019 – *Refer to pages 10-19*

“That the Minutes of the LC LGA General Meeting held on 14th June 2019 be taken as read and confirmed as a true and correct record of the proceedings at that meeting.”

Moved,

Seconded,

4.0 MATTERS ARISING FROM THE MINUTES

Business arising from the Minutes of the June 2019 General Meeting.

5.0 ACTION SHEET

Refer pages 20-21

6.0 CORRESPONDENCE

Refer pages 22-23

6.1 Inwards and Outwards

Key Correspondence to 5th August 2019.

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 LC LGA Executive Officer.

“That correspondence be received and noted by LC LGA delegates.”

Moved,

Seconded,

7.0 INFORMATION REPORTS

7.1 LC LGA President's Report

To be tabled

7.1.1 LGA Board

- (i) Draft Minutes of the LGA Board of Directors Meeting held on Thursday 20th June and Thursday 18th July. *Refer to pages 24-43*

7.1.2 SAROC

- (ii) Draft Minutes of the SAROC Meeting held on Thursday 17th July 2019, SAROC Strategic Plan 2019-23 and the SAROC Annual Business Plan 2019-20
Refer to pages 44-65

7.2 Local Government Association of SA

Stephen Smith – Director Policy

7.3 Report from Executive Officer

Tony Wright

Refer to pages 66-67

7.4 Report from Coastal Alliance Project Coordinator

Anita Crisp

Refer to pages 68-71

7.5 Report LC LGA Climate Adaptation Project Officer

Prae Wongthong

Refer to page 72

7.6 Report from LC LGA Starclub Field Officer

Tony Elletson

Refer to pages 73-77

7.7 Report from LC LGA Tourism Industry Development Manager

Biddie Shearing

Refer to pages 78-82

7.8 Report LC LGA Regional Waste Management Coordinator

Prae Wongthong

Refer to page 83

7.9 Report from LC LGA Regional Community Road Safety Officer

Ali Auld

Refer to pages 84-85

7.10 Report from Special Projects Officer

Ali Auld

Refer to pages 86-87

7.11 Report from LC Substance Misuse Project Officer

Sophie Bouchier

Refer to pages 88-91

7.12 Report from LC LGA Project Manager

Michaela Bell

Refer to pages 92-93

It is recommended that LC LGA:

“That the reports from the LC LGA President, Local Government Association SA, Executive Officer, Coastal Alliance Project Coordinator, Climate Adaptation Project Officer, Starclub Field Officer, Tourism Industry Development Manager, Regional Waste Management Coordinator, Regional Community Road Safety Officer, Special Projects Officer, Substance Misuse Project Officer and Project Manager be received and noted.”

Moved,

Seconded,

8.0 RECOMMENDATION REPORTS

8.1 LCLGA Final Business Plan & Draft Budget 2019-2020

Executive Officer

Refer pages 94-105

It is recommended that LCLGA;

1. Receives and notes the report.
2. Adopt the final LCLGA 2019-20 Business Plan & Budget and issue invoices to councils for annual subscriptions.

Moved,

Seconded,

8.2 SA Parliamentary Select Committee Inquiry into the Economic impact from Exports of Wood Fibre – LCLGA Submission

Mayor Des Noll

Refer to page 106

It is recommended that LC LGA:

1. Note and receive the report
2. Submit a written submission to the Select Committee, outlining the issues of concern regarding the economic impact export wood fibre is having on processors of the South East, including what solutions to this issue can be identified.

Moved,

Seconded,

8.3 Waste Management Steering Committee – Terms of Reference

Executive Officer

Refer to pages 107-112

It is recommended that LC LGA:

1. Receives and endorses the Waste Management Steering Committee Terms of Reference.

Moved,

Seconded,

8.4 Waste Management – Implementation Plan

Executive Officer

Refer to pages 113-120

It is recommended that LC LGA:

1. Receives & notes the report
2. Endorses the Implementation Plan as outlined.

Moved,

Seconded,

8.5 Appointments to LCLGA Working Parties & Outside Organisations – Additional Nominations (from LCLGA Meeting 14th June 2019)

Executive Officer

On the 3rd May 2019 a call for nominations was requested from constituent councils for the vacancies on one LCLGA committee and two outside organisations including Group Training Employment (GTE);

We were advised prior to the 14th June LCLGA Board Meeting that this would be one position due to a review of GTE's Constitution. On the 14th June 2019 two nominations were received and tabled. Cr. Julie Reis - District Council of Grant was appointed.

LCLGA have since been advised they will review the GTE's Constitution is still to be completed and will be 2019/20 and until the outcomes is known there will be two positions available and therefore the following motion is tabled;

Group Training Employment (GTE) – 2 Positions

As of Tuesday 4th June 2019, nominations were received from:

Cr Paul Jenner – City of Mount Gambier

Cr. Julie Reis - District Council of Grant

Noting the previous appointment to GTE Board was Cr. Julie Reis, District Council of Grant.

It is recommended;

“That Cr Paul Jenner – City of Mount Gambier and Cr. Julie Reis - District Council of Grant be the delegates.”

Moved,

Seconded,

8.6 Limestone Coast Regional Growth Strategy Action Plan

Executive Officer

Refer to pages 121-163

It is recommended that the LCLGA;

1. Receive and note the Report
2. Endorse the Limestone Coast Regional Growth Strategy Action Plan, Limestone Coast Regional Growth Strategy Complete Project List & Limestone Coast Regional Growth Strategy Project Briefs.
3. Endorses the Implementation Plan as outlined.

Moved,

Seconded,

9.0 REPORTS FOR NOTING (Documentation available on request)

- 9.1 Submission into the Parliamentary Inquiry into the Recycling Industry
- 9.2 Submission to the Productivity Commission
- 9.3 Submission to the Regional Development Strategy
- 9.4 LGA SA Research and Development Scheme – LCLGA Regional Waste Management Steering Committee Submission
- 9.5 LGA SA Research and Development Scheme – submission to support the formation of the South Australian Coastal Councils Alliance.

10.0 FINANCIAL

10.1 Financial Authorisations and Reports

Refer to pages 164-168

It is recommended that LC LGA:

1. Note the approach proposed to assess external income.
2. Approve the Executive Officer, President, Vice President and Executive Support Officer to be signatories for the three term deposits with BankSA to maximise returns and cashflow, all investments to be reported to the Board in the Finance Report.
3. Approve a temporary increase in the Petty Cash to \$500 until the October 2019 Board meeting.
4. Receive and note the reports:
 - a. The Consolidated Draft Profit and Loss Budget Analysis for the period 1st July 2018 to 30th June 2019 be received and noted.
 - b. The Draft Balance Sheet for the period ending 30th June 2019 be received and noted.

Moved,

Seconded,

11.0 LCLGA SUB-COMMITTEE MINUTES

11.1 LCLGA Tourism Management Group 29th July 2019

Refer to pages 169-172

11.2 LCLGA Economic Development Reference Group 23rd & 30th July 2019

Refer pages 173-176

It is recommended that LC LGA:

“The Minutes and reports from the LCLGA Tourism Management Group & LCLGA Economic Development Reference Groups Minutes having first been circulated amongst members, be adopted.”

Moved,

Seconded,

12.0 OUTSIDE ORGANISATIONS AND COMMITTEES

12.1 Regional Development Australia Limestone Coast

David Wheaton - Chief Executive Officer

Refer pages 177-179

12.2 LC Heritage Advisory Services - May & June 2019 reports

Richard Woods

Refer pages 180-183

It is recommended that LC LGA;

“Receives and note the Reports.”

Moved,

Seconded,

13.0 OTHER BUSINESS

13.1 Foodbank Mount Gambier – Mayor Richard Sage

13.2 PIRSA – Peter Crewe, Regional Coordinator, Limestone Coast

13.3 Uni SA – Ian McKay, Regional Manager - Mount Gambier

14.0 ANTICIPATED MEETING CLOSURE – 12.00pm

The next LC LGA General Meeting is to be held in the **District Council of Grant Friday 11th October 2019**. Acceptances and apologies to Mae Steele, LC LGA Executive Support Officer
Phone 8723 7310 or Email admin@lclga.sa.gov.au

LC LGA CALENDAR

Date	Meeting	Location
14 th - 16 th August 2019	LGA Roads & Works Conference	Renmark.
19 th September 2019	SAROC	LGA House, Adelaide
11 th October 2019	LC LGA	Grant District Council
31 st October 2019	LGA Conference & AGM	Adelaide Oval, Adelaide.
21 st November 2019	SAROC	LGA House, Adelaide
13 th December 2019	LC LGA GM & Christmas Lunch	Tatiara District Council
TBA January 2020	SAROC	TBA
14 th February 2020	LG LGA AGM & GM	Naracoorte Lucindale Council

**MINUTES OF THE GENERAL MEETING OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION
HELD ON FRIDAY 14th JUNE 2019 IN THE WATTLE RANGE COUNCIL, CIVIC CENTRE, MILLICENT**

10.05am Open of the LC LGA General Meeting

Mayor Vickery, LCLGA President Welcomed new members and CEO

- Cr Moira Teagle, Wattle Range Council
- Andrew Meddle, City of Mount Gambier
- James Holyman, District Council of Robe
- Tony Wright, LCLGA Executive Officer

Mayor Des Noll, Wattle Range Council

- Welcomed all members and guests to Wattle Range Council
- Welcomed New LCLGA Executive Officer, Tony Wright.
- New \$6m Investment into Timber Processing Plant will be established at the former Kimberly Clark Tantanoola pulp mill site, with Mount Gambier based company Roundwood solutions.
- Unemployment Rates in the Wattle Range Area have reduced from 5.7% in 2013 to 3.9% in 2019.
- Forestry & Fishing, Manufacturing and Construction contribute to 74% of Industry Output.
- No Council rate increase for 2019/20 financial year due to prudent financial management over the last decade.

1.0 MEMBERS/DEPUTY MEMBERS

1.1 Present

Naracoorte Lucindale Council	Mayor Erika Vickery (President)
City of Mount Gambier	Mayor Lynnette Martin
Wattle Range Council	Mayor Des Noll Cr. Moira Neagle (Deputy Mayor)
District Council of Grant	Mayor Richard Sage (Vice President)
Kingston District Council	Mayor Kay Rasheed Cr. Chris England
District Council of Robe	Mayor Alison Nunan
Tatiara District Council	Mayor Graham Excell

1.2 In Attendance

City of Mount Gambier	Mr Andrew Meddle (CEO)
District Council of Grant	Mrs Jane Fetherstonhough (Acting CEO)
Wattle Range Council	Mr Ben Gower (CEO) Mr Paul Duka (Deputy CEO)
Naracoorte Lucindale Council	Mr Trevor Smart (CEO)
District Council of Robe	Mr James Holyman (CEO)
Kingston District Council	Mrs Heather Schinckel (Acting CEO)
Tatiara District Council	Ms Anne Champness (CEO)
LCLGA	Mr Tony Wright (EO)

1.3 Guests and Observers

Member for Mount Gambier	Mr Troy Bell MP
DPTI, Office of Local Government	Ms Alex Hart (Director)
PIRSA	Ms Peta Crewe (Regional Manager – Limestone Coast)
RDA Limestone Coast	Mr David Wheaton (CEO)
Wattle Range Council	Cr Sharon Cox Mr Peter Halton

City of Mount Gambier	Cr Paul Jenner
LC LGA	Mrs Biddie Shearing, Tourism Industry Development Manager. Mr Tony Elletson (STARCLUB Field Officer & LC Regional Sporting Academy Manager) Mrs June Saruwaka (Regional Waste Management Coordinator) Mrs Prae Wongthong (Regional Waste/Climate Adaptation Project Officer) Mrs Michaela Bell (Project Manager) Ms Ali Auld (Special Projects Officer – Road Safety & Leadership) Ms Sophie Bouchier (Project Officer, Substance Misuse Limestone Coast) Ms Mae Steele (Executive Support Officer)
The Border Watch	Miss Racquel Mustillo

1.4 Apologies

Federal Member for Barker	Mr Tony Pasin MP
Member for Mount Gambier	Mr Travis Fatchen (Office Manager)
LGA SA	Mr Stephen Smith
Member for MacKillop	Mr Nick McBride MP
District Council of Robe	Cr Peter Riseley
UniSA	Mr Ian McKay

“That the apologies be accepted.”

Moved, City of Mount Gambier

Seconded, Tatiara District 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.

3.0 MINUTES OF MEETINGS

3.1 Confirmation of the Minutes of the April LC LGA General Meeting held in the City of Mount Gambier on 5th April 2019

“That the Minutes of the LC LGA General Meeting held on 5th April 2019 be taken as read and confirmed as a true and correct record of the proceedings at that meeting.”

Moved, Wattle Range Council

Seconded, Kingston District Council

CARRIED

4.0 MATTERS ARISING FROM THE MINUTES

Business arising from the Minutes of the General Meeting, 5th April 2019.



5.0 **ACTION SHEET**

February 2019 Meeting

8.3.2 ICAC Commissioner visit has been delayed. A new date will be arranged later in the year. LCLGA to liaise with the Commissioner's Office.

June 2018 Meeting

8.2.5 Strategic Plan Review due for completion by December 2019, process to commence soon.

6.0 **CORRESPONDENCE**

6.1 **Inwards and Outwards**

Correspondence register to 7th June 2019.

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 LC LGA Executive Officer.

"That correspondence be received and noted by LC LGA delegates."

Moved, District Council Grant **Seconded,** District Council of Robe

CARRIED

10.15am LCLGA President Mayor Erika Vickery, with the approval of members, invited the guest speakers on the Coastal Alliance and Local Government reform to present to the Board.

Guest Speaker Presentations:

Anita Crisp, Project Coordinator – SA Coastal Councils Alliance Project Update

Project established under LGA Research and Development Scheme to support 34 coastal councils with the aim to:

- Establish governance and resourcing arrangements for a South Australian Coastal Councils
- Alliance to support an informed, coordinated advocacy voice. Prepare a Coastal Councils advocacy document including:
 - o current and emerging coast protection/management works and costings
 - o options for more sustainable funding and cost-sharing arrangements

A comprehensive update was provided. Discussion around the equity of current and future funding model for annual State Coastal Protection Grants. Presentation document to be forwarded to councils.

Alex Hart, Director, Planning and Land Use Services, DPTI, Office of Local Government
Office of Local Government Reform – more information [here](#)

The Minister for Transport, Infrastructure and Local Government is undertaking a review of local government legislation that South Australian councils operate.

Reform areas include:

- Stronger council member capacity and better conduct
- Lower costs and enhanced financial accountability
- Efficient and transparent local government representation



- Simpler regulation

Stage One – Ideas for Reform

- Ideas provided by 26 April – over 700 ideas from 81 submissions received
- Discussion Paper – July 2019

Stage Two – Reform Proposals

- Engagement on proposals August – Oct 2019
- Draft Bill – end of 2019

11.30am Meeting resumed after a five minute break, as agreed by members.

7.0 REPORTS

7.1 **LC LGA President's Report**

- 23rd & 24th May Attended RDA SA Conference 2019 at Taillem Bend
Showcased innovation along the Value Chain and clusters
- LGA Board Meetings 17th April and 16th May
- LGA SA Showcase and Ordinary General Meeting 12th April
- SAROC Meeting 16th May, next meeting
- LGA SA Webinar on Waste Essentials for Elected Members and Staff recommended. More information [here](#)
- Western Region Alcohol & Drug (WRAD) in Warrnambool 29th May

7.1.1 LGA Board

- (i) Draft Minutes of LGA Ordinary General Meeting held on Friday 12th April 2019, LGA Board of Directors Meetings held on Wednesday 17th April 2019 and Thursday 16th May 2019.

7.1.2 SAROC

- (ii) Draft Minutes and Key Outcomes of SAROC Meeting held on Thursday 16th May 2019

7.2 **Local Government Association of SA**

7.3 **Report from Coastal Alliance Project Coordinator**

Anita Crisp

A comprehensive update was provided. Presentation document to be forwarded to councils.

7.4 **Report LC LGA Climate Adaptation Project Officer**

Prae Wongthong

- Climate Emergency Declaration

7.5 **Report from LC LGA Starclub Field Officer**

Tony Elletson

7.6 **Report from LC LGA Tourism Industry Development Manager**

Biddie Shearing

- Substantial research conducted will inform 3 key actions in the Reg. Growth Strategy – Destination Tourism & Marketing Plan & Regional Trails.

7.7 **Report LC LGA Regional Waste Management Coordinator**



June Saruwaka

- Parliamentary inquiry into the recycling industry

7.8 Report from LC LGA Regional Community Road Safety Officer

Ali Auld

7.9 Report from Special Projects Officer

Ali Auld

- Tatiara have committed to being a sponsor for 2020 for the Leadership Development Program
- Beach Energy and RDA have supported the SEGRA Conference bid as sponsors if successful.

7.10 Report from LC Substance Misuse Project Officer

Sophie Bouchier

- Visit with President Erika Vickery and SMLC Committee to the Western Region Alcohol & Drug (WRAD) in Warrnambool
- Limestone Coast area has only one suitably accredited Doctor who can prescribe the medication required, this doctors books are closed.

7.11 Report from LC LGA Project Manager

Michaela Bell

- Our Regions Rising Policy Hack Outcomes [here](#)

It is recommended that LC LGA:

“That the reports from the LC LGA President, Local Government Association SA, Coastal Alliance Project Coordinator, Climate Adaptation Project Officer, Starclub Field Officer, Tourism Industry Development Manager, Regional Waste Management Coordinator, Regional Community Road Safety Officer, Special Projects Officer, Substance Misuse Project Officer and Project Manager be received and noted.”

Moved, Kingston District Council **Seconded**, District Council of Grant

CARRIED

8.0 RECOMMENDATION REPORTS

8.1 LCLGA Draft Business Plan & Draft Budget 2019.2020

Executive Officer

It is recommended that LCLGA;

1. Receives and notes the report.
2. Sets the annual LCLGA President honorarium at \$8,000
3. Refer the draft Business Plan & Draft Budget to a member workshop.
4. Present the final Business Plan & Budget for endorsement at the LCLGA Board meeting on the 9th August 2019.

Moved, Wattle Range Council **Seconded**, District Council of Robe

CARRIED

8.2 Joint Planning Board – Planning Agreement



Executive Officer

It is recommended that LC LGA:

1. Receive and note the report.
2. Provide in principle support for the Business Case to begin concurrent work on
 - a. Drafting a Limestone Coast Planning Agreement with the Minister for Planning, which will be presented back to the LCLGA Board on 9th August 2019 for consideration and referral to member councils,
 - b. Create a mechanism to explore operational models for development assessments to occur in the region.

Moved, Wattle Range Council **Seconded,** Tatiara District Council

CARRIED

8.3 Heritage Advisory Services

Executive Officer

It is recommended that LC LGA:

1. Receive and note the report,
2. Endorse the summary of the annual review of the Local Heritage Advisory Services Agreement 2016-21,
3. Authorise the Executive Officer to advise the Habitable Places Architects of the revised budget effective 1st July 2019.
4. Endorse and accept the Conditions of the Grant Offer for Heritage Advice in the Limestone Coast region from the Department for Environment and Water for \$5,000,
5. Delegate the LCLGA President Mayor Erika Vickery to authorise the Grant Offer.

Moved, District Council of Robe **Seconded,** Wattle Range Council

CARRIED

8.4 Sponsorship Request – LC Grape & Wine Council

Executive Officer

It is recommended that LC LGA:

1. Receive and note the report.
2. Supports the request for sponsor of the 2019 Limestone Coast Wine Show to the value of \$2,500 (plus GST) as detailed in the attached letter.

Moved, Wattle Range Council **Seconded,** City of Mount Gambier

CARRIED

8.5 LC Sporting Academy – Advisory Group

Executive Officer

It is recommended that LC LGA:



1. Receives and notes the report.
2. Endorse the formation of the LCRSA Advisory Committee.
3. Endorse the LCLGA Executive Officer and the STARCLUB Field Officer to appoint the appropriate people to form the committee.

Moved, District Council of Grant **Seconded**, District Council of Robe

CARRIED

8.6 Parliamentary Inquiry into Recycling Industry

Executive Officer

It is recommended that LC LGA:

1. Receives and notes the report
2. Authorise Regional Waste Management Steering Committee to prepare a submission to the Parliamentary Inquiry into the Recycling Industry.
3. Authorise the LCLGA President and Executive Officer to finalise the submission.

Moved, Wattle Range Council **Seconded**, Kingston District Council

CARRIED

8.7 Appointments to LCLGA Working Parties & Outside Organisations – Additional Nominations.

Executive Officer

On the 3rd May 2019 a call for nominations was requested from constituent councils for the vacancies the following LCLGA committee and outside organisations;

Limestone Coast Leadership Program – One representative from LCLGA

As of Tuesday 4th June 2019, nominations were received from:

Cr Kate Amoroso – City of Mount Gambier
Mrs Jayne Miller – District Council of Grant

It is recommended;

“That the Mrs Jayne Miller – District Council of Grant be the delegate.”

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

CARRIED

Anglican Community Care (AC Care)

As of Tuesday 4th June 2019, nominations were received from:

Cr Kate Amoroso – City of Mount Gambier



Noting the previous appointment to AC CARE Board was the Executive Officer of the LCLGA.

A further nomination was received for Mr Tony Wright, LCLGA Executive Officer.

It is recommended;

“That Mr Tony Wright, LCLGA Executive Officer be the delegate.”

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

CARRIED

Group Training Employment (GTE)

As of Tuesday 4th June 2019, nominations were received from:

Cr Paul Jenner – City of Mount Gambier

Cr. Julie Reis - District Council of Grant

Noting the previous appointment to GTE Board was Cr. Julie Reis, District Council of Grant.

It is recommended;

“That the Cr. Julie Reis - District Council of Grant be the delegate.”

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

CARRIED

9.0 FINANCIAL

9.1 Financial Statements

It is recommended that LC LGA:

1. Receive and note the reports:
 - a. The Consolidated Profit and Loss Budget Analysis for the period 1st July 2018 to 30th April 2019 be received and noted.
 - b. The Balance Sheet for the period ending 30th April 2019 be received and noted.
 - c. The Jobs Profit and Loss Report to the 30th April 2019 be received and noted.

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

CARRIED

10.0 LCLGA SUB-COMMITTEE MINUTES

10.1 LCLGA Tourism Management Group 20th May 2019

10.2 LCLGA Regional Waste Management Committee 22nd May 2019

It is recommended that LC LGA:



“The Minutes and reports from the LCLGA Tourism Management Group, LCLGA Regional Waste Management Committee Minutes having first been circulated amongst members, be adopted.”

Moved, Kingston District Council **Seconded,** District Council of Robe

CARRIED

11.0 OUTSIDE ORGANISATIONS AND COMMITTEES

11.1 Regional Development Australia Limestone Coast

David Wheaton - Chief Executive Officer

Report tabled

- Agreements have been signed RDALC is preparing for the commencement of the recently announced Designated Area Migration Agreement (DAMA) for South Australia. RDALC will assist in driving awareness locally by providing information on the new visa program.
- 4 Successful Projects under BBRF Fund Total project value \$1.7m, \$843 in funding sought
- CSIRO Visited the region – information on marco and mirco freight logistics to inform TraNSIT baseline.
- Bio Energy Connect Program - \$25K additional funding and new end date October 2019.
- Rachel Ashman commenced on 6th May as Manager, Business and Workforce Development.
- Draft Limestone Coast Infrastructure Prospectus to be provided to prior to the LCLGA CEO's Meeting on the 5th July 2019, RDALC CEO will attend.
- TAFE SA attending next RDALC Board Meeting – councils asked to provide details of matters to be raised at the meeting.
- RDALC /LCLGA Joint Meeting Date 11th October 2019 following the Next LCLGA Meeting.

11.2 LC Heritage Advisory Services

February, March & April 2019 reports

11.3 PIRSA

Peta Crewe - Regional Coordinator Limestone Coast, Regions SA

An independent Community Advisory Panel has been appointed to prepare the Regional Development Strategy and lead the engagement process, to gather all feedback received on the questions posed in the Discussion Paper. Have your say at the following links or attend a community forum.

<https://yoursay.sa.gov.au/decisions/regional-plan/about>

- Regional Development Strategy Discussion Paper – Link [Here](#)
- Regional Development Strategy Survey – Link [Here](#)
- Community Forum Locations - <https://yoursay.sa.gov.au/events/forums>

It is recommended that LC LGA;

1. Receives and notes the report
2. Authorise LCLGA President and Executive officer to draft and finalise a submission on behalf of member councils.

Moved, City of Mount Gambier **Seconded,** Tatiara District Council



12.0 OTHER BUSINESS

12.1 Productivity Commission Inquiry into Local Government Costs Efficiency

12.2 Next Mayors Informal Gathering to be held in July, date to be confirmed.

13.0 MEETING CLOSED – 12.35pm

The next LC LGA General Meeting is to be held in the District Council of Robe **Friday 9th August 2019**. Acceptances and apologies to Mae Steele, LC LGA Executive Support Officer
Phone 8723 7310 or Email admin@lclga.sa.gov.au



Item	5.0 ACTION LIST	STATUS
	14th June 2019	
8.1.3	Refer the draft Business Plan & Draft Budget to a member workshop.	Completed with CEO's and Mayors
8.1.4	Present the final Business Plan & Budget for endorsement at the LCLGA Board meeting on the 9 th August 2019.	Paper attached
8.2.2	<ul style="list-style-type: none"> a. Draft a Limestone Coast Planning Agreement with the Minister for Planning, and present back to the LCLGA Board on 9th August 2019 for consideration and referral to member councils, b. Create a mechanism to explore operational models for development assessments to occur in the region. 	Under development for a CEO Workshop
8.3.2	Executive Officer to advise the Habitable Places Architects of the revised budget effective 1 st July 2019.	Completed
	Endorse and accept the Conditions of the Grant Offer for Heritage Advice in the Limestone Coast region from the Department for Environment and Water for \$5,000, Delegate the LCLGA President Mayor Erika Vickery to authorise the Grant Offer.	Completed
8.4.2	Complete sponsorship of the 2019 Limestone Coast Wine Show to the value of \$2,500 (plus GST)	Completed
8.5.3	Continue with the formation of the LCRSA Advisory Committee and LCLGA Executive Officer and the STARCLUB Field Officer to appoint the appropriate people to form the committee.	EOI issued.
8.6	Regional Waste Management Steering Committee to prepare a submission to the Parliamentary Inquiry into the Recycling Industry. Authorise the LCLGA President and Executive Officer to finalise the submission.	Completed
8.7	Advise appointments to the outside organisations GTE and AC Care	Completed
11.3	LCLGA President and Executive officer to draft and finalise a submission on behalf of member councils.	Completed
12	Productivity Commission Inquiry into Local Government Costs Efficiency	Submission completed with input from CEO's
	5th April 2019	
7.3	Email Member Councils - the Jetty Management Summary Paper requiring individual council feedback, can be provided to the Coastal Alliance Research Support – Prae Wongthong at LCLGA by Friday 26 th April 2019.	Completed
8.4	LCLGA to host the Limestone Coast Red Meat Cluster under the Sub-Committee of LC Economic Development Group.	Ongoing
8.5	<ul style="list-style-type: none"> 1. Cancel Dominic Testoni as LCLGA Bank Signatory and cancel the Credit Card in Dominic Testoni's name. 2. Cancel Jan Shanahan as a LCLGA Bank Signatory. 3. Update LC LGA Bank Signatories on all LCLGA Bank Accounts including the Term Deposit, Business Saver Account and 	Completed

	<p>Society Cheque Account. Authorise Online Banking access/ authority to all accounts to all Signatories below:</p> <ol style="list-style-type: none"> Tony Wright, newly appointed Executive Officer (Commencing 3rd June 2019) Erika Vickery, President Richard Sage, Vice President Mae Steele, Executive Support Officer <ol style="list-style-type: none"> LC LGA Bank Signatories to approve a Credit Card with a balance of \$4000 per month Tony Wright, newly appointed Executive Officer (Commencing 3rd June 2019). LCLGA President, Vice President and Executive Support Officer to complete the appropriate Bank SA Amendment to Authority forms and Credit Card Application forms for Tony Wright. 	
	8th February 2019	
8.3.2	City of Mount Gambier Mayor Lynette Martin to write to the ICAC Commissioner inviting him, the Ombudsman and the Auditor-General to present the forum on their office's role in the Limestone Coast Region, to ensure regional Councils can access this important information on behalf of LCLGA.	Deferred
	14th December 2018	
7.2	LCLGA President and Executive Officer to Continue to advocate for monitoring of the Solid Waste Levy on behalf of Limestone Coast Councils.	Ongoing
	15th June 2018	
8.1.2	Present and refer the Regional Growth Strategy Action Plan to the Economic Development Reference Group to determine prioritisation of projects and allocation of resources and project leads.	Completed
8.1.3	Arrange further discussions with RDA LC regarding Limestone Coast Regional Growth Strategy project funding that supports the Actions identified in the Limestone Coast Regional Growth Strategy.	Ongoing
8.1.4	Consider the development of an effective communication plan to support the identified outcomes and under pin the importance of the Limestone Coast Regional Growth Strategy.	Ongoing
8.2.5	Develop a consultation plan for the review of the Limestone Coast Strategic Plan and present to the August Board meeting. The review is to also include a review of the annual Subscriptions to align with the Strategic Plan, Resourcing Plan and long-term Financial Plan.	Paper included in this agenda.

Key Correspondence to 5th August 2019

In/Out	Date	Subject	Name & Title	Organisation/ Location
Out	19/07/2019	Submission - Parliamentary Inquiry into the Recycling Industry		Parliament SA
Out	26/07/2019	Submission - Productivity Commission Inquiry into Local Government Costs and Efficiency		SAPC
Out	26/07/2019	Submission to the Regional Development Strategy	Daniela Marshall	PIRSA
Out	29/07/2019	LGA SA Research and Development Scheme – LCLGA Regional Waste Management Steering Committee Submission		LGA SA
Out	26/07/2019	LGA SA Research and Development Scheme – submission to support the formation of the South Australian Coastal Councils Alliance.		LGA SA
In	5/08/2019	LG Reform - OLG Paper Released	Andrew Lamb	LGA SA
In	15/07/2019	LG Reform - Regional Consultation	Andrew Lamb	LGA SA
Out	1/08/2019	Submission - Cooperative Marketing Fund - Limestone Coast	Marianthi Livaditis	SATC
Out	31/07/2019	Draft Limestone Coast Prospectus of Opportunities	David Wheaton	RDALC
Out	26/07/2019	Agenda & Attachments	Member Councils	Tourism Management Group
Out	24/07/2019	NRDP Progress Report	Gina	SAFECOM
In	24/07/2019	Tour Of Tonsley Park for LCLGA Staff, Mayors and Councillors	Callena Rawlings	Flinders Uni Envision
In	19/07/2019	Group Training Employment Representatives	Mayor Lynette Martin	City of Mount Gambier
In	18/07/2019	Council Ready Program	Daniel Newson	LGA SA
In/ Out	17/07/2019	Regional Capacity Building Report 2018-19	Shane Sody	LGA SA
Out	17/07/2019	SA's visitor economy soars to \$7.2 billion – continuing to boost the Limestone Coast	Various Recipients	Tourism Database
In	16/07/2019	Heritage Advisor Report - June 2019	Richard Woods	Habitable Places
In	17/07/2019	APPOINTMENTS TO LCLGA WORKING PARTIES & OUTSIDE ORGANISATIONS	Lynne Dowling	City of Mount Gambier
In	28/06/2019	Deed of Novation - Road Safety Officer	Lisa Turner	DPTI -Partnerships
Out	1/07/2019	Successful Regional Events and Festival Programs _SATC	Member Councils	Tourism Management Group
In	27/06/2019	One Night Stand - Lucindale	Various Recipients	Tourism Database
In	25/06/2019	Our Coorong Project Update	Kellie Jordan	DEW
Out	25/06/2019	LC Wine Show - Sponsorship Confirmation	Bruce Gregory	LC Grape and Wine Council
Out	25/06/2019	Limestone Coast Planning Agreement	Sally Smith	DPTI -Planning
Out	25/06/2019	Appointment to GTE Board	Brenton Lewis	Group Training Employment
Out	25/06/2019	AC Care Board Appointment	Erin Rowley	AC Care
In	21/06/2019	New CEO - Nat Traeger	Mayor Kay Rasheed	Kingston DC

In/Out	Date	Subject	Name & Title	Organisation/ Location
Out	19/06/2019	Grassroots Football, Cricket, and Netball Facility Program - Successful Applicants	Member Councils	LC Regional Sport & Rec Committee
Out	19/06/2019	ORSR Statewide Community Consultation Sessions	Various Recipients	Starclub Database & LC Regional Sport & Rec Committee
Out	19/06/2019	Mount Gambier Junior Motorcycle Club	Tony Pasin	Member for Barker
Out	18/06/2019	Cr Glen Browns Resignation	Ben Gower	Wattle Range Council
In	13/06/2019	Council Ready Project Facilitators appointed		LGA SA
In	11/06/2019	Flinders University Learning Lab Proposal		

Draft

Draft Minutes of the LGA Board of Directors Meeting held on Thursday 18 July 2019 at 9:00 am at the City of Whyalla offices Darling Terrace, Whyalla

1. Welcome, Present & Apologies

The President opened the meeting at 9.00 am and thanked Mayor McLaughlin for hosting the July Board meeting, the tour of Whyalla and welcomed members and staff.

1.1 Present

Mayor Sam Telfer	Director / LGA President
Mayor Gillian Aldridge OAM	Director / Office of the Immediate Past President
Mayor Kevin Knight	Director
Mayor Peter Matthey OAM	Director
Mayor Clare McLaughlin	Director
Mayor David O'Loughlin	Director
Mayor Keith Parkes	Director
Mayor Karen Redman	Director / Chair of GAROC
Mayor Jan-Claire Wisdom	Director

Guest Speakers:

Dr Matthew Butlin	Chair & Chief Executive, SA Productivity Commission
Mr Jeff Tate	Commissioner for the Inquiry, SA Productivity Commission
Mr Matthew Willett	SA Productivity Commission

LGA Secretariat:

Matt Pinnegar	Chief Executive Officer
Lisa Teburea	Executive Director Public Affairs
Dr Andrew Johnson	Executive Director Corporate Governance / Mutual
Stephen Smith	Director Policy
Ashlea Lyall	Executive Assistant to the CEO and President (minutes)

1.2 Apologies & Absences

Mayor Erika Vickery OAM	Director / Chair of SAROC
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Draft

5. Invited Guest Speakers

Dr Matthew Butlin, Chair and Chief Executive Officer, and Mr Jeff Tate, Commissioner for the Inquiry into Local Government Costs and Efficiencies, South Australian Productivity Commission addressed the group regarding the Local Government Inquiry and answered questions from the Board.

9.03am Mayor O'Loughlin joined the meeting

9.41am Mayor Knight left the meeting

9.42am Mayor Aldridge left the meeting

9.53am Mayor Knight and Mayor Aldridge returned to the meeting

2. Minutes of Previous Meeting

2.1 Minutes of Meeting held 20 June 2019

Moved Mayor Aldridge Seconded Mayor Wisdom that the LGA Board of Directors confirms the minutes of its meeting held on 20 June 2019 and the circular resolution of 24 June 2019 as true and accurate records of the proceedings held.

Carried

2.2 Resolutions and actions from previous meetings

Moved Mayor McLaughlin Seconded Mayor Parkes that the LGA Board of Directors notes progress with resolutions resulting from the meeting of 20 June 2019 and outstanding resolutions from earlier meetings.

Carried

3. LGA Updates

3.1 Report from the LGA President

The President provided a verbal update on the report.

Moved Mayor Knight Seconded Mayor Matthey that the LGA Board of Directors notes the verbal update and the report.

Carried

3.2 ALGA Update

Moved Mayor Wisdom Seconded Mayor Redman that the LGA Board of Directors notes the verbal update and the report.

Carried

Draft

3.3 Report from the LGA CEO

The CEO provided a verbal update on the report and noted that additional matters would be discussed during confidential items.

Moved Mayor O'Loughlin Seconded Mayor Redman that the LGA Board of Directors notes the verbal update and the report.

Carried

4. Reports from Bodies Established Pursuant to the LGA Constitution

4.2 Greater Adelaide Region Organisation of Councils (GAROC) Committee

GAROC Committee Chairperson, Mayor Karen Redman, gave a verbal update.

Moved Mayor Redman Seconded Mayor Wisdom that the LGA Board of Directors notes the draft minutes of the Greater Adelaide Region Organisation of Councils (GAROC) Committee meeting held on 1 July 2019.

Carried

4.3 South Australian Region Organisation of Councils (SAROC) Committee

SAROC Committee member, Mayor Parkes gave a verbal update of the meeting held Wednesday 17 July 2019.

Moved Mayor Parkes Seconded McLaughlin that the LGA Board of Directors notes the verbal update of the SAROC Committee meeting held on 17 July 2019.

Carried

6. Proposed Items of Business submitted by Member Councils

Nil.

7. Reports for Discussion

7.1 LGA Value Proposition 2019

Moved Mayor O'Loughlin Seconded Mayor Parkes that the LGA Board of Directors:

1. notes the report;
2. authorises the release of the LGA Value of Membership 2019 report; and
3. authorises an item of business being placed on the Agenda for the LGA 2019 Annual General Meeting to note the LGA Value of Membership 2019 report.

Carried



Draft

7.2 4th Quarterly KPI Strategic Report 2018/19

Moved Mayor Aldridge Seconded Mayor Knight that the LGA Board of Directors notes the report on the performance of the LGA to 30 June 2019 against the 2018/19 strategic objectives.

Carried

7.3 Shared Mobility Devices – Model Permit and Operational Conditions

Moved Mayor O'Loughlin Seconded Mayor Redman that the LGA Board of Directors:

1. notes the report; and
2. approves the release of the Shared Mobility Devices - LGA Issues Paper, and the Shared Mobility Devices - LGA Model Permit and Conditions.

Carried

10.32am the meeting adjourned for morning tea

10.46am the meeting resumed with the exception of Mayor Aldridge

9.51am Mayor Aldridge returned to the meeting

7.4 Parliament of South Australia – Inquiry into the Recycling Industry

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

1. notes the information provided in this report; and
2. endorses the LGA submission on the Parliament of South Australia – Inquiry into the Recycling Industry with the addition of strengthening community education aspects.

Carried

7.5 LGA Submission to South Australia's 20-Year State Infrastructure Strategy

Moved Mayor O'Loughlin Seconded Mayor Redman that the LGA Board of Directors:

1. notes the report;
2. authorises the LGA CEO and LGA President to finalise the LGA's submission to South Australia's 20-Year State Infrastructure Strategy;
3. request that the submission highlight the importance of digital and community infrastructure in the submission; and
4. request that the draft submission be circulated to Board members for feedback prior to being finalised.

Carried



Draft

7.6 Local Government Emergency Management Framework

Moved Mayor O'Loughlin Seconded Mayor Knight that the LGA Board of Directors adopts the updated Local Government Emergency Management Framework as attached to the report.

Carried

7.7 Special Local Roads Program - 2019-20 Recommendations

It was noted that some Board members' councils are applicants of the Special Local Roads Program 2019-20.

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

1. notes the report;
2. endorses the recommendations of the Local Government Transport Advisory Panel for the 2019-20 Special Local Roads Program;
3. requests that the endorsed recommendations be forwarded to the SA Local Government Grants Commission and Federal Minister for Transport for approval and subsequent announcement of successful funding allocations; and
4. notes that a review of the processes and governance arrangements for the Special Local Roads program will be undertaken, with recommendations to be made to the LGA Board of Directors for implementation prior to the 2020-21 funding round.

Carried

7.8 Native Vegetation Council Nominations

Moved Mayor Matthey Seconded Mayor Aldridge that the LGA Board of Directors forwards the following panel (at least one male and one female) of four nominees to the Minister for Environment and Water for the appointment of one member to the Native Vegetation Council, for a two year term commencing September 2019; being (in alphabetical order):

Steve Bourne (Naracoorte Lucindale Council)

Mayor Phillip Heaslip (District Council of Mount Remarkable)

Cr Dr Marilyn Henderson (City of Victor Harbor)

Deputy Mayor John Neal (Regional Council of Goyder)

Carried

7.9 South Eastern Water Conservation and Drainage Board Nominations

Item was deferred to seek additional nominations to fulfil requirements of the Act.

Draft

7.10 Australia Day Council of SA Board of Management Nominations

Moved Mayor Redman Seconded Mayor Knight that the LGA Board of Directors appoints one ex officio member to the Australia Day Council of SA Board of Management, for a two year term commencing immediately; being Cr Brandon Reynolds (City of West Torrens)

Carried

8. Confidential Reports

8.1 Grounds for moving into confidence

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

1. Agenda Item 3.3 – CEO Report to the Board (part of);
2. Agenda Item 8.2 - Confidential Minutes of Previous Meetings;
3. Agenda Item 8.3 - Confidential Resolutions and Actions from Previous Meetings;
4. Agenda Item 8.4 - Pricing Methodology and Pricing Schedule 2018/19; and
5. Agenda Item 8.5 - CEO Advisory Group – Casual Vacancy.

Carried

- 3.3 The CEO provided a confidential verbal update to the Board on the SA Productivity Commission Inquiry into Local Government costs and efficiencies, the Landscapes Bill and LG House.

12.09pm Mayor Knight left the meeting

12.12pm Mayor Knight returned to the meeting

12.15pm Mayor Aldridge left the meeting

12.17pm Mayor Aldridge returned to the meeting

12.21pm Mayor Aldridge left the meeting

Draft

8.2 Confidential Minutes of Previous Meetings

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

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. confirms the confidential minutes of the meeting of 20 June 2019 as a true and accurate record of the proceedings held; and
3. having considered Agenda Item 8.2 - *Confidential Minutes of Previous Meetings* in confidence resolves to retain the attachment and discussion in confidence within the parameters of the original resolutions contained within.

Carried

8.3 Confidential Resolutions and Actions from previous meetings

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

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes progress of confidential resolutions resulting from the meeting of 20 June 2019 and outstanding confidential resolutions from earlier meetings including the LGA Executive Committee; and
3. having considered Agenda Item 8.3 - *Confidential Resolutions and Actions from Previous Meetings* in confidence resolves to retain the attachment in confidence within the parameters of the original resolutions contained within; and release the resolution.

Carried

12.25 Mayor Aldridge returned to the meeting

8.4 Pricing Methodology and Pricing Schedule 2019/20

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

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. adopts the draft Pricing Methodology and Pricing Schedule 2019/20 as attached to this report; and
3. having considered agenda item 8.4 *Pricing Methodology and Pricing Schedule 2019/20* in confidence resolves to release the report, attachment and resolution upon the adoption of the Pricing Methodology and Pricing Schedule 2019/20 by the Board.

Carried

Draft

8.5 CEO Advisory Group – Casual Vacancy

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

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. requests that the LGA Secretariat undertake a call for expressions of interest from CEO's within the GAROC region to fill the casual vacancy on the CEO Advisory Group;
3. considers the expressions of interest received and makes an appointment to fill the casual vacancy at the Board meeting in August 2019; and
4. having considered Agenda Item 8.5 – *CEO Advisory Group – Casual Vacancy* in confidence resolves to release the report and the resolution immediately.

Carried

9. Late Reports

Nil

10. Questions With / Without Notice

Nil

11. Any Other Business

11.1 Thanks

Moved Mayor Telfer Seconded Mayor Redman that the LGA Board of Directors formally thanked Mayor McLaughlin, CEO Chris Cowley, the City of Whyalla elected members and staff for their hospitality and for hosting the July LGA Board meeting.

Carried

12. Calendar of upcoming Key Dates

CEO Advisory Group – 8 August

Roads & Works Conference – 14-16 August

GAROC Committee – 2 September

Audit & Risk Committee – 10 September

SAROC Committee – 19 September

Conference & AGM – 30-31 October

Draft

13. Next Meeting

The next meeting of the LGA Board of Directors will be held on Thursday, 28 August 2019 at Local Government House, 148 Frome Street, Adelaide, commencing at 1:00pm.

14. Close

The meeting was declared closed at 12.29pm.

Minutes confirmed

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Chairperson signature

Date

Draft

Draft Minutes of the LGA Board of Directors Meeting held on Thursday 20 June 2019 at 1:00 pm in the Boardrooms at Local Government House, 148 Frome Street, Adelaide

1. Welcome, Present & Apologies

The President opened the meeting at 1.15 pm and welcomed members and staff.

1.1 Present

Mayor Sam Telfer	Director / LGA President
Mayor Gillian Aldridge OAM (<i>until 4.21pm</i>)	Director / Office of the Immediate Past President
Mayor Kevin Knight	Director
Mayor Peter Matthey OAM	Director
Mayor Clare McLaughlin	Director
Mayor David O'Loughlin	Director
Mayor Keith Parkes (<i>until 3.23pm</i>)	Director
Mayor Karen Redman	Director / Chair of GAROC
Mayor Erika Vickery OAM	Director / Chair of SAROC
Mayor Jan-Claire Wisdom	Director

LGA Secretariat:

Matt Pinnegar	Chief Executive Officer
Lisa Teburea	Executive Director Public Affairs
Dr Andrew Johnson	Executive Director Corporate Governance / Mutual
Lea Bacon	Director Policy
Andrew Wroniak	Director Corporate Services
Astrid Crago	Administration Coordinator (minutes)

1.2 Apologies & Absences Nil

Draft

2. Minutes of Previous Meeting

2.1 Minutes of Meeting held 16 May 2019

Moved Mayor Matthey Seconded Mayor Vickery that the LGA Board of Directors confirms the minutes of the meeting held on 16 May 2019 as a true and accurate record of the proceedings held.

Carried

2.2 Resolutions and actions from previous meetings

Moved Mayor Knight Seconded Mayor McLaughlin that the LGA Board of Directors notes progress with resolutions resulting from the meeting of 16 May 2019 and outstanding resolutions from earlier meetings.

Carried

3. LGA Updates

3.1 Report from the LGA President

The President provided a verbal update on the report.

Moved Mayor Vickery Seconded Mayor Aldridge that the LGA Board of Directors notes the verbal update and the report.

Carried

3.2 ALGA Update

ALGA President Mayor David O'Loughlin provided a verbal update on the activities of the ALGA.

3.3 Report from the LGA CEO

The CEO provided a verbal update on the report.

Moved Mayor Redman Seconded Mayor Wisdom that the LGA Board of Directors notes the report.

Carried

4. Reports from Bodies Established Pursuant to the LGA Constitution

4.1 LGA Audit & Risk Committee

Refer confidential item 8.4

4.2 Greater Adelaide Region Organisation of Councils (GAROC) Committee

GAROC Committee Chairperson, Mayor Karen Redman provided a verbal update.

Moved Mayor Redman Seconded Mayor Wisdom that the LGA Board of Directors notes the draft minutes of the Greater Adelaide Region Organisation of Councils

Draft

(GAROC) Committee meeting held on 6 May 2019 and special meeting held on 3 June 2019.

Carried

4.3 South Australian Region Organisation of Councils (SAROC) Committee

Moved Mayor Vickery Seconded Mayor Parkes that the LGA Board of Directors notes the draft minutes of the South Australian Region Organisation of Councils (SAROC) Committee meeting held on 16 May 2019.

Carried

4.5 LGASA Mutual

Refer confidential item 8.5.

5. Invited Guest Speakers

Nil.

6. Proposed Items of Business submitted by Member Councils

Nil.

7. Reports for Discussion

7.1 Council elections – LGA evaluation report

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

1. notes the outcomes of the LGA's council elections processes review summarised in this report; and
2. supports the recommended actions for the 2022 council elections outlined in the appendix to this report being used as the basis for the development of the LGA's 2022 council elections work plan.

Carried

7.2 LGA Nominations & Appointments to Outside Bodies — Recommended Policy Framework

Executive Director Public Affairs Lisa Teburea presented an overview of the draft Framework. .

Moved Mayor Wisdom Seconded Mayor Redman that the LGA Board of Directors:

1. notes the report; and
2. endorses the LGA Nominations and Appointments to Outside Bodies—Recommended Policy Framework as the basis for development of a new LGA Nominations and Appointments to Outside Bodies Policy.

Carried

Draft

7.3 SAROC Strategic Plan 2019-2024, Annual Business Plan 2019-2020 and Annual Budget 2019-20

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

1. notes the report on the SAROC Strategic Plan 2019-2023, Annual Business Plan 2019-2020 and Annual Budget 2019-20; and
2. approves the SAROC Strategic Plan 2019-2023, Annual Business Plan 2019-2020 and Annual Budget 2019-20.

Carried

7.4 GAROC Strategic Plan 2019-2024, Annual Business Plan 2019-2020 and Annual Budget 2019-20

Moved Mayor Redman Seconded Mayor Knight that the LGA Board of Directors:

1. notes the report; and
2. approves the GAROC Strategic Plan 2019-2023, GAROC Annual Business Plan 2019-2020, and 2019-20 GAROC Budget.

Carried

7.5 Landscape SA Bill Position Paper

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

1. notes the report; and
2. endorses the LGA's Position Paper on the Landscape SA Bill.

Carried

7.6 LGA Submission: Productivity Commission Inquiry into Local Government costs and efficiency

Moved Mayor O'Loughlin Seconded Mayor Aldridge that the LGA Board of Directors:

1. notes the report;
2. notes the LGA Secretariat's proposed process for consultation with member councils;
3. authorises the LGA CEO and the President to finalise two submissions in response to the Methodology Paper by 28 June and 12 July 2019; and
4. asks that the Secretariat recognise that the Inquiry will be evidence based and actively seek and provide any available reports from within SA, individual councils and interstate that can inform the Inquiry and provide them to the Inquiry.

Carried

Draft

7.7 Royal Commission into Aged Care Quality and Safety

Members gave feedback on the submission.

Moved Mayor Redman Seconded Mayor Aldridge that the LGA Board of Directors:

1. notes the report; and
2. approves the LGA's submission (as amended) to the Royal Commission into Aged Care and Quality.

Carried

7.8 Thermal Energy from Waste Activities

Executive Director Public Affairs Lisa Teburea gave a verbal update. The draft submission had not been finalised in time for this meeting but will be circulated to Board Directors out of session to provide feedback.

Moved Mayor O'Loughlin Seconded Mayor Parkes that the LGA Board of Directors:

1. notes the report on thermal energy from waste activities; and
2. authorises the LGA President and CEO to finalise the LGA submission on Thermal Energy from Waste Activities to be provided to the Environment Protection Authority.

Carried

7.9 LGA Submission: ESCOSA Charter of Consultation and Regulatory Practice Review

Moved Mayor Aldridge Seconded Mayor Knight that the LGA Board of Directors:

1. notes the report on the LGA submission on the Essential Services Commission of South Australia's (ESCOSA) Charter of Consultation and Regulatory Practice Review; and
2. authorises the LGA CEO to finalise an LGA submission on the ESCOSA Charter of Consultation and Regulatory Practice Review.

Carried

2.26pm the meeting was adjourned for a short break.

2.36pm the meeting resumed.

7.10 Annual Business Plan and Budget

Director Corporate Services Andrew Wroniak gave a verbal update.

There was general discussion.

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

1. adopts the draft 2019/20 LGA Annual Business Plan.

Draft

2. adopts the draft 2019/20 LGA Budget incorporating an operating deficit of \$252,000 for operating activities and \$281,000 net decrease in reserves from project activities. The budget includes:
 - An increase in subscriptions fees of 2.5%.
 - Capital Investment in Local Government House of \$445,000.
3. notes the deficit result in accordance with the Local Government Association Long Term Financial Plan.

Carried

7.11 LGA Financial Results Year to 31 May 2019

Moved Mayor Vickery Seconded Mayor Wisdom that the LGA Board of Directors notes the report on the LGA's year to date finances to 31 May 2019.

Carried

7.12 Board Policy Review

The Directors gave feedback on the proposed policies.

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

1. revokes the following policies:
 - Criteria for Assessment of Applications for Associate Membership, as this policy is not relevant following adoption of new constitution which was effective from 2018 AGM.
 - Reimbursement of LGA Committee Member Expenses – Conferences/Seminars, as the provisions included in this policy have been included in the Governance Policy (GP) 02 Board and Committee Member Allowance and Expense policy.
 - Reimbursement of Member/Officer Expenses – Boards/Committees, as the provisions included in this policy have been included in the GP02 Board and Committee Member Allowance and Expense policy.
 - Standing Orders for Meetings of the Board, Executive Committee and other LGA Committees, as this policy has been replaced with the LGA Meeting Procedures which were adopted by the membership at the 2018 AGM.
 - Appointing Members to LGA Scheme Boards, as this issue is addressed in LGASA Mutual Pty Ltd constitution.
 - Frequent Flyer Points Accrued by LGA Board Members, as the provisions included in this policy have been included in the GP02 Board and Committee Member Allowance and Expense policy.
2. adopts the following policies as attached to this report:
 - GP02 Board and Committee Member Allowance and Expenses
 - GP04 LGA Caretaker Policy

Draft

- GP06 Board and Committee Induction Policy
 - GP07 Record of Affixing the Common Seal
 - GP09 Policy for Councils Seeking Funding Support for Litigation
 - GP12 Making Public Comments
3. places policy GP02 Board and Committee Member Allowance and Expenses before the membership of the LGA at the 2019 AGM for endorsement; and
4. adopts the Position Description for LGA Board Director as attached to this report.

Carried

7.13 Policy Review

Moved Mayor Matthey Seconded Mayor Parkes that the LGA Board of Directors adopts the following policies:

- Asset Accounting Policy
- Asset Management Policy
- Budget Framework Policy
- Asset Disposal Policy
- Fraud, Corruption, Misconduct and Maladministration Control Policy

Carried

7.14 Libraries Board of SA nominations

Mayor Wisdom declared an interest on the basis that she had nominated for a position on the Libraries Board of SA and left the room.

3.10pm Mayor Wisdom left the meeting.

Moved Mayor O'Loughlin Seconded Mayor Knight that the LGA Board of Directors:

That the LGA Board of Directors determines to accept and consider the two late nominations received.

Carried

Moved Mayor Parkes Seconded Mayor Aldridge that the LGA Board of Directors forwards the following three nominees (at least one male and one female) to the Premier for their appointment to the Libraries Board of SA, for a term commencing in July 2019; being (in alphabetical order):

- a) Deputy Mayor John Neal (Regional Council of Goyder)
- b) Ms Lynn Spurling (Copper Coast Council)
- c) Mayor Jill Whittaker (Campbelltown City Council)

Carried

Draft

3.23pm Mayor Parkes left the meeting.

3.23pm Mayor Wisdom returned to the meeting.

8. Confidential Reports

8.1 Grounds for moving into confidence

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

1. Agenda Item 8.2 - Confidential Minutes of Previous Meetings
2. Agenda Item 8.3 - Confidential Resolutions and Actions from Previous Meetings;
3. Agenda Item 8.4 - LGA Audit and Risk Committee Confidential Minutes of Meeting;
4. Agenda Item 8.5 - LGASA Mutual Board Confidential Minutes of Meeting;
5. Agenda Item 8.6 - Local Government Awareness Campaign;
6. Agenda Item 8.7 - LGA Procurement - Business Plan and Budget;
7. Agenda Item 8.8 - LGASA Mutual Pty Ltd – Business Plan 2019/20-2021/22;
8. Agenda Item 8.9 - LGASA Mutual Pty Ltd – Strategic Plan;
9. Agenda Item 8.10 - LGASA Mutual Pty Ltd – Strategic Risk Review;
10. Agenda Item 8.11 - LGA Schemes Review Update;
11. Agenda Item 8.12 - External Audit Plan 2018/19;
12. Agenda Item 8.13 - Update on Audit Findings; and
13. Agenda Item 8.14 - Lease Negotiations Update.
14. Agenda Item 9.1 - State Budget – Solid Waste Levy Increases

Carried

8.2 Confidential Minutes of Previous Meetings

Moved Mayor Aldridge Seconded Mayor Redman that the LGA Board of Directors:

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;

Draft

2. confirms the confidential minutes of the meeting of 16 May 2019 as a true and accurate record of the proceedings held; and
3. having considered Agenda Item 8.2 - *Confidential Minutes of Previous Meetings* in confidence resolves to retain the attachment and discussion in confidence within the parameters of the original resolutions contained within.

Carried

8.3 Confidential Resolutions and Actions from previous meetings

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

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes progress of confidential resolutions resulting from the meeting of 16 May 2019 and outstanding confidential resolutions from earlier meetings including the LGA Executive Committee; and
3. having considered Agenda Item 8.3 - *Confidential Resolutions and Actions from Previous Meetings* in confidence resolves to retain the attachment in confidence within the parameters of the original resolutions contained within; and release the resolution.

Carried

8.4 LGA Audit & Risk Committee Confidential Minutes

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

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes the confidential minutes of the LGA Audit and Risk Committee meeting held on 5 June 2019; and
3. having considered Agenda Item 8.4 *LGA Audit and Risk Committee Confidential Minutes of Meeting* in confidence resolves to retain the report and attachment in confidence indefinitely.

Carried

8.5 LGASA Mutual Board Confidential Minutes of Meeting

8.6 Local Government Awareness Campaign

Executive Director Public Affairs Lisa Teburea gave a presentation.

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

Draft

1. notes that this item is being considered in confidence as the report deals with a matter or matters that have reasonable grounds to be treated confidentially having considered clause 2.5.3 of the LGA Meeting Procedures;
2. notes the approved allocation of \$200,000 in the Local Government Research & Development Scheme 2019/20 budget for Local Government Awareness Campaign;
3. endorses the implementation of the Local Government Awareness Campaign strategy outlined in this report over the next four years, subject to approval of annual budget allocations; and
5. having considered Agenda Item 8.6 – *Local Government Awareness Campaign* in confidence resolves to release the resolution and retain the report in confidence indefinitely on the grounds the release of which could prejudice the LGA's strategic position.

Carried

8.7 LGA Procurement - Business Plan and Budget

8.8 LGASA Mutual Pty Ltd – Business Plan 2019/20-2021/22

3.54pm Mayor Aldridge left the meeting

8.9 LGASA Mutual Pty Ltd – Strategic Plan

8.10 LGASA Mutual Pty Ltd – Strategic Risk Review

8.11 LGA Schemes Review Update

8.12 External Audit Plan 2018/19

8.13 Update on Audit Findings

8.14 Lease Negotiations Update

4.21pm Mayor Aldridge left the meeting.

9. Late Reports

9.1 State Budget – Solid Waste Levy Increases - Confidential

10. Questions With / Without Notice

11. Any Other Business

Draft

12. Calendar of upcoming Key Dates

GAROC Committee – 1 July
SAROC Committee – 17 July (in Whyalla)
CEO Advisory Group – 8 August
Roads & Works Conference – 14-16 August
Audit & Risk Committee – 10 September
Conference & AGM – 30-31 October

13. Next Meeting

The next meeting of the LGA Board of Directors will be held on Thursday 18 July 2019 at City of Whyalla offices, Darling Terrace, Whyalla, commencing at 9:00am.

14. Close

The meeting was declared closed at 4.43pm.

Minutes confirmed

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Chairperson signature

Date

Draft

Draft Minutes of the South Australian Region Organisation of Councils (SAROC) Committee meeting held at 2.00pm on Wednesday 17 July 2019 in the City of Whyalla offices at Darling Terrace, Whyalla

1. Welcome, Present & Apologies

Mayor McLaughlin welcomed the members to Whyalla.

In the absence of the Chairperson Mayor Erika Vickery, LGA Director Policy Stephen Smith opened the meeting at 2.01pm and in accordance with the Committee's Terms of Reference called for nominations for a Chairperson for the meeting from the members present.

Mayor Burgess nominated Mayor Parkes to chair the meeting, which was seconded by Mayor McLaughlin and accepted by Mayor Parkes.

There being no other nominations, Mayor Parkes assumed the chair at 2.02pm.

The Chairperson welcomed members and staff.

1.1 Present

SAROC Committee

Mayor Dave Burgess	Member
Mayor Dean Johnson	Member
Mayor Peter Matthey OAM*	Member
Mayor Clare McLaughlin*	Member
Mayor Keith Parkes*	Member
Mayor Richard Sage	Member
Mayor Leon Stephens	Member
Mayor Sam Telfer*	Member / LGA President

Regional Executive Officers

Simon Millcock	Legatus Group
Tony Wright	Limestone Coast LGA
Tim Smythe	Murraylands & Riverland LGA
Graeme Martin	Southern & Hills LGA

Guest Speakers

John Chapman	Small Business Commissioner
Dr Matthew Butlin	Chair & Chief Executive, SA Productivity Commission
Jeff Tate	Commissioner for the Inquiry, SA Productivity Commission
Matthew Willett	SA Productivity Commission

Draft

LGA Secretariat

Matt Pinnegar
Dr Andrew Johnson

Lisa Teburea
Stephen Smith
Ashlea Lyall

Chief Executive Officer
Executive Director Corporate Governance
& CEO LGASA Mutual
Executive Director, Public Affairs
Director, Policy
Executive Assistant to the CEO and
President (minutes)

* LGA Board Director

1.2 Apologies and Absences

Mayor Peter Hunt
Mayor Bill O'Brien
Mayor Glen Rowlands
Mayor Erika Vickery ^{OAM}*

Member
Member
Member
Member / Chairperson

Regional Executive Officers:

Tony Irvine
Anita Crisp

Eyre Peninsula LGA
Spencer Gulf Cities LGA

2. Standing Items

2.1 Minutes of Meeting held on 16 May 2019

Moved Mayor Sage Seconded Mayor Matthey that the SAROC Committee confirms the minutes of its meeting held on 16 May 2019 and the circular resolution of 4 June 2019 as true and accurate records of the proceedings held.

Carried

2.2 Resolutions and Actions from Previous Meetings

Moved Mayor Telfer Seconded Mayor Burgess that the SAROC Committee notes progress with resolutions resulting from the meeting of 16 May 2019 and previous meetings of the SAROC Committee.

Carried

2.3 Financial update – as at 1 July 2019

Moved Mayor Sage Seconded Mayor Johnson that the SAROC Committee notes the report on the financial update as at 1 July 2019.

Carried

Draft

3. Invited Guest Speakers

3.1 South Australian Productivity Commission

Dr Matthew Butlin, Chair and Mr Jeff Tate, Commissioner for the Inquiry into Local Government Costs and Efficiencies, South Australian Productivity Commission addressed the meeting regarding the Inquiry and Dr Butlin and Mr Tate answered questions from members.

3.2 Small Business Commissioner

Mr John Chapman, Small Business Commissioner presented on the activities of the Office of the Commission for Small Business and answered questions from the group.

4. Regional Executive Officers' Update

CEO Legatus Group, Mr Millcock provided a verbal update.

4.1 Regional Development Strategy

Moved Mayor Stephens Seconded Mayor Telfer that the SAROC Committee recommend that SAROC submit the 'Growing our Regions' strategy to PIRSA's regional Development Strategy consultation and continue to pursue a meeting with the Minister for Regional Development.

Carried

4.2 Regional Engagement on Planning Reforms

Moved Mayor Stephens seconded Mayor Burgess that the SAROC Committee seek from the Development of Planning, Transport and Infrastructure, stronger engagement of regional councils (particularly elected members) ahead of the regional implementation of the planning reforms.

Carried

5. Proposed Items of Business Submitted by Member Councils

Nil.

6. Reports for Discussion

6.1 LGA Submission: Productivity Commission Inquiry into Local Government costs and efficiency

Moved Mayor Johnson Seconded Mayor Matthey that the SAROC Committee:

1. notes the report; and

Draft

2. notes the LGA Secretariat's proposed process for consultation with member councils.

Carried

6.2 Small Business Friendly Council Charter Program

Moved Mayor Telfer Seconded Mayor McLaughlin that the SAROC Committee:

1. notes the report;
2. recommends that councils consider participating in the Office of the Small Business Commissioner Small Business Friendly Council Charter Workshop on Tuesday 28 October 2019; and
3. recommends that councils consider signing-up to the Small Business Friendly Council Charter Program.

Carried

6.3 Parliamentary Inquiry into Overabundant and Pest Species

Moved Mayor Matthey Seconded Mayor Stephens that the SAROC Committee:

1. notes the report;
2. notes the findings and recommendations of the Natural Resources Committee's Parliamentary Inquiry into the Management of Overabundant and Pest Species; and
3. agrees that the SAROC Chairperson will write to the Minister for Environment and Water to :
 - a. welcome the findings of the Parliamentary Inquiry and seek the State Government's commitment to support its recommendations in full; and
 - b. seek a commitment to fund implementation of a statewide Little Corella strategy that includes financial assistance to local governments for the development of integrated local management plans and the implementation of medium and long term management options at a local-scale.

Carried

6.4 Update on waste and recycling

Moved Mayor McLaughlin Seconded Mayor Sage that the SAROC Committee notes the information contained in this report.

Carried

Draft

6.5 SAROC Strategic Plan and Annual Business Plan Calendar

Moved Mayor Mayor Burgess Seconded Mayor Johnson that the SAROC Committee notes the report on the SAROC Strategic Plan and Annual Business Plan Calendar.

Carried

7. Confidential Reports

Nil.

8. Late Reports

Nil.

9. Any Other Business

9.1 PIRSA Regional Development Strategy Submission

Moved Mayor Burgess Seconded Mayor McLaughlin that the SAROC Committee authorise the Chair of SAROC to finalise a submission on the PIRSA Regional Development Strategy.

Carried

10. Next Meeting

The next meeting of the SAROC Committee will be held on Thursday 19 September 2019 at 10.00am at Local Government House, 148 Frome Street, Adelaide.

11. Close

The meeting was declared closed at 3.52pm.

Minutes confirmed

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Chairperson signature

Date

South Australian Region Organisation of Councils

**Strategic Plan
2019-2023**

Foreword

I have pleasure in presenting the South Australian Region Organisation of Councils 2019-2023 Strategic Plan.

This Strategic Plan is the first plan developed by SAROC under the new constitutional arrangements established by the Local Government Association of South Australia in 2018.

SAROC is an important committee of the LGA representing the collective voice of regional councils.

Over the next four years SAROC has identified key objectives it will be seeking to progress on behalf of regional councils to help with economic development, community wellbeing and the management of our natural and built environment to help make regional South Australia a vibrant and valued part of our State.

SAROC recognizes that to achieve these objectives it will need to work in close collaboration and partnership with our regional LGAs and regional councils along with key stakeholders including RDAs and our Federal and State Governments.

On an annual basis SAROC will prepare a business plan which will identify the key actions it will undertake each year to address the objectives in this Strategic Plan.

I commend this Strategic Plan to you and look forward to working with you on implementing this plan over the next four years.

Mayor Erika Vickery

Chair of the South Australian Region Organisation of Councils

About the LGA

The Local Government Association is a voluntary membership organisation via which councils across the State unite together with a single voice for the common good.

All of the 68 councils in South Australia are members.

The Local Government Act 1999 specifies that:

The LGA is constituted as a public authority for the purpose of promoting and advancing the interests of local government and has the objects prescribed by its constitution.

The object of the LGA is to achieve public value through the promotion and advancement of the interests of local government by:

- **advocating** to achieve greater influence for local government in matters affecting councils and communities;
- **assisting** Members to build capacity and increase sustainability through integrated and coordinated local government; and
- **advancing** local government through best practice and continuous improvement.

The LGA undertakes the following activities for the purpose of achieving the Association's objectives:

- advocate and provide leadership for local government in South Australia, leading to strong engaged communities served by efficient and collaborative Councils and Community Councils;
- advocate for an autonomous, effective and democratic system of local government in South Australia to meet contemporary community needs;
- encourage and promote an efficient, effective and sustainable system of local government in South Australia;
- promote and protect the interests of local government and its Members and the communities they represent;
- encourage and help local government to engage with, and respond to, the needs of the community;
- develop and maintain consultation and co-operation between local government and the State and Commonwealth governments and their agencies;
- assist Members to develop and maintain their financial sustainability and for the advancement of local government;
- undertake any business activity which contributes to the Object;
- represent Members of the LGA and local government to the public and the State and Commonwealth governments;
- act as an advocate for Members and the local government community to address contemporary needs;
- facilitate engagement and collaboration by and between Members as to their common interests;
- encourage, assist, promote and foster the achievement and maintenance of the highest levels of integrity, justice, competence, effectiveness and efficiency of local government;
- undertake or promote any activity which the Board of Directors determines to be for the benefit or interest of Members and local government in South Australia; and
- undertake any function as may be vested in the LGA by statute.

About SAROC

The South Australian Region Organisation of Councils (SAROC) is a regional organisation of member councils of the Local Government Association of South Australia (LGA) established under the LGA Constitution. A list of the member councils of SAROC is included in Appendix 1.

SAROC is a committee of the LGA and is responsible to the Board of Directors for the discharge of its functions.

As a committee of the LGA, SAROC has a key role in assisting the LGA with the achievement of its objects by:

1. Supporting the activities of the LGA at a regional level;
2. Promoting communication between Members and between Members and the LGA;
3. Advocating in respect of matters which affect the SAROC Regional Group;
4. Encouraging engagement of Members within the SAROC Regional Group with SAROC and the LGA; and
5. Participating in policy development and implementation

As an organisation working to promote and deliver on behalf of regional South Australia, SAROC has developed the following guiding principles it will operate under:

1. A strong partner and voice representing the regions;
2. Working closely with key stakeholders on matters of joint interest;
3. To prioritize and address issues which are common to all regions;
4. To collaborate closely with the LGA and the Greater Adelaide Regional Organisation of Councils (GAROC); and
5. To be nimble, agile and responsive to the needs of regional councils.

The SAROC Strategic Plan 2019-2023

Vision

For Every South Australian to have the best Local Government Experience

Mission

The Mission of the South Australian Region Organisation of Councils is:

To provide leadership support, representation and advocacy on behalf of regional South Australian Councils for the benefit of the Community.

Themes

This Strategic Plan has four themes for SAROC to focus on over the next four years. These themes form the basis of the SAROC Annual Business Plan which will be developed each financial year, and will guide the activities and actions of SAROC.

The following four themes have been guided by the themes used by Regional LGAs and constituent councils:

Theme 1: Economic Development

SAROC recognises the important role councils play as local place makers. With the right policy settings and partnerships, regional councils can help to create the best conditions for local businesses to grow and thrive.

Theme 2: Community Development

SAROC acknowledges the significant contribution regional councils make to community development through public health and community wellbeing activities, and the need for adequate levels of State Government services and funding to support healthy and resilient communities..

Theme 3: Natural and Built Environment

SAROC recognises the importance of local government's role in the future planning and maintenance of South Australia's natural and built environment.

Theme 4: Financial Sustainability and Governance

SAROC recognises the challenges regional councils face in attaining and maintaining financial sustainability. SAROC acknowledges that councils proactively improve practices to achieve best practice in financial management, governance and reporting.

Four Year Objectives

The following Objectives will guide the activities and actions of SAROC over the next four years. These Objectives will underpin the actions and/or initiatives that SAROC will undertake on an annual basis as identified in its Annual Business Plan.

Economic Development

Enable advocacy and partnership opportunities that recognise the specific needs of the regions and support councils to drive sustainable economic development.

Community Development

Support strong, vibrant and cohesive regional communities through advocacy and partnerships that unlock local government's potential to deliver quality community services and meaningful outcomes in public health and wellbeing.

Natural and Built Environment

Influence, inform and advocate for the State Government to address policy and legislative barriers that hinder councils from undertaking their roles in maintaining and enhancing the natural and built environment in regional South Australia.

Financial Sustainability and Governance

Advocate to maximise contributions and investment from other tiers of government to contribute toward local government financial sustainability, and to assist councils to identify opportunities to support and strengthen governance arrangements.

The Role of SAROC

The SAROC Terms of Reference identify a range of roles to support the LGA in the delivery of its Objects. SAROC will play the following important roles in achieving its vision and mission and in addressing its four themes and key objectives.

Role	SAROC will:
Regional Advocacy	Represent the regions on issues that matter to all regions to the LGA, State and Federal Government and with key stakeholders.
Policy Initiation and Review	Develop policy that is of strategic importance to all regions. Review and advise on policy matters as requested by the LGA.
Leadership	Initiate actions and lead activities that provide benefit to all regions. Develop and maintain relationships with the State and Federal governments.
Engagement and Capacity Building in the Regions	Engage with members within the SAROC Regional Group and keep them informed of the activities of SAROC Actively promote communication between members and between members and the LGA

Stakeholders and Partners

SAROC recognises that for it to be a successful Regional Organisation of Councils it needs to work in close collaboration and in partnership with its key partners and stakeholders. SAROC also recognises that close engagement and the ability to support the development and capacity building of its partners will also lead to successful outcomes for South Australian regions.

As a committee of the Local Government Association, SAROC has identified the following organisations as key partners and stakeholders:

- LGA Board of Directors and LGA Secretariat
- Regional councils
- Regional Local Government Associations
- Greater Adelaide Regional Organisation of Councils
- State Government and its agencies
- Federal Government and its agencies
- Regional Development Australia
- Murray Darling Association

Determining Actions and Priorities

To assist in identifying the actions and priorities that SAROC will undertake on an annual basis and included within the annual business plan of SAROC, under each of the themes and to support the Objective identified above, SAROC will focus its efforts by taking on the role as defined below:

Theme	SAROC Roles			
	Regional Advocacy	Policy Initiation and Review	Leadership	Engagement and Capacity Building in the regions
Economic Development				
Community Development				
Natural and Built Environment				
Financial Sustainability and Governance				

Strategic Plan Implementation and Review

Under the SAROC Terms of Reference, SAROC is required to develop an Annual Business Plan which supports the delivery of the Strategic Plan.

The Annual Business Plan for the next financial year is to be developed by June of each year and presented to the Board of Directors for approval.

The Annual Business Plan provides the specific actions against which the activities of SAROC can be monitored.

Appendix 1- List of Regional Group of Members of the South Australian Organisation of Councils

SAROC Regional Grouping	Members
Southern and Hills Councils* *Adelaide Hills Council is a member of the Greater Adelaide Regional Organisation of Councils (GAROC)	Alexandrina Mount Barker Victor Harbor Yankalilla Kangaroo Island
Legatus Councils	Adelaide Plains Barossa Barunga West Clare and Gilbert Valley Copper Coast Goyder Light Mount Remarkable Northern Areas Orroroo Carrieton Peterborough Wakefield Yorke Peninsula Flinders Ranges
Eyre Peninsula	Ceduna Cleve Elliston Franklin Harbor Kimba Streaky Bay Tumby Bay Wudinna Lower Eyre Peninsula Port Lincoln
Limestone Coast	Grant Kingston Mount Gambier Naracoorte Lucindale Robe Tatiara Wattle Range
Murraylands and Riverland	Loxton Waikerie Mid Murray Karoonda East Murray Coorong District Southern Mallee Berri Barmera Renmark Paringa Murray Bridge
Spencer Gulf Cities	Port Augusta Port Pirie Whyalla

SAROC Annual Business Plan 2019-2020

Introduction

The South Australian region organisation of Councils (the SAROC) is one of two regional organisations established by the Local Government Association of South Australia.

The SAROC is a committee of the LGA and is responsible to the Board of Directors for the discharge of its functions.

One of the functions of the SAROC is to develop in consultation with its members within the SAROC Regional Group a four year Strategic Plan and an annual business plan.

This annual business plan should be read in conjunction with the SAROC Strategic Plan, which includes the following Themes and Objectives which will guide the activities and actions of the SAROC over the next four years.

Theme 1: Economic Development

The SAROC recognises the important role councils play as local place makers. With the right policy settings and partnerships, regional councils can help to create the best conditions for local businesses to grow and thrive.

Objective: Enable advocacy and partnership opportunities that recognise the specific needs of the regions and support councils to drive sustainable economic development.

Theme 2: Community Development

The SAROC acknowledges the significant contribution regional councils make to community development through public health and community wellbeing activities, and the need for adequate levels of State Government services and funding to support healthy and resilient communities..

Objective: Support strong, vibrant and cohesive regional communities through advocacy and partnerships that unlock local government's potential to deliver quality community services and meaningful outcomes in public health and wellbeing.

Theme 3: Natural and Built Environment

The SAROC recognises the importance of local government's role in the future planning and maintenance of South Australia's natural and built environment.

Objective: Influence, inform and advocate for the State Government to address policy and legislative barriers that hinder councils from undertaking their roles in maintaining and enhancing the natural and built environment in regional South Australia.

Theme 4: Financial Sustainability and Governance

The SAROC recognises the challenges regional councils face in attaining and maintaining financial sustainability. The SAROC acknowledges that councils proactively improve practices to achieve best practice in financial management, governance and reporting.

Objective: Advocate to maximise contributions and investment from other tiers of government to contribute toward local government financial sustainability, and to assist councils to identify opportunities to support and strengthen governance arrangements.

Reporting and Approval Process

This annual business plan links the key activities that the SAROC will undertake on an annual basis to support the implementation of the Strategic Plan.

The SAROC annual business plan will be supported by a budget to cover anticipated expenses of the proposed activities to be undertaken during the financial year.

The SAROC annual business plan and budget is required to be presented to the LGA Board of Directors for approval by June each year.

On a quarterly basis the SAROC will assess its performance against the strategic plan and annual business plan and provide a report to the LGA Board of Directors and member councils.

Other Plans

The SAROC recognises the work of other organisations and their plans which support the business of the SAROC, these other plans include:

1. The LGA Strategic Plan and Annual Business Plan
2. The LGA Advocacy Plan
3. LGA Work Plans
4. The LGA Research and Development Fund Annual, Business plan
5. Regional LGA Annual Business Plans

SAROC Annual Business Plan 2019-2020

Theme 1: Economic Development

Objective: Enable advocacy and partnership opportunities that recognise the specific needs of the regions and support councils to drive sustainable economic development.

Action	Milestone	Measurement	Budget	Link to SAROC role
Lobby the Commonwealth and State Government to develop and implement initiatives that will assist with the growth and development of regional South Australia.	<ul style="list-style-type: none"> Tour of the region hosted by SAROC for Federal MPs to highlight regional roads which would benefit from increased supplementary road funding. The Minister for Regional Development has been invited and attended a SAROC meeting 	<ul style="list-style-type: none"> an advocacy strategy has been developed and implemented as agreed by SAROC 	\$2000	<ul style="list-style-type: none"> Regional Advocacy Leadership
Continue to advocate to the State and Commonwealth Governments for the decentralisation of South Australia's population to support regional South Australia	<ul style="list-style-type: none"> Population carrying capacity and infrastructure needs (including social) identified Representation to relevant Commonwealth and State MP's, Committee and Inquires provided 	<ul style="list-style-type: none"> Carry capacity of the regions identified by December 2019 Commonwealth and State Government policy and programs support increasing regional SA population 	To be undertaken from within existing LGA resources	<ul style="list-style-type: none"> Regional Advocacy Leadership

Theme 2: Community Development

Objective: Support strong, vibrant and cohesive regional communities through advocacy and partnerships that unlock local government's potential to deliver quality community services and meaningful outcomes in public health and wellbeing.

Action	Milestone	Measurement	Budget	Link to SAROC role
Lobby the Commonwealth and State Governments for the provision of improved health services	<ul style="list-style-type: none"> The Minister of Health and the CEO of Country Health have been invited and attended a SAROC meeting Health service needs of regional communities understood. A rural/regional workforce policy and plan for whole of states regions developed in conjunction with regional LGA's and councils. Sustainable health models for small communities developed. 	<ul style="list-style-type: none"> an advocacy strategy has been developed and implemented as agreed by SAROC The health service needs of regional communities identified by 30 June 2020 Research to identify sustainable health models for small communities undertaken. Investigations into the development of a regional workforce policy and plan commenced. 	\$25,000	<ul style="list-style-type: none"> Regional Advocacy Leadership Policy Initiation and Review
Work with the State Government and Green Industries SA to develop education materials to support increased recycling and reduced waste to landfill in regional communities	<ul style="list-style-type: none"> State wide education program developed and released by the State Government in 2019. 	<ul style="list-style-type: none"> An Increase in materials being recycled with less contamination and reduced amount of waste going to landfill is able to be measured in 	Funding opportunities from GISA to be identified	<ul style="list-style-type: none"> Policy Initiation and Review Engagement and Capacity Building in the

		future years		Regions
Continue to advocate to Commonwealth and State governments for improved telecommunications coverage in regional and remote South Australia.	<ul style="list-style-type: none"> Priority blackspot areas in South Australia identified and mapped. Funding opportunities identified and submissions for funding made. 	<ul style="list-style-type: none"> an advocacy strategy has been developed and implemented as agreed by SAROC Level of funding received exceeds level of previous years 	To be undertaken from within existing LGA resources	<ul style="list-style-type: none"> Regional Advocacy Leadership
Theme 3: Natural and Built Environment				
<i>Objective: Influence, inform and advocate for the State Government to address policy and legislative barriers that prevent councils from maintaining and enhancing the natural and built environment in regional South Australia.</i>				
Action	Milestone	Measurement	Budget	Link to SAROC role
Facilitate the development of Joint Planning Boards by councils and assist with the sharing of information.	<ul style="list-style-type: none"> Information relating to establishing joint planning board is shared between councils and regions. 	<ul style="list-style-type: none"> Number of councils participating in Joint Planning Boards 	To be undertaken from within existing LGA resources	<ul style="list-style-type: none"> Policy Initiation and Review Engagement and Capacity Building in the Regions
Participate in the NRM reform process and advocate on behalf of regional councils on the draft Landscapes SA Bill and its implementation	<ul style="list-style-type: none"> SAROC has advocated on behalf of regional councils on the draft Landscapes SA Bill and its implementation. The Minister for Environment and Water has been invited and attended a SAROC meeting 	<ul style="list-style-type: none"> an advocacy strategy has been developed and implemented as agreed by SAROC 	To be undertaken from within existing LGA resources	<ul style="list-style-type: none"> Regional Advocacy Leadership
Continue to advocate to the State Government for the management and	<ul style="list-style-type: none"> Funding sought to undertake a study into biological solutions for 	<ul style="list-style-type: none"> Funding application is successful 	Funding source TBC	<ul style="list-style-type: none"> Regional Advocacy

control of native abundant species	<ul style="list-style-type: none"> Little Corellas SAROC has written to the relevant Commonwealth and State Government Ministers to support the replacement of the Dog proof fence 	<ul style="list-style-type: none"> an advocacy strategy has been developed and implemented as agreed by SAROC 		<ul style="list-style-type: none"> Leadership
Support the work and resourcing of the Coastal Councils Alliance	<ul style="list-style-type: none"> Quarterly reports to be provided by the Coastal Council Alliance on actions and activities undertaken by the Alliance 	<ul style="list-style-type: none"> an advocacy strategy has been developed and implemented as agreed by SAROC Number of councils engaged 	\$25,000	<ul style="list-style-type: none"> Engagement and Capacity Building in the Regions
Facilitate local government discussion relating to water policy including advocating for a national water policy	<ul style="list-style-type: none"> An annual meeting of the MDA member councils is held to discuss issues relating to water policy, prior to the MDA AGM 	<ul style="list-style-type: none"> Number of councils engaged 	\$2000	<ul style="list-style-type: none"> Regional Advocacy Leadership

Theme 4: Financial Sustainability and Governance

Objective: Advocate to maximise contributions and investment from other tiers of government to contribute toward local government financial sustainability, and to assist councils to identify opportunities to support and strengthen governance arrangements.

Action	Milestone	Measurement	Budget	Link to SAROC role
Develop a regional waste management strategy to enable the coordination of waste and recycling infrastructure across regions	<ul style="list-style-type: none"> Draft regional waste management strategy completed for consultation purposes by 30 June 2020 	<ul style="list-style-type: none"> Level of funding received from the State government to support the implementation of the strategy 	Funding opportunities from GISA to be identified \$30,000	<ul style="list-style-type: none"> Regional Advocacy

Progress the development of a joint agreement between councils and DPTI to enable the establishment of an efficient road maintenance program.	<ul style="list-style-type: none"> Draft agreement developed and consulted on by 30 June 2020 	<ul style="list-style-type: none"> Take up of the agreement by councils 	\$5000	<ul style="list-style-type: none"> Engagement and Capacity Building in the Regions

Regional LGA Work Plans

The network of regional Local Government Associations across South Australia plays a vital role in supporting and advocating for local government and regional communities. As there is a strong connection and a shared membership between regional LGAs and SAROC, there is a significant amount of alignment between the strategic objectives of SAROC and the work plans and priorities of regional LGAs. While these projects will be progressed and resources separately from the SAROC Annual Business Plan, it is important that SAROC and the LGA have a complete picture of the work that is proposed to occur across the local government sector that furthers the strategic objectives of SAROC. As such, SAROC provides an opportunity for regional LGAs, as required, to bring forward items of business for discussion and debate and for information sharing and engagement on the key matters being progressed by regional LGAs that are of interest or benefit to regional councils.

7.3 EXECUTIVE OFFICER REPORT

BACKGROUND

The Executive Officer commenced on 3rd of June, for the first three months it was agreed with the President that the initial focus would be on:

1. Sustaining business as usual as it was end of financial year and to ensure we are setup for 2019/20.
2. Develop networks and knowledge.
3. Develop a new strategic plan.

Sustaining Business as Usual

The main areas of focus have been:

- Ensuring HR matters are up to date, systems are functioning properly, projects are planned ready for implementation and the accounts are ready for end of financial year.
- Engagement with our members to gain approval for the 2019/20 business plan to ensure we are focused on delivering members value and have efficient resources to meet operational and project requirements.
- Ensuring we are meeting our obligations to members and funding partners.

Submissions were made to:

- SA Proactivity Commission Inquiry into Local Government costs and efficiency
- Parliament of South Australia - Inquiry into Recycling Industry
- SA Regional Development Strategy

Funding applications (LGA SA R&D):

- Coastal Alliance
- Internship to develop a business model to assess the financial viability and risk of local processing in a regional setting.

Developing networks and knowledge

Have met and engaged with the following organisations/people:

- Board Directors
- Waste Committee Chair
- Economic Development Group
- Roads and Transport Group
- CEO's and Mayors
- AC.Care Board and CEO
- Leadership Steering Committee
- SAROC meeting Whyalla
- LGA Board meeting
- Productivity Commissioners - Dr Matthew Butlin and Jeff Tate and the Inquiry Economist
- NRM Representatives
- Beach Energy Office Opening

- CEO meeting
- RDA CEO
- Tarpeena Progress Association
- City of Mount Gambier welcome function Mr A Meddle and Superintendent Phil Hoff
- Regional LGA Executive Officers
- MP Troy Bell
- MP Tony Passin
- Matt Pinnegar (CEO) and senior LGA SA staff

Develop a New Strategic Plan

The proposed approach is to use July to get to know members and stakeholders, undertake an informal situational analysis and environmental scan.

In August undertake a more formal analysis and engage members in a workshop to test the LCLGA value proposition and strategic directions.

In August and September draft the strategy, assess the resource implications, have further engagement on directions, scope and resourcing before finalising for Board adoption in October.

The proposed approach is based on the following methodology

- Conduct a **situational analysis** based on an assessment of performance and sustainability (already started).
- Analyse the **external** environment using a VSTEOP approach – testing changes and future directions in the area's of **Values** (changing community and members values), **Social** (attitudes and societal norms), **Technology** (opportunities and trends), **Economics** (factors that impact our members such as SA economic health and local GDP), **Environmental** (air, water, land, energy, waste), **Political** (changes and trends).
- Test with members their thinking about future directions in the context of the LCLGA value proposition and gaining clarity on “why” LCLGA exist using the “what, how, why” outside in approach.
- Clarify and agree on the scope, focus and priorities for the LCLGA.
- Gain agreement on outcomes to be achieved and develop strategies, tactics and resource plan (including financial) to achieve the outcomes for member approval.

To undertake this process, we will make use of conversations, interviews (members and stakeholders) surveys and a workshop structure.

SA Coastal Councils Alliance

Project Progress Report July 2019

Project Aim

1. Establish the governance and resourcing arrangements for a South Australian Coastal Councils Alliance that supports an informed, coordinated advocacy voice.
2. Prepare a Coastal Councils advocacy document.

Project Steering Committee

1. Limestone Coast LGA	Tony Wright, Executive Officer (project lead)
2. Spencer Gulf Cities	Anita Crisp, Executive Officer (project coordinator)
3. Metropolitan Seaside Councils	Salvador Jurado, Executive Officer
4. Legatus Group	Simon Millcock, Executive Officer
5. Eyre Peninsula LGA	Tony Irvine, Executive Officer
6. Southern & Hills LGA	Graeme Martin, Executive Officer
7. Local Government Association	Victoria Brown, Senior Policy Advisor
8. LG Mutual Liability Scheme	Robyn Daly, Scheme Manager
9. SA Coast Protection Board	Murray Townsend, Manager Coasts

Project Budget

Project Revenue (Dec 2018-Dec 2019)	cash	inkind
LGA R&D project funding	\$100,000	\$0
regional LGAs x 5 @ \$1k	\$5,000	\$5,000
Metro seaside councils x \$5k	\$5,000	\$10,000
LGA support	\$0	\$5,000
council inkind support x 34 councils @ \$1500	\$0	\$51,000
<u>Total</u>	<u>\$110,000</u>	<u>\$71,000</u>

Project Expenditure Allocations (Dec 2018-Dec 2019)	cash	inkind
Coordinator (Contract SGC, A Crisp Dec18-Dec19)	\$69,840	\$0
Additional research, admin and project support	\$40,160	\$0
Regional workshops, steering committee participation etc	\$0	\$15,000
LGA in kind support, steering committee participation etc	\$0	\$5,000
Council site visits, feedback etc	\$0	\$51,000
<u>Total</u>	<u>\$110,000</u>	<u>\$71,000</u>

Project Status Report

Project Milestone	Progress to Date						
<p><u>1. Initial visit to all Coastal Councils (Dec/Jan)</u></p> <ul style="list-style-type: none"> Establish relationship – Mayor, CEO, Works/Coastal Manager Explain project aim and gain initial views on coastal alliance – structure, membership, role, resourcing, links, focus etc Identify local coastal issues, council expenditure trends, what's working well, what needs to improve Site visits to priority areas if required. <p>Resources:</p> <table> <tr> <td>Project Coordinator</td><td>• undertake visits</td></tr> <tr> <td>Regional/MSSC EO's</td><td>• provide project overview/introduction to regional member councils</td></tr> <tr> <td></td><td>• assist coordination meeting schedule for Councils</td></tr> </table>	Project Coordinator	• undertake visits	Regional/MSSC EO's	• provide project overview/introduction to regional member councils		• assist coordination meeting schedule for Councils	<ul style="list-style-type: none"> Milestone complete Project Coordinator has engaged with representatives from 33 of the 34 Coastal Councils Email updates on project provided to Council contacts as needed Formal correspondence and project updates sent to all 34 Coastal Councils in November 2018 and again in May 2019 Ongoing discussion with Council representatives on issues of concern, as needed.
Project Coordinator	• undertake visits						
Regional/MSSC EO's	• provide project overview/introduction to regional member councils						
	• assist coordination meeting schedule for Councils						
<p><u>2. Key Stakeholder Meetings (Dec18)</u></p> <ul style="list-style-type: none"> Meet with Coast Protection Board staff, LG Mutual Liability Scheme, LGA <p>Resources:</p> <table> <tr> <td>Project Coordinator</td><td>• arrange and undertake visits</td></tr> </table>	Project Coordinator	• arrange and undertake visits	<ul style="list-style-type: none"> Milestone complete Coordinator has met with the convenor of the Australian Coastal Councils Association and attended the national conference Meeting with ALGA representative regarding the SA Coastal Alliance and linkages to the Australian Coastal Association and ALGA's Federal election priorities 				
Project Coordinator	• arrange and undertake visits						
<p><u>3. Situation Analysis - Data for each Council (Dec/Feb)</u></p> <ul style="list-style-type: none"> Trend analysis - 5-10 year council budget spend coast protection and management List of coastal assets owned or managed by councils – asset value, depreciation costs Audit of current issues, causes, impacts and priority actions for each council Identify emerging coastal issues Review councils' coastal management strategies Identify data consistency and data gaps <p>Resources:</p> <table> <tr> <td>Project Coordinator</td><td>• Commence data collection from Council budgets on coastal spending trends</td></tr> <tr> <td>Research Support</td><td>• Data collection, gap analysis and literature review</td></tr> </table>	Project Coordinator	• Commence data collection from Council budgets on coastal spending trends	Research Support	• Data collection, gap analysis and literature review	<ul style="list-style-type: none"> LG Grants Commission coastal data for all councils has been received for coast protection, jetties and recreational marine and boating facilities Identified anomalies with Council coding of some coastal works, and difficulty extracting coastal environmental works Anecdotal coastal asset list received from Councils, however this is not comprehensive or costed Recreational jetties discussion paper prepared in response to escalation in jetty maintenance and repair costs and pending lease renewals. State Govt announced statewide jetty management strategy Identification of future coastal works/actions is underway, primarily utilising Council coastal plans/reports, 2020 budgets and grant application data – information on coastal works is being cross-referenced with CPB grants Coastal funding discussion paper is also currently being drafted, recognising the increasing gap between Council expenditure on the coast and availability and disparity of state/federal grants and assistance. This discussion paper introduces the key considerations ahead of the proposed focus of the Coastal Alliance in 2020 to review the funding/resourcing arrangements for coastal management 		
Project Coordinator	• Commence data collection from Council budgets on coastal spending trends						
Research Support	• Data collection, gap analysis and literature review						

<p><u>4. LGA Showcase (Apr19)</u></p> <ul style="list-style-type: none"> • Discussion and feedback from Councils <p>Resources:</p> <table border="0"> <tr> <td><i>Project Coordinator</i></td> <td>• <i>Council presentation</i></td> </tr> <tr> <td><i>Research Support</i></td> <td>• <i>Stall, display, governance feedback option</i></td> </tr> </table>	<i>Project Coordinator</i>	• <i>Council presentation</i>	<i>Research Support</i>	• <i>Stall, display, governance feedback option</i>	<ul style="list-style-type: none"> • Presentation on the Coastal Alliance project and display booth at the April 2019 LGA showcase – good level of Council feedback gained on governance arrangements, with strong support for future Alliance coordination support to be embedded within the LGA, as the Councils peak advocacy body • Coastal Alliance Executive Committee nominations close 31 July. The Executive Committee will be a critical part of helping to finalise the future operating model, once the current project resourcing ceases at the end of 2019 				
<i>Project Coordinator</i>	• <i>Council presentation</i>								
<i>Research Support</i>	• <i>Stall, display, governance feedback option</i>								
<p><u>5. Legislative, Governance and Methodology Review (Mar/May19)</u></p> <ul style="list-style-type: none"> • Review of coastal legislation from other jurisdictions • Literature review of similar Coastal Council alliance initiatives from other jurisdictions • Literature review coastal issue prioritisation methodologies • Identify options for long term funding/resourcing <p>Resources:</p> <table border="0"> <tr> <td><i>Project Coordinator</i></td> <td>• <i>Liaise with CPB, MLS, other jurisdictions to access information for review</i></td> </tr> <tr> <td><i>Research Support</i></td> <td>• <i>Undertake review/comparison of legislation, similar alliances</i></td> </tr> </table>	<i>Project Coordinator</i>	• <i>Liaise with CPB, MLS, other jurisdictions to access information for review</i>	<i>Research Support</i>	• <i>Undertake review/comparison of legislation, similar alliances</i>	<ul style="list-style-type: none"> • Draft paper has been distributed to project steering committee and is awaiting feedback before being finalised • Funding discussion paper to be incorporated into document, along with review of other funding/resourcing models globally • Document will form the basis of future advocacy 				
<i>Project Coordinator</i>	• <i>Liaise with CPB, MLS, other jurisdictions to access information for review</i>								
<i>Research Support</i>	• <i>Undertake review/comparison of legislation, similar alliances</i>								
<p><u>6. Regional Workshops (Jun/Jul19)</u></p> <ul style="list-style-type: none"> • Metro SSC, EP, LC, YP, USG, S&H - workshop sessions to present initial findings and gain feedback on: <ul style="list-style-type: none"> ◦ Draft structure and governance of SA Coastal Alliance ◦ Coastal protection and management priorities across all councils ◦ Sustainable funding and cost-sharing options for particular activities ◦ Methods to engage more effectively with state government <p>Project Resources:</p> <table border="0"> <tr> <td><i>Regional/MSSC EO's</i></td> <td>• <i>Arrange workshop date, venue, Council invitations, catering</i></td> </tr> <tr> <td><i>Project Coordinator</i></td> <td>• <i>Facilitate workshops, capture key points/notes</i></td> </tr> <tr> <td></td> <td>• <i>Liaison with CPB, MLS, LGA on feedback and proposed final models</i></td> </tr> <tr> <td><i>Research Support</i></td> <td>• <i>Integrate feedback in finalising structure, funding, engagement and cost-sharing model</i></td> </tr> </table>	<i>Regional/MSSC EO's</i>	• <i>Arrange workshop date, venue, Council invitations, catering</i>	<i>Project Coordinator</i>	• <i>Facilitate workshops, capture key points/notes</i>		• <i>Liaison with CPB, MLS, LGA on feedback and proposed final models</i>	<i>Research Support</i>	• <i>Integrate feedback in finalising structure, funding, engagement and cost-sharing model</i>	<ul style="list-style-type: none"> • Coordinator has attended June/July meetings to provide updates to Limestone Coast LGA, Legatus, Metro Seaside Councils and Eyre Peninsula LGA. • Earlier workshops/discussion sessions held with Southern & Hills LGA, Metro Seaside Councils and Legatus Group
<i>Regional/MSSC EO's</i>	• <i>Arrange workshop date, venue, Council invitations, catering</i>								
<i>Project Coordinator</i>	• <i>Facilitate workshops, capture key points/notes</i>								
	• <i>Liaison with CPB, MLS, LGA on feedback and proposed final models</i>								
<i>Research Support</i>	• <i>Integrate feedback in finalising structure, funding, engagement and cost-sharing model</i>								
<p><u>7. Finalise Alliance and Strategy (Aug/Sep19)</u></p> <ul style="list-style-type: none"> • Finalise SA Coastal Councils Alliance governance, structure, membership, resourcing • Finalise SA Coast Alliance Document <p>Project Resources:</p>	<ul style="list-style-type: none"> • Alliance Executive Committee nominations to close 31 July, with appointments to be made in early August • Draft situation analysis of issues, plus funding and jetties discussion papers – to be integrated into final 								

<p>Project Coordinator</p> <ul style="list-style-type: none"> • Finalise structure and strategy • Advise councils of outcome 	<p>document. Proposing to 'launch' strategy in Oct/Nov</p>
<p><u>8. Coastal Councils SA Conference (Oct/Nov19)</u></p> <ul style="list-style-type: none"> • Presentation and formal launch of Coastal Councils SA and Strategy • Keynote speakers • Breakout sessions to progress identified issues <p>Project Resources:</p> <p>Project Coordinator</p> <ul style="list-style-type: none"> • Liaise with steering committee regarding conference timing, venue, format, speakers and launch • Coordinate media event for launch <p>Regional/MSSC EO's</p> <ul style="list-style-type: none"> • Support for conference preparation • Promotion for member Council attendance/participation 	<ul style="list-style-type: none"> • Official launch of Coastal Councils Alliance LGA AGM in October – to be confirmed • Coastal Alliance has a keynote address and a full Local Government concurrent workshop/presentation session at the SA Coastal Conference in Adelaide on 7-8 November • Project steering committee has approved sponsorship of \$1,500 from the Coastal Alliance project budget towards the conference
<p><u>9. Coastal Councils SA Meetings</u></p> <ul style="list-style-type: none"> • Bi-annual forums to be held as a concurrent session at LGA OGM and AGMs • (Coastal Councils SA Chair/Executive to progress issues out of session) • To review progress and next steps, identify advocacy opportunities and emerging issues <p>Project Resources:</p> <p>Project Coordinator</p> <ul style="list-style-type: none"> • Establish meeting schedule and transition arrangements for new Coastal Alliance exec support 	<ul style="list-style-type: none"> • Feedback from Councils is for the Alliance to be governed by a smaller executive committee, with one or two meetings/workshops per year for the full 34 Coastal Councils, ideally in conjunction with existing LGA meetings in April/October every year • Councils also support establishment of a Coastal Technical Working Group, comprising relevant Council, Mutual Liability Scheme, Coast Protection staff with expertise and interest in coastal issues. The Technical Group will be responsible for providing Elected Member/Executive Committee with much of the background information/research/investigation into key and emerging issues
<p><u>10. Project Reporting</u></p> <ul style="list-style-type: none"> • Bi-monthly steering committee meetings (timing ahead of SAROC?) • Bi-monthly update reports to SAROC and GAROC • Final report to LCLGA and LG R&D scheme <p>Project Resources:</p> <p>Project Coordinator</p> <ul style="list-style-type: none"> • Coordinate steering committee meetings • Prepare reports to steering committee/SAROC/GAROC • Draft final project report for LCLGA <p>Regional/MSSC EO's</p> <ul style="list-style-type: none"> • Participate in steering committee meetings • Ensure SAROC/GAROC reps are briefed on project update reports 	<ul style="list-style-type: none"> • Project steering committee meeting every two months • Arrangements for transition from project steering committee to Alliance executive/technical committees end of 2019

7.5 CLIMATE ADAPTATION PROJECT OFFICER REPORT

BACKGROUND

Many coastal settlements in the Limestone Coast region are vulnerable to the impacts of coastal inundation, flooding and erosion.

The impacts of coastal hazards such as erosion and inundation are already evident with past flooding and some settlements already having infrastructures in place to provide protection against the impacts of large storm surge events.

The objective is to provide initial estimates of the potential land areas impacted by projected sea level rise.

COASTAL HAZARD AND SEA LEVEL RISE FLOOD MAPPING

Project Progress

Milestone	Status
Development of mapping products aligned with 6 scenarios	Completed
Production of the interactive tool and development of website content for public view	In progress
Development of community engagement strategy	In progress

Draft flood mapping products for 15 priority settlements in 6 sea level scenarios and technical report were received by the LC LGA on 22nd July 2019.

The flood maps reveal a range of vulnerabilities to sea level rise from minimal to extreme. These maps will enable evidence based coastal development and support conservation, mitigation and adaptation planning. They are important piece of information to assist Councils, development planners, coastal managers, emergency management agencies to identify solutions for enhancing resilience and risk management.

A single viewer web application similar to [urban heat mapping](#) will be developed to enable visualisation of the risks imposed by coastal hazards and sea level rise on the people, economy and coastal habitats in the Limestone Coast region.

LC LGA is the lead and key driver for the centrally coordinated web viewer for projected sea level rise impacts in South Australia. The Department of Environment and Water's Science, Information and Technology Branch, Coastal Management Branch and Climate Change Branch are the key partners.

The Project Officer will provide support to individual Councils in the use of the information.

The first version of the web viewer will be available for stakeholders' feedback in November 2019, with final version accessible to the public in 2020.

Moving forward, next steps are as follows:

1. Councils to provide feedback on coastal hazard data, insurance and liability risk in a changing climate (based on the mapping products received)
2. The Project Officer to work with Councils to develop appropriate content for digital and printed collaterals and design and operation of web application
3. Councils to consider the key issues for their community and stakeholders in the use of the data.

7.6 STARCLUB FIELD OFFICER REPORT

BACKGROUND

The Starclub is funded by the Office of Recreation and Sport and Limestone Coast LGA Council members.

The program provides advice, support, training and resources to recreation clubs in the Limestone Coast in the areas of governance, funding, volunteer protection, recruitment and retention, child safe laws, strategic planning and general sustainability of a sporting club.

The program is delivered in partnership with the Office of Recreation and Sport.

We also administrate the Limestone Coast Regional Sporting Academy. The Academy provides young athletes in the Limestone Coast Region with Programs, Education, Physical Testing and Sport Specific Skill Based Programs to help them achieve their goals in elite sport and more generally in life.

We are currently in negotiation with Tennis SA, South Australian Cricket Association and the South Australian Sports Institute to add Tennis, Cricket and Cycling Programs to our current Hockey, Athletics and Lonestar Programs.

All these programs will support athletes and develop local coaches. Developing coaches is expected to provide a multiplying effect in sporting excellence across the region.

We are in the process of establishing the LCRSA Advisory Committee to help support the growth and sustainability of the Academy.

HIGHLIGHTS 2018/19

In 2018/19 we facilitated a total of 45 Fully Recognised STARCLUBS in the region. This is an increase of 8 new fully recognised STARCLUBS for the financial year. This is more than any other region in the state. Please see attachment 1 for more details.

During 2018/19 we delivered 7 Free workshops for clubs covering for following topics:

- Strategic Planning,
- Funding Information,
- Sideline Trainers Course,
- Child Safe Officer Training and
- Emotionally Coaching Children.
- These workshops were attended by 124 people, representing 76 clubs across the Limestone Coast

During the year there were 135 face-to-face meetings with clubs and many more phone meetings and email request from, clubs and associations.

The Sports Vouchers program is a Government of South Australia initiative administered by the Office for Recreation, Sport and Racing and promoted through the STARCLUB Program. It provides an opportunity for primary school aged children from reception to year 7 to receive up to a \$100 discount on sports or dance membership/registration fees. The objective of the program is to increase the number of children playing organised sport or participating in dance activities by reducing cost as a barrier.

At the end of 2018/19 Mount Gambier lead the state in participant use across metropolitan suburbs and regional towns for the use of these vouchers. In total the Limestone Coast used 2,047 which has saved families \$183,395 in sporting fees and subscriptions. Please see attachments 2-6 for further information.

The SFO also provided advice and support to 25 clubs looking to apply for grants. In the 2018/19 financial year over \$1.6M in Office and Recreation and Sport Funding was secured by Limestone Coast Clubs and Associations.

PLANNED FOR OUTCOMES 2019/20

The planned for outcomes in 2019/20 are:

- Increase the number of Fully Recognised STARCLUBS in the region to 55.
- Run 8 Free Training Workshops through the region for Sporting Clubs covering, Child Safety, Governance, Strategic Planning, Coaching and Grants.
- Continue to support Clubs and Associations to access vital Grant Funding to improve facilities, equipment and programs to local sport.
- Grow the Limestone Coast Regional Sporting Academy (LCRSA) from the current 42 athletes to 75 athletes in the program. Including the addition of 3 new Sport Specific Programs.
- Establish the LCRSA Advisory Committee.

Attachment 1

STARCLUB STATS FOR THE 2018/19 YEAR

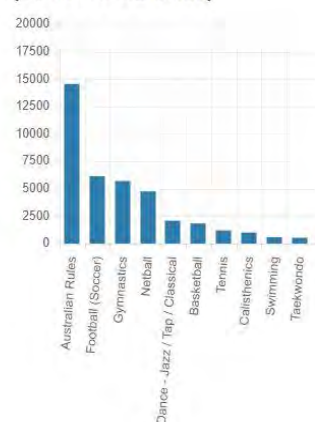
STARCLUB STATUS	2017-18	Agreed Targets 2018/19	Actual Achieved 2018-19
Level 1 - Registered Number of sport and recreation organisations registered in the STARCLUB program	227	250	241 - As of April 1 st 2019
Level 2 – Submitted All questions have been answered online as either <i>Yes</i> , <i>No</i> or <i>In Progress</i>	57	65	60 - As of April 1 st 2019
Level 3 - Provisional online status achieved At least 3 questions in each of Parts 1-5 must be answered YES including all mandatory questions	46	50	49 – As of April 1 st 2019
Level 4 - Full STARCLUB recognition achieved A consultant has met with the club and determined if the club has appropriately met criteria for 'Recognition'	37	45	43 – As of April 1 st 2019
STARCLUB Status Update Consultations Meet with 10% of all clubs/associations who are registered with STARCLUB.	N/A	10%	19.4%



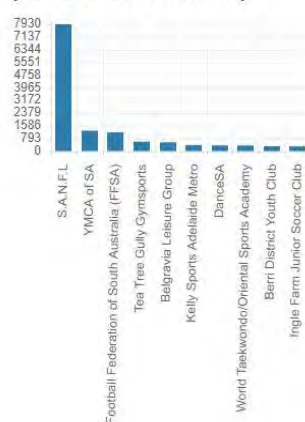
 Government of South Australia
 Office for Recreation, Sport and Racing

[ABOUT THE PROGRAM](#)
[PARENTS/GUARDIANS](#)
[PROVIDERS](#)
[PROVIDER REGISTRATION](#)
[CONTACT](#)

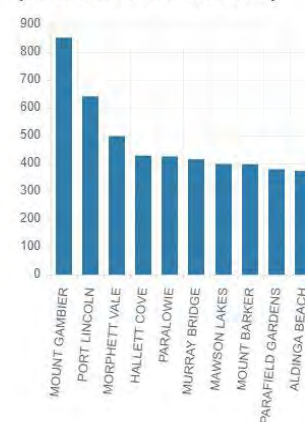
TOP 10 SPORTS
(BY TOTAL CLAIMED)



TOP 10 PROVIDERS
(BY CLAIMED VOUCHER)



TOP 10 SUBURBS
(BY PARTICIPANT SUBURB)



DASHBOARD

Year: 2019
 Electorate: MOUNT GAMBIER
 Council area: -- Please select --

Update Charts

YEAR: 2019

TOTAL NUMBER OF
CLAIMED VOUCHERS

1,034

TOTAL VALUE OF CLAIMED
VOUCHERS

\$99,855

TOTAL NUMBER OF
LOCATIONS

24

DIVERSITY

Legend:

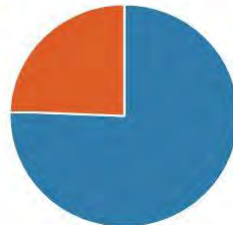
■ Total Other: 1034 (100.00%)
 ■ Total CALD: 0 (0.00%)
 ■ Total ATSI: 0 (0.00%)



CLUB REGISTRATION

Legend:

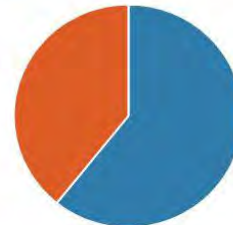
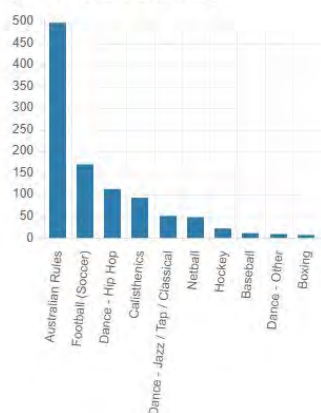
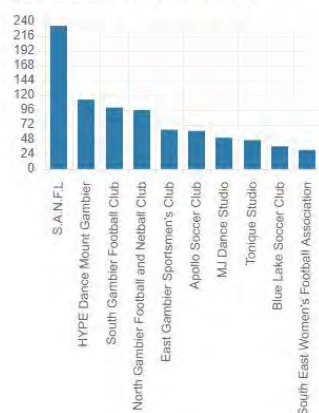
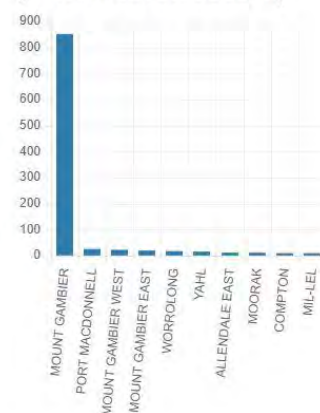
■ Registered Prior: 782 (75.63%)
 ■ Not Registered Prior: 252 (24.37%)



BOYS/GIRLS

Legend:

■ Boys: 628 (60.74%)
 ■ Girls: 406 (39.26%)

TOP 10 SPORTS
(BY TOTAL CLAIMED)TOP 10 PROVIDERS
(BY CLAIMED VOUCHER)TOP 10 SUBURBS
(BY PARTICIPANT SUBURB)

DASHBOARD

Year: 2019
 Electorate: MACKILLOP
 Council area: -- Please select --

Update Charts

YEAR: 2019

TOTAL NUMBER OF
CLAIMED VOUCHERS

1,013

TOTAL VALUE OF CLAIMED
VOUCHERS

\$91,540

TOTAL NUMBER OF
LOCATIONS

55

DIVERSITY

Legend:

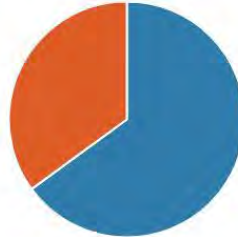
Total Other: 1013 (100.00%)
 Total CALD: 0 (0.00%)
 Total ATSI: 0 (0.00%)



CLUB REGISTRATION

Legend:

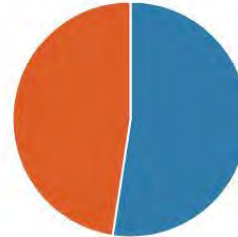
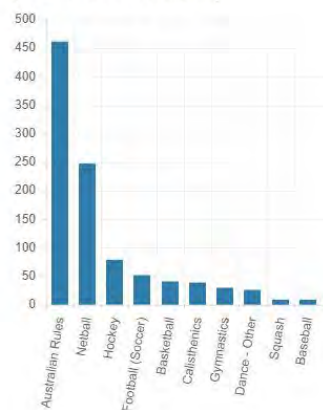
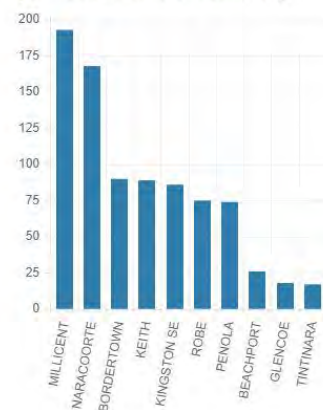
Registered Prior: 658 (64.96%)
 Not Registered Prior: 355 (35.04%)



BOYS/GIRLS

Legend:

Boys: 531 (52.42%)
 Girls: 482 (47.58%)

TOP 10 SPORTS
(BY TOTAL CLAIMED)TOP 10 PROVIDERS
(BY CLAIMED VOUCHER)TOP 10 SUBURBS
(BY PARTICIPANT SUBURB)

7.7 TOURISM INDUSTRY DEVELOPMENT MANAGER REPORT

BACKGROUND

The Tourism activities and priorities are driven by the “LCLGA Priorities to grow our Visitor Economy by 2020” Strategy as endorsed by the Board and supported by the Limestone Coast Local Government Tourism Management Group.

Highlights for 2018/2019.

Priority 1: Grow our share in international visitor expenditure

The Limestone Coast was represented at the following Trade Events, specifically targeting our key international markets of United Kingdom, Europe/Germany, United State of America, India, South East Asia, SE Asia and China.

India Travel Mission – Jaipur & Mumbai, August 2018. Secured 90 business to business face appointments with leading travel wholesalers and travel planners from across India. This was a Tourism Australia managed event and is invitation only.

Australian Tourism Exchange – Perth, April 2019. Secured 120 business to business appointments with wholesalers, online travel agents, inbound tour operators and tourism suppliers from Australia, United States of America, United Kingdom, Germany, Italy, France, Indonesia, China, New Zealand & Europe and is invitation only.

The Limestone Coast continues to be a financial member of the Australian Tourism Export Council (ATEC) which enables the region to be viewed credibly when being represented internationally and domestically in the trade distribution system. The region also holds a position on the South Australian Branch Committee of ATEC.

Priority 2: Build advocacy and Formalize Activities for the ‘Visiting Friends & Relatives’ sector.

Together with South Australian Tourism Commission and Tourism Australia, the Limestone Coast assisting in hosting trade and media familiarizations to increase reach through traditional media channels and social media, including WeChat.

Priority 3: Use events to grow visitation

As part of our strategic partnership with the South Australian Tourism Commission, the Tourism Industry Development Manager supported 7 applications in the Regional Events and Festivals funding program. 5 events were successful in receiving money to contribute towards their marketing efforts that could lead to increased visitation and expenditure in the region. This is the highest number of events that have been funded through this program since its inception.

The region was successful in securing triple j’s One Night Stand for September 14th, 2019 in Lucindale. It is acknowledged, like most events in the region, the level of volunteer commitment and passion to secure this event and in its delivery is paramount to its success. The tourism industry development manager is supporting the delivery of this event where applicable and liaising with the SATC to ensure the Limestone Coast maximizes on this exposure.

Priority 4: Build a regional proposition to attract corporate and business travelers

The Limestone Coast is a regional member of the Adelaide Convention Bureau (ACB) and continue to monitor the on-line pitch portal and our regional profile within this members-only section.

The Limestone was represented at the following business trade events to promote our destination, highlight pre and post itineraries to large scale delegations in Adelaide and to facilitate smaller scale conferences or business events to the Limestone Coast.

- Connect SA – Adelaide, August 2018. Limestone Coast was one of only 34 exhibitors. 75 Professional Conference Organisers (PCO's) attended. This is an exclusive event managed by the ACB as part of the regional membership.
- Destination SA – Adelaide, March 2019. (1day event) Limestone Coast secured 19 business to business appointments. This is an exclusive event managed by the ACB as part of the regional membership.

In support of this activity, LCLGA developed a brochure to assist PCO's to plan a business event in the Limestone Coast which also included sample itineraries for Pre and post touring.

The Tourism Industry Development Manager also supported the pitch preparation (including event convener familiarization) for the Sustainable Economic Development Regional Australia National Conference to be hosted in the Limestone Coast in August 2020, announcement pending in August 2019.

Priority 5: Work together to raise the profile of the Limestone Coast

As part of our strategic partnership with the (SATC) the Limestone Coast was featured as part of a large-scale Winter Campaign with a number of creative executions including Billboards in capital cities, Social media platforms. All tactical links back to www.southaustralia.com This marketing activity generated high volumes of interest with the biggest month ever for domestic traffic to sa.com, and the campaign has generated the most ATDW leads out to operators in a month as well as travel partner leads.

The LCLGA partnered with the South Australian Tourism Industry Council, now TicSA & Australian Tourism Export Council (ATEC) to host 5 workshops in region that focused on Commission & The Distribution System, Social Media, Growing Wine Tourism. A total of 67 tourism operators attended.

The LCLGA continued to play an integral role in the Mixed Dozen Project as part of a large consortia, with 12 stakeholders with a total of \$350k. In conjunction with Wine Australia and Primary Industries, Regions SA (PIRSA) the project brings together wine associations and other symbiotic organisations to build capabilities and confidence to better target, attract and host international wine visitors. A digital consumer-facing portal that will inform, entice and disperse travelers across the region, ultimately increasing length of stay and depth of meaningful experience. The tourism industry development manager is the vice-chair of the steering committee and is on target to meet the project milestones.

When representing the region, the Limestone Coast Regional Brand is used and supported to create awareness.

2019/2020 Initiatives

Destination Tourism and Marketing Plans

In June 2018 the LCLGA Board endorsed the Limestone Coast Regional Growth Strategy, noting regional tourism is one of the 6 pillars of growth specifically, "Region-wide collaboration to develop a more coordinated tourism market" and to achieve this, the LCLGA Tourism

Management Group has prioritised the development of a Destination Tourism Plan & Destination Marketing Plan, encompassing the Regional Trails with the following timeline.

Action	Date
Draft Tender brief developed & circulate to TMG for comment	14 th August 2019
TMG to provide feedback to Biddie	21 st August 2019
Tender distributed	4 th September 2019
Tender applications closing date	27 th September 2019
TMG to assess tender applications	4 th October 2019
Successful tender appointed.	11 th October 2019
Consultation Period (in region)	21 st – 31 st October 2019
DRAFT Destination Tourism Plan presented to TMG DRAFT Destination Marketing Plan presented to TMG	2 nd December 2019
DRAFT Plan tabled at LCLGA Board Meeting	13 th December 2019
DRAFT Plans referred to industry and council consultations	13 th December 2019 - 17 th January 2020
ALL feedback required	17 th January 2020
Finalise Destination Tourism & Marketing Plan	24 th January 2020
Present final DRAFT to TMG	29 th January 2020
Present final DRAFT to LCLGA Board for endorsement	14 th February 2020
TMG to develop Resource & Implementation Plan	17 th February 2020 – 20 th March 2020
DRAFT Resource & Implementation Plan presented to LCLGA Board for referral to councils	10 th April (Good Friday, date to be adjusted)
Feedback required	8 th March 2020
Finalise Resource & Implementation Plan	22 nd March 2020
Present Resource & Implementation Plan to LCLGA Board for endorsement.	12 th June 2020
Implementation to begin	1 st July 2020

EMERGING OPPORTUNITIES

The Mixed Dozen Digital Platform will be launched in February 2020 and will play an important role in itinerary building for planners and potential visitors awhile creating dispersal across our tourism assets. There is an opportunity for this digital tool to be promoted heavily through our tourism trade relations and across social media platforms.

We will need to consider the long-term implications of this tool, once the funding program has been delivered.

Investing in cross-border collaborative activities will be important as we continue to grow. One such initiative is the concept of creating a cross-border Tourism Industry Exchange that will allow tourism operators to meet with other tourism operators and share their experience, attractions or property. This will also build skills for operators to consider attending trade events in the long term and increase our regional representation overall.

1. Attached – recent Activity.

7.7.1 TOURISM INDUSTRY DEVELOPMENT MANAGER ACTIVITY

LCLGA Priorities to Grow the Visitor Economy by 2020 – Implementation

June to August 2019 (in no specific order)

Priority 1: International	<ul style="list-style-type: none"> - Attended B2B Event in Adelaide 15 appointments - Hosted Hong Kong Film Crew - Preparation for India & USA trade events - Met with Great Southern Touring Route to develop an international road map – in progress - Renewed regional membership with Australian Tourism Exchange
Priority 2: Visiting Friends & Relatives	<ul style="list-style-type: none"> - Researched VFR campaigns with various Reg. Tourism Org's - Designed campaign
Priority 3: Events	<ul style="list-style-type: none"> - Supported 7 x events with funding applications - 5 events successful (best result since inception of program) - Assisted with One Night Stand event development
Priority 4: Corporate & Business	<ul style="list-style-type: none"> - Supported 3 x operators with SA Tourism Awards - Assisted with SEGRA pitch - Renewed regional membership of Adelaide Convention Bureau
Priority 5: Collaborating	<ul style="list-style-type: none"> - Supported 3 x operators with SA Tourism Awards - Met with Great Ocean Tourism - Met with Grampians Tourism - Met with Glenelg Shire Council - Developing a Melbourne to Adelaide Touring Map – domestic - Supported Mixed Dozen Project Manager
OTHER	<ul style="list-style-type: none"> - Supported 3 x operators with SA Tourism Awards - Hosted SATC Film Crew - National Judge with Wine IMPACT Awards, Tourism Category - Attended Mount Gambier Regional Airport Strategy Meeting - Attended SATC Reg. Managers Meeting in Adelaide

August to October 2019 – upcoming activities

Priority 1: International	<ul style="list-style-type: none"> - Represent Limestone Coast at Australia Marketplace, India - Attend USA Roadshow, training agents, providing Media briefings and meeting with wholesalers - Finalise Melbourne to Adelaide Touring Map – International - Attend Corroboree West, training 300 frontline agents - Attend Australia Marketplace SE Asia
Priority 2: Visiting Friends & Relatives	<ul style="list-style-type: none"> - Commence VFR campaign in Melbourne & Adelaide focused on International students
Priority 3: Events	<ul style="list-style-type: none"> - Assist events with their funding from Reg. Events & Festival Program. - Assist with One Night Stand event - Plan Photo Shoot - Attend as many regional events as possible

Priority 4: Corporate & Business	<ul style="list-style-type: none"> - Conduct regional audit of facilities and operators - Provide a regional product update/briefing to Adelaide Convention Bureau - Plan Photo Shoot - Continue to assist with SEGRA
Priority 5: Collaborating	<ul style="list-style-type: none"> - Progress development of Destination Tourism Plan & Destination Marketing Plan as outlined - Provide comment on Regional Tourism Victoria review (cross-border) - Attend cross—border meeting with Anne Champness - Finalise Melbourne to Adelaide Touring Map – domestic - Support Mixed Dozen Project Manager - Develop program for Tourism Industry Exchange
Other	<ul style="list-style-type: none"> - National Judge with Wine IMPACT Awards, Tourism Category - Attended Mount Gambier Regional Airport Strategy Meeting - Attended SATC Reg. Managers Meeting in Adelaide

7.8 REGIONAL WASTE MANAGEMENT REPORT

BACKGROUND

Since the last June board meeting the Regional Waste Management Coordinator has resigned to take up a new role in the Barossa Valley.

Before replacing the position, it is important that the new LCLGA Strategy be completed so that the resource requirements for the strategy are appropriate and effective.

In the interim support for the Regional Waste Management Steering Committee will be provided from existing LCLGA staff and the EO who have been allocated specific roles to support the Regional Waste Management Steering Committee.

The Committee has been active since the last Board meeting, and has completed the following:

- the waste management implementation plan completed and is attached in this agenda for approval,
- a submission was made to the Parliamentary Inquiry into the Recycling Industry, and
- an application was made to LGA R&D to fund an internship to develop an evaluation tool to assess the costs, benefits and risks of a regional material recycling facility.

KEY ISSUES

1. Sustainable and cost-effective waste management and recycling is a key issue at local, state, national and international levels.
2. Increasingly international destinations are refusing to accept contaminated and recyclable waste and sending this waste back to source destinations. Whilst the China Sword Policy is well known Indonesia is now also taking a tougher stance on recycling international waste.
3. The recycling industry in Australia is under severe stress, largely due to our focus on exporting our waste rather than developing sustainable local solutions. For example, SKM (one of the largest recycling companies servicing SA, Vic and Tas) has recently ceased operations and is facing liquidation with over \$5.5m in debts.
<https://www.abc.net.au/news/2019-08-02/skm-recycling-declared-insolvent-by-supreme-court-of-victoria/11377446>
4. The recent increases in the hard waste levy by the SA State Government is increasing waste cost burden on Councils and local communities.
5. Progressing the implementation of the action plan and supporting the work of the committee is essential, each of our members have identified sustainable waste solutions as one of the critical issues for their businesses and the LC community.
6. Further work is required to develop a sustainable regional waste management solution noting the policy and market environment is changing rapidly.

7.9 REGIONAL ROAD SAFETY OFFICER REPORT

BACKGROUND

The Regional Road Safety Partnership is a project in collaboration with the Department Planning, Transport and Infrastructure to work with community road safety groups, local government, industry and road safety stakeholders to improve road safety outcomes.

As can be seen in Figure 1 and figure 1.2 there has been significant increase in fatalities since 2016, serious injuries from collisions are slightly lower than 2017 and 2016. The overall trend for fatalities in the LC in 2019 is slightly higher than the state noting that a single fatality (due to the numbers) can have a big impact on the calculated % change.

Figure 1: Limestone Coast Fatalities to YTD (YTD as of 4 August 2019)

A Limestone Coast Snapshot	2019	2018	2017	2016
	10	6	3	3
	Limestone Coast Collision Serious Injuries -YTD			
	2019	2018	2017	2016
	25	23	34	27
	Limestone Coast Collision Casualties -YTD			
	2019	2018	2017	2016
	118	118	127	138

Figures 1.2: State wide numbers for YTD (4 August 2019)

South Australia

State Wide	2019	2018	2017	2016
Fatalities	69	42	49	41
Collision Serious Injury	313	290	362	377
Collision Casualties	3,093	3,079	3,186	3,,155

NOTABLE INITIATIVES AND CHANGES DURING 2018/19

Department Planning, Transport and Infrastructure

Department of Planning, Transport and Infrastructure (DPTI) have as of 1 July 2019 assumed responsibility for the Road Safety partnership funding with the LCLGA. Concludes 1 July 2020.

2019 Regional Road Safety Program Initiatives - Support and Partnerships

Bus Awareness Campaign: School Bus and Child Safety campaign 'Protect Our Treasures, Be Bus Aware' "Bus Safety is a shared responsibility" safety campaign in collaboration with Government of SA (Dept of Education, Troy Bell, MP Member for Mount Gambier, Hunters Bus Services, SAPOL).

- Implemented into school newsletters across the Limestone Coast
- Provided artwork to key stakeholders
- Promotion on radio and print



Caravan Driver Safety Program: Caravan Driver Safety program includes on the road safety, towing vehicles, weight and maintenance checks etc. In collaboration with SAPOL, DPTI, RAA, City of Mt Gambier, Caravan Association, Local Businesses and Limestone Coast Road Safety Groups. A one-day event is being planned for Sunday 3rd November 2019.

One Night Stand: Requested by Naracoorte Lucindale Council to coordinate and collate offerings of bus service providers who will be servicing the event. Promoting road safety by alternative travel arrangements and minimising traffic on roads.

2019/20 State Road Safety Program Support and Partnerships Initiatives

RAP - Road Awareness Program: Delivery by SA Metro Fire Service planned in Bordertown, Keith and Naracoorte, later this year. Already delivered in other limestone coast locations.

Rotary Young Driver Awareness (RYDA): Scheduled for Friday September 13th 2019

The Little Blue Dinosaur Foundation 'Holiday Time, slow down, kids around': Scheduled campaign for December uptake.

Family Truck Show: Mount Gambier Show Grounds. Scheduled for Saturday November 13th 2019

Annual Lights and Tyre Vehicle Checks: Rotary Clubs yearly delivery in Naracoorte, Bordertown, Millicent and Mount Gambier

Community and Industry Engagement and Input

Continue to inform and circulate road safety messages and reports across the Limestone Coast through stakeholder engagement, media communications and social media messaging.

7.10 SPECIAL PROJECTS OFFICER REPORT

LIMESTONE COAST LEADERSHIP PROGRAM

The 2019 Leadership program celebrated its first year of operations with a Graduation Event held Thursday 1 August at the Naracoorte Town Hall for participants.

The program was delivered by the Leaders Institute of SA inclusive of self-development, adaptive leadership tools and frameworks, with a focus on regional content and local networking opportunities.

2019 Highlights:

- There has been excellent feedback from participants and participant employers on the impact the program has had on the confidence, attitudes and leadership capability of graduates,
- Program comprised participants from across the Limestone coast, and
- Community Projects were developed as part of the Leadership development program.

Participants for 2019: 16 (9 Female and 7 Male), inclusion Aboriginal, Migrant, Disability and Disadvantaged, with representatives from each of the seven Limestone Coast Council Areas. This reflects the need for leadership capability across all elements of the diversity of our community.

Challenges: This was the first year of the program, the program was established with a three-year commitment to become self-sustaining. Whilst the first year achieved a modest surplus there remains an ongoing challenge and focus to continue to grow the program by securing further partnerships.

2019/20 Program

Applications for the 2020 program will open in late August. Limestone Coast Council's will be advised once applications are open.

SUSTAINABLE ECONOMIC GROWTH REGIONAL AUSTRALIA (SEGRA)

CONFERENCE BID 2020

SEGRA is Australia's premier conference on regional issues and attracts approximately of 250 delegates from all over Australia.

The Limestone Coast Local Government Association Board through the Limestone Coast Economic Development Group supported the submission of an Expression of Interest (EOI) to host the SEGRA 2020 Conference in the Limestone Coast. The expression of Interest to host the event was submitted in May 2019.

An announcement of the successful region to host the conference will take place at SEGRA National Conference 2019 in Barooga.

Representatives from the LCLGA and City of Mount Gambier will be attending and presenting at the conference.

Financial commitment:

- Event funding of \$82,000 has been secured through LCLGA external sponsorship drive
- LCLGA committed \$5,000 plus in-kind support – although if sponsorship continues to be successful this could be lower.

Total commitment \$87,000 plus in-kind support.

If successful, hosting the conference will provide an opportunity to showcase the Limestone Coast plus a local multiplier impact from visitation.

In addition to hosting the three-day conference, on offer will be study tours and touring routes across the region. The conference provides an opportunity for all sections of the Australian community, both rural and urban, to explore the key issues affecting regional, rural and remote Australia and be a part of providing positive sustainable outcomes to ensure future prosperity.

Regional Development Australia Limestone Coast are also hosting the RDA State Conference and will align should our bid to host be successful further boosting the value to our region.

- RDA State Conference – Tuesday 22 September 2020
- SEGRA Conference – (Industry Day) Tuesday 22 (2 day Conference) Wednesday and Thursday 24 September 2020 with Study Tours offered Friday 25.

7.11 SUBSTANCE MISUSE LIMESTONE COAST PROJECT OFFICER

BACKGROUND

The work of Substance Misuse Limestone Coast since 2015 has been undertaken by 4 volunteers. Dr Judy Nagy, Dr Sue Mutton, Sgt Andrew Stott and Sophie Bouchier.

In 2017 funding was secured from the Alcohol and Drug Foundation (ADF) to employ a project coordinator and the LC LGA matched the ADF funding on a dollar for dollar basis.

In October 2017 project coordinator, Sophie Bouchier, was appointed and the grant and employment arrangements were administered by the City of Mount Gambier.

Further funding for the program was received from the Rotary Clubs of Mount Gambier West, Mount Gambier and Bordertown indicating the importance and support from the community in engaging proactively on the issue of substance misuse in our community.

In 2019 it was announced that further funding of \$175,000 pa will be provided from the Federal Department of Health to support the program.

In 2019/20 LCLGA has taken on the responsibility and risk from administrating and supporting the program.

The objective of the project is to establish a sustainable community based collaborative model to support the community in addressing the challenges from drug and alcohol use across the Limestone Coast.

Key deliverables:

- Build community awareness of addiction issues
- Provide training for frontline community service workforce and families
- Supporting secondary schools in imbedding evidence-based alcohol and drug education into curriculum
- Establishing community partnerships
- Establish a steering committee representing diverse community interests to build the development of infrastructure incorporating a community-based model to address alcohol and other drug issues
- Supporting the ADF with Planet Youth Pilot in DC Grant and City of Mount Gambier Council areas
- Build a sustainable business model to enable the project to grow and become an independent and self-sustaining organisation in the next three years.

Recent Activities

- 12 regional community forums held
- 5 secondary schools and 3 Flo programs using Climate Schools
- 4 Trainings provided to 96 frontline staff
- Commenced supporting the ADF with Planet Youth Pilot in DC Grant and City of Mount Gambier Council areas.

Attachment 1 provides more details of recent highlights

Key Issues

1. Whilst funding is progressing, we are yet to receive the Federal funding for 2019/20.
2. Developing a robust governance framework for the this (and other sponsored projects) needs to reflect the opportunities, risks and liabilities these arrangements posse from a legal, brand and financial perspective.
3. Sponsoring projects, as essentially an incubator process, needs to include strategies to grow and develop projects so that they have an opportunity to be sustainable once initial funding expires.
4. This is an essential project for our community, with many complex interfaces and some significant seed funding, supporting the project manager in its development is essential.

Attachment 1: Further information on recent highlights

Provide support for schools to implement sustainable evidence-based alcohol & other drug education

- The Alcohol and Drug Foundation (ADF) sought permission to use SMLC's case study of Tenison Woods College using Climate Schools in a peer mentoring project between their Year 10 and Year 9 students, as an example of best practice in peer supports in schools on their website. Permissions were granted for this to occur. <https://community.adf.org.au/implement/stories/connection-reduce-substance/>
- The ADF invited SMLC to present at their National Prevention in Practice Conference detailing the collaboration between SMLC, Tenison Woods College and Climate Schools. Furthermore, the ADF requested the Project Manager to participate with a panel of speakers to answer questions from the floor in regard to school collaborations.
- https://cdn.adf.org.au/media/documents/Community_Session_3_-_Monday_24.pdf - Link to presentation prepared by Project Manager, third presentation on link.



Sophie Bouchier on the speaker's panel

- Millicent High School Wellbeing Coordinator teamed with SMLC and visited 4 Upper Limestone Coast Schools, promoting Climate Schools using evaluations from Millicent High School students on the effectiveness of the program. Confidence in the education sector is building as more schools are engaging. Kangaroo Inn Area School have since purchased Climate Schools and other schools are being followed up.

Community Education to build knowledge and prevent harm.

- SMLC, along with 9 other Australian Local Drug Action Team sites, have been invited to collaborate with the ADF and the Icelandic Planet Youth Team to pilot a highly successful Icelandic preventative model in two Council areas. The schools situated in the City of Mount Gambier and the District Council of Grant are engaged with Climate Schools which naturally lead to these communities being included, as the two education and prevention models complement each other. A June workshop was held in Melbourne with all 10 Australian sites and District Council of Grant Community

Development Officer Jayne Miller and City of Mount Gambier Library Manager Georgina Davison joined Sophie Bouchier to learn about the model and how we will implement with the support of the ADF and the Planet Youth Team.

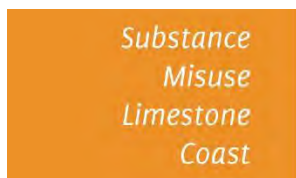


The Planet Youth Team with Georgina Davison, Sophie Bouchier and Jayne Miller

- The Matilda Centre for Research in Mental Health and Substance Use has given the Mount Gambier Library free access to use Climate Schools with the view of NGO's using the program with their young clients at the Library as part of case management time. SMLC and Mt Gambier Library staff presented the on-line program to 9 Agency representatives.
- The South Australian Network of Drug and Alcohol Services (SANDAS), invited SMLC to speak at the June 2019 (SANDAS) State Forum about our current work and planned activities following-on from our Federal Funding announcement. The forum was attended by South Australian alcohol and other drug agencies.



Sophie Bouchier representing SMLC at SANDAS forum



7.12 PROJECT MANAGER

BACKGROUND

The LCLGA Project Manager is currently overseeing the following projects and activities with the LCLGA.

- Implementation of the Limestone Coast Regional Growth Strategy
- Limestone Coast Economic Development Group
- Oversee and maintain Limestone Coast Brand registrations & correspondence
- Preparation of the LCLGA Annual Report & 2019-2024 Strategic Plan
- Contracts register & maintenance of reporting & invoice requirements
- Provide ongoing assistance and support to the LCLGA Executive Officer, Limestone Coast Regional Sports Academy Coordinator, Waste Management Coordinator & Climate Adaptation Officer.

ACHIEVEMENTS 18/19

- Provide Executive Support to the Limestone Coast Economic Development Group, through the coordination of meetings, preparation of Agendas & Minutes and the review of the Terms of Reference and Work Plan.
- Implementation of the Limestone Coast Regional Growth Strategy and review and redevelopment of the Action Plan that was endorsed by the Limestone Coast Economic Development Committee. Additional supporting documentation was also prepared after consultation with stakeholders and includes Project Briefs for each of the Critical Projects identified, a complete Regional Project List and framework around the process for inclusion of projects in the Action Plan
- Engaged with Regional Australia Institute and attended the regions Rising Summit & Policy Hack session in Canberra in April 2019. The Rural Migration Initiative remains a focus and priority for the Limestone Coast region and is identified as a critical project in the LC Regional Growth Strategy Action Plan.
- Provide research, support & information on behalf of the LCLGA and includes the following:
 - South Australian Productivity Commission submission Inquiry into Local Government costs and efficiency
 - Regions SA Regional Development Strategy Discussion Paper
 - Regional Capacity Building Allocation Annual Report
 - LCLGA Risk Assessment Review
 - Coordination of the LC LGA Annual Report
- All contractual milestones and reporting have been achieved by the LCLGA and include the Natural Disaster Resilience Program (NDRP) funding for 'Planning for Flood Inundation & Sea Level rise in the Limestone Coast
- Coordinated the review and content update of the LCLGA website
- Prepared & presented at the LGA Showcase in April on the Limestone Coast Regional Growth Strategy.

FUTURE PROJECTS 19/20

Limestone Coast Regional Growth Strategy & Action Plan

- Continue to facilitate, monitor and review the Limestone Coast Regional Growth Strategy

Limestone Coast Economic Development Group

- Review and update of the Limestone Coast Economic Development Group Terms of Reference & Work Plan
- Facilitate, collaborate and support the implementation of the LCRGS & Action Plan

Limestone Coast Red Meat Cluster

- Transition the Limestone Coast Red Meat Cluster from the Naracoorte Lucindale Council to the LCLGA.
- Initiate further discussion with the Chair of the LCRMC and Board members
- Manage the BBRF project to develop a strategic plan for the red meat cluster value chain in the Limestone Coast region

Rural Migration Initiative

Collaborate across the region to develop a targeted migration strategy that includes:

- Addressing labour shortages and skill needs across the region;
- Establishing a matching system creating direct links between employers and potential migrant workers;
- Developing a systematic and integrated approach to settlement taking into account the needs for initial and ongoing settlement support;
- Advocating for additional resources to build local capacity and support services for settlement communities and new arrivals.

Limestone Coast Region Waste & Resource Recovery Infrastructure Plan (LCRWRRIP)

- Investigate further with the support of the LC Waste Management Steering Committee the investment priorities and opportunities identified in the LCRWRRIP

Limestone Coast Regional Trails

- Review the priorities in the Limestone Coast Regional Trails Implementation Feasibility study

8.1 LCLGA FINAL ANNUAL BUSINESS PLAN & BUDGET 2019-20

BACKGROUND

The LCLGA Final Business Plan was presented to members and board meetings throughout April, May and June.

During the development of the Business Plan the position of Executive Officer (ExO) was not filled and a decision was taken to essentially sustain the current budget for 2019/20.

Aligned with this decision was the requirement to review the LCLGA Strategy in 2019 and it was decided that any significant changes from business as usual should be aligned with the new strategy.

All members, except Wattle Range Council have endorsed the business plan, three Councils have provided caveats, two have their support provided other councils also endorse the plan and one has indicated their support for the waste program for non-salary expenses.

The final approval of the plan, at the Board, was deferred to the August board meeting to provide an opportunity for the new ExO to meet and run a workshop on the business plan with members to answer any questions.

The current business plan was presented for discussion at the CEO's meeting and at a meeting of the Mayors. The presentation showed the underlying business planning assumptions, financial impacts and current projects, as well as, starting the discussions around the strategic planning process and some key questions for the future.

There was excellent engagement in these meetings on the current plan and opportunities for the future.

The plan is presented again for approval.

KEY ISSUES

Under the charter the Business Plan should be adopted by the 31st August.

Delaying the approval of the business plan to date has not had a material impact as the Business Plan is based on business as usual, further delays will begin to impact cash flow and returns on investment of members equity.

It is important that members have confidence in approving the business plan, much of the discussions around the current plan has been around priorities, strategy and focus. These elements will be addressed in the review of the strategy.

The plan is presented again as included in the June 2019 Board meeting for approval.

Recommendation

It is recommended that the LCLGA;

1. Receives and notes the report.
2. Approve the 2019/20 Business Plan noting there is a review of the LCLGA strategy occurring.

Moved,

Seconded,

Attachment 1: LCLGA Final Annual Business Plan & Budget 2019-20



LCLGA

Limestone Coast
Local Government
Association

2019-2020 Business Plan & Budget



District Council of
ROBE



Naracoorte Lucindale Council
Better by Nature



City of
Mount Gambier



Level 1, 9 Bay Road, Mount Gambier SA 5290
P - (08) 87237310 E - admin@lclga.sa.gov.au W - www.lclga.sa.gov.au

INTRODUCTION

This Business Plan sets the activities and outcomes for the work of the Limestone Coast Local Government Association (LCLGA) in 2019-20.

LCLGA is comprised of seven Constituent Councils in the Limestone Coast Region: The City of Mount Gambier, District Council of Grant, Kingston District Council, Naracoorte Lucindale Council, District Council of Robe, Tatiara District Council and Wattle Range Council.

The Mission of the Association is:

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

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

1. Infrastructure

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

2. Sustainable Economy

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

3. Environmental Sustainability

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

4. Community and Social Wellbeing

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

5. LCLGA governance, leadership and financial sustainability

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

This Business Plan will identify the actions to be delivered by LCLGA in 2019-20 under each of these Regional Strategies.

CONTEXT

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

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

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

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

Theme	LCLGA Role				
	Regional Leadership	Advocacy	Council Coordination & Facilitation	Partnership & Brokerage	Delivery
Infrastructure					
Sustainable Economy					
Environmental Sustainability					
Community and Social Well-being					
LCLGA Governance					

Figure One: the Role of LCLGA in each Regional Strategy

BUSINESS PLAN

To be read in conjunction with the LCLGA Strategic Plan 2014-2019 (scheduled to be updated by December 2019)

The 2019-20 LCLGA Business Plan has been prepared based previous years delivery models. During the 2019 year the new Strategic Plan will be developed and aligned to LCLGA's role to deliver regional programs as directed by the Constituent Councils. This includes council coordination to deliver the Limestone Coast Regional Growth Strategy, progressing the Regional Planning Project and evolving the Limestone Coast Regional Sporting Academy.

In 2019-2020, LCLGA will be delivering a range of projects with specific budget allocations managing partnership contracts for joint delivery of programs. In addition, there are a number of ongoing activities that LCLGA will deliver, in particular through its advocacy and partnership roles.

1. INFRASTRUCTURE

Desired Regional Outcome	LCLGA Role	LCLGA Actions 2019-2020
Existing and future regional infrastructure is fit for purpose and has the capacity to meet the region's needs.	Regional Leadership	Lead the implementation of the updated LCLGA 2030 Regional Transport Plan.
	Advocacy	Advocate for appropriate State and Australian Government investment in public infrastructure including the drainage and bridge network.
	Council Coordination	Effectively coordinate regional submissions for the Special Local Roads Program to maximise investment in regional road infrastructure.
Councils to protect built heritage, heritage spaces and the region's cultural heritage.	Council Coordination	Effectively coordinate and manage a regional Heritage Advisory Service for the benefit of Constituent Councils and private owners.
Development of a regional approach to the maintenance and provision of improved and new infrastructure and utility services.	Advocacy	Advocate for the region for improved and sustainable services from State and Australian Governments in meeting our regional needs for: <ul style="list-style-type: none"> • Roads • National Broadband Network • Mobile phone coverage

2. SUSTAINABLE ECONOMY

Desired Regional Outcome	LCLGA Role	LCLGA Actions 2019-20
A growing and diverse economy, based on the region's natural assets and innovative community, under the priorities of: <i>Premium Food and Wine from our Clean Environment</i> ; and <i>Growing Advanced Manufacturing</i> .	Regional Leadership	Convene the Limestone Coast Economic Development Group and maintain the Limestone Coast Economic Development Group Work Plan.
	Advocacy	Strongly advocate for investment, projects, legislation/policy review or development to promote economic growth in the region.
	Partnership	Partner with Regional Development Australia Limestone Coast to drive economic development projects for the Region, including, but not limited to the implementation of the Regional Growth Strategy.
A thriving and well-supported tourism industry, growing the	Advocacy	Advocate for and support industry leadership within regional tourism, including the rollout of the Regional Limestone Coast Brand.

Desired Regional Outcome	LCLGA Role	LCLGA Actions 2019-20
region's status as a visitor destination.	Council Coordination	Coordinate Council investment to implement the Regional Tourism Plan.
	Regional Leadership and Advocacy	Continue to represent the region at relevant trade events, Regional Tourism Chairs Forum at State level and Regional Tourism Managers.
A sustainable population base with the skills and capability to grow regional economic development.	Advocacy	Assist key regional bodies and the South Australian Government with the objective to grow our population, develop our regional workforce, and to build skills and capability in our communities, through implementation of the outcomes developed in the Limestone Coast Regional Growth Plan.

3. ENVIRONMENTAL SUSTAINABILITY

Desired Outcome	LCLGA Role	LCLGA Actions 2019-20
Local Government is a key partner in the sustainable management of the environment and natural resources in the region.	Partnership	Investigate the reinstalment of the Coastal Connection program
	Partnership	Finalise the Council Inundation Flood Mapping project, coordinate activities to meet partnership milestones.
A regional approach to landfill minimisation and innovative waste management.	Council Coordination	Coordinate and facilitate a regional approach to waste management including the development the implementation plan for the Regional Waste Infrastructure Plan.
Well-managed and protected terrestrial, wetland, coastal and marine environments, with active partnership from all responsible organisations.	Partnership	Auspice the Coastal Alliance project through partnership across South Australia. Investigate further opportunities for funding of critical environmental outcomes and identified regional projects.

4. COMMUNITY AND SOCIAL WELLBEING

Desired Outcome	LCLGA Role	LCLGA Actions 2019-20
Regional communities have access to appropriate health and education services and facilities.	Advocacy	Advocate, encourage and support for expanded human services and other priority issues which have significant impacts on regional communities.
Regional communities have access to programs and facilities promoting a healthy lifestyle.	Partnership and Delivery	Partner with Constituent Councils to review the Regional Public Health and Well-being Plan. Partner with the Office of Recreation and Sport to deliver the STARCLUB Program for the Limestone Coast and continue to grow the Sporting Academy across the region.
Local Government is a key regional partner in emergency management, road safety and other community safety programs.	Council Coordination	Assist to coordinate Constituent Councils' role in Zone Emergency Management to ensure appropriate role for Local Government in emergency response and recovery.
	Partnership and Delivery	Partner with the Motor Accident Commission, and work with relevant State agencies and community road safety groups to develop a Limestone Coast Road Safety Strategy.

5. LCLGA GOVERNANCE, LEADERSHIP AND FINANCIAL SUSTAINABILITY

Desired Outcome	LCLGA Role	LCLGA Actions 2019-20
LCLGA is recognised as the regional leadership body which provides a framework and coordination for other regional groups.	Advocacy	Lead regional advocacy and action on priority issues.
	Regional Leadership	Facilitate active engagement and participation of Constituent Councils and partner organisations on issues and decisions that impact Limestone Coast communities.

Desired Outcome	LCLGA Role	LCLGA Actions 2019-20
Regional Local Government is effective and cost efficient.	Council Coordination	<p>Work with the State Government to progress the Joint Planning Board under the new Planning Act.</p> <p>Identify and coordinate practical opportunities for joint investment, shared services and resources between Constituent Councils and the LGA SA that improve service delivery and provide cost savings.</p> <p>Coordinate and convene specialist LCLGA Committees to address and take action on regional issues of common interest to Constituent Councils, including:</p> <ul style="list-style-type: none"> • Limestone Coast Roads and Transport Management Group • Limestone Coast Tourism Management Group • Limestone Coast Economic Development Group • Limestone Coast Regional Waste Steering Committee • Limestone Coast Regional Sport and Recreation Advisory Group • Limestone Coast Climate Adaptation Committee • Limestone Coast Substance Misuse Committee
A well-governed regional organisation.	Delivery	Ensure the Association operates in alignment with the adopted LCLGA Charter and relevant legislation.
LCLGA maintains its reputation with State and Australian Governments as a leading Local Government body and effective advocate for the Limestone Coast.	Advocacy	<p>Lead effective and targeted advocacy campaigns on priority regional issues, in partnership with Constituent Councils, the LGA SA and regional organisations as appropriate.</p> <p>Continue to be active members of SAROC and links to the LGA SA Board of Directors to support LCLGA's advocacy on regional issues and issues affecting Local Government.</p> <p>Lead the region's response and input to the State and Australian Governments on key issues and opportunities, acting as a single point of contact for regional visits and requests.</p>

Desired Outcome	LCLGA Role	LCLGA Actions 2019-20
Effective communication with Constituent Councils, partner organisations and the community.	Delivery	<p>Develop a communication strategy and plan that provides current and relevant information.</p> <p>Continue LCLGA representation on key outside organisations.</p>
LCLGA financial processes are transparent and efficient, ensuring a sustainable financial position.	Delivery	<p>Manage LCLGA financial processes for long term planning, annual budget development, consultation, adoption and review align to strategic and business plans</p> <p>Ensure that the LCLGA Board and Constituent Councils are provided with bimonthly financial and performance reports, and an Annual Report.</p> <p>Explore approaches to attract funding for LCLGA to deliver or partner on priority regional projects.</p>

BUDGET

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

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

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

Annual expenditure is divided between two key areas:

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

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

The Income and Expenditure Budget for LCLGA detailing Council contributions via Subscriptions and Project Fees is provided in the Draft Budget 2019-20 in Attachment 1.

HUMAN RESOURCES

The following human resource allocations are presented as per the previous financial year.

* Note the addition of the Substance Misuse Officer (TBC).

These will need to be aligned to annual program funding, strategic plans and long term financial plans.

Position	Program Delivered	FTE
Executive Officer	LCLGA Strategic Plan, Annual Business Plan, long term financial Plan and operational management.	1.00
Tourism Industry Development Manager	Regional tourism strategic plan and work program	1.00
Starclub Field Officer Limestone Coast	Regional Starclub Development Program Limestone Coast & Regional Sporting Academy	1.00
*Substance Misuse Project Officer	Delivery of the Substance Misuse Limestone Coast Work Plan.	1.00
Project Administrator	Manage all LCLGA contracts and projects Delivery of specific projects	0.60
Special Projects Officer	LC Leadership Program SEGRA Conference Pitch.	0.20
Executive Support Officer	Administration and Executive support Financial administration	0.64
Regional Community Road Safety Officer	MAC Road Safety Program	0.60
Climate Adaptation Project Officer	Data analysis to acquit the NDRP Funding by January 2020	0.40
Regional Waste Management Coordinator	LCLGA Regional Waste Management Strategy	0.60
TOTAL FTE		7.04

LCLGA Draft Budget FY 2020

LCLGA Proposed Council Contributions FY 2020

	LCLGA Programs				External Programs				
	Subscription	Tourism	Sport & Recreation	Waste	RDALC	Heritage Services	Joint Planning Board	Climate	TOTAL
City of Mount Gambier	\$ 72,985	\$ 29,194	\$ 13,270	\$ 15,924	\$ 24,093	\$ 24,702	\$ -	\$ -	\$ 180,168
District Council of Grant	\$ 35,530	\$ 14,212	\$ 6,460	\$ 7,752	\$ 11,729	\$ 2,476	\$ -	\$ -	\$ 78,159
Wattle Range Council	\$ 58,493	\$ 23,397	\$ 10,635	\$ 12,762	\$ 19,309	\$ 9,903	\$ -	\$ -	\$ 134,499
Naracoorte Lucindale Council	\$ 39,958	\$ 15,983	\$ 7,265	\$ 8,718	\$ 13,190	\$ 4,951	\$ -	\$ -	\$ 90,065
District Council of Robe	\$ 15,758	\$ 6,303	\$ 2,865	\$ 3,438	\$ 5,202	\$ 9,903	\$ -	\$ -	\$ 43,468
Tatiara District Council	\$ 34,458	\$ 13,783	\$ 6,265	\$ 7,518	\$ 11,375	\$ 2,476	\$ -	\$ -	\$ 75,874
Kingston District Council	\$ 17,820	\$ 7,128	\$ 3,240	\$ 3,888	\$ 5,883	\$ 2,476	\$ -	\$ -	\$ 40,435
TOTAL:	\$ 275,000	\$ 110,000	\$ 50,000	\$ 60,000	\$ 90,781	\$ 56,887	\$ -	\$ -	\$ 642,668

LCLGA Department Forecast FY 2020

	Admin	Misc Projects	Waste	Star Club	Sports Academy	Tourism	Road Safety	Climate	Substance	JPB	Total
Income:											
Council Contributions	275,000.00	147,668.00	60,000.00	50,000.00		110,000.00					642,668.00
SATC						67,988.00					67,988.00
LGA Funding		40,000.00			30,000.00			15,000.00		163,000.00	248,000.00
Rec & Sport				56,000.00	64,700.00						120,700.00
MAC							65,000.00				65,000.00
State Heritage Unit		5,000.00									5,000.00
NDRP								22,250.00			22,250.00
Federal									175,000.00		175,000.00
DEW											-
Interest	12,000.00										12,000.00
Total Income	\$ 287,000.00	\$ 192,668.00	\$ 60,000.00	\$ 106,000.00	\$ 94,700.00	\$ 177,988.00	\$ 65,000.00	\$ 37,250.00	\$ 175,000.00	\$ 163,000.00	\$ 1,358,606.00

Expenses:											
- Admin	68,190.00		8,460.00	7,860.00	1,550.00	7,860.00	6,180.00	3,500.00	10,000.00		113,600.00
- Wages & Oncosts	266,388.52		46,997.77	85,086.37	24,151.59	108,896.69	67,042.60	15,182.00	95,000.00		708,745.54
- Project Costs	16,500.00	292,668.00	13,200.00	12,000.00	74,850.00	87,600.00	15,000.00	15,000.00	56,200.00	163,000.00	746,018.00
- Vehicle	19,500.00		2,100.00	13,800.00	800.00	13,800.00	2,100.00	3,500.00	13,800.00		69,400.00
Total Expenses	\$ 370,578.52	\$ 292,668.00	\$ 70,757.77	\$ 118,746.37	\$ 101,351.59	\$ 218,156.69	\$ 90,322.60	\$ 37,182.00	\$ 175,000.00	\$ 163,000.00	\$ 1,637,763.54

Total Profit/Loss	-\$ 83,578.52	-\$ 100,000.00	-\$ 10,757.77	-\$ 12,746.37	-\$ 6,651.59	-\$ 40,168.69	-\$ 25,322.60	\$ 68.00	\$ -	\$ -	-\$ 279,157.54
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LCLGA Other Projects

Activity	Amount	Notes
RDALC	90,781.00	- Council contribution external program Request Letter from RDALC
Heritage Services	61,887.00	- Council contribution external program & State Heritage Unit
Regional Planning (JPB)	20,000.00	- Carried forward Planning reserves Originally had \$65K. 2019-20 \$13,500 allocated for start up costs
Red Meat Cluster	30,000.00	- To be funded by rubble royalty carried forward reserves \$30k 2017/18 - Auspice Proposal Pending
Regional Growth Strategy	30,000.00	- To be funded by rubble royalty carried forward reserves SEGRA, Migration, Destination Tourism and Marketing Plan + others.
Climate Flood Mapping Inundation Models	15,000.00	- To be funded by rubble royalty carried forward reserves Carry over from 2018-19, NDRP Aquit Jan 2020
Leadership Program	10,000.00	- To be funded by rubble royalty carried forward reserves
Brand development	15,000.00	- To be funded by rubble royalty carried forward reserves
Coastal Connections	20,000.00	- To be funded by rubble royalty carried forward reserves
TOTAL:	\$ 292,668.00	

8.2 SA PARLIAMENTARY SELECT COMMITTEE INQUIRY INTO THE ECONOMIC IMPACT FROM EXPORTS OF WOOD FIBRE – LCLGA SUBMISSION

Author and proposer: Mayor Des Noll – Wattle Range Council

BACKGROUND

For several month the timber industry in the States South East has been advocating for urgent action to save local jobs.

These jobs are in jeopardy because local timber processors are unable to secure a sustainable supply of fibre.

The local processors approached the Wattle Range Council (WRC) with their concerns and looked for Council to take a leadership role in supporting their concerns.

The WRC responded to the concerns of the local processors and in partnership with the processors established a media campaign to support their timber concerns.

WRC working with other local government authorities within the Limestone Coast and the LCLGA were able to secure the political support of the Hon. Clare Scriven MLC. Scriven introduced a private members bill into Parliament for the establishment of a select committee to inquire into the Economic Impact Exports of Wood Fibre is having on the processors of the South East of South Australia.

The was passed in Parliament and Select Committee has now been established. The notice of the select committee are included in Attachment One. It is recommended (below)that the LCLGA prepare and submit a submission to the inquiry.

Preparing the Submission (Implementation of the recommendation)

The written submission to be written in consultation with the Limestone Coast local Government Authorities, local Processors and others.

Much of the data required for this submission has been established and identified. Individual Local Government identities are still able to make individual submissions.

A collective LCLGA submission will give a strong united voice of the concerns of the collective councils.

RECOMMENDATION

It is recommended that the LCLGA:

1. Note and receive the report
2. Submit a written submission to the Select Committee, outlining the issues of concern regarding the economic impact export wood fibre is having on processors of the South East, including what solutions to this issue can be identified.

Moved,

Seconded,

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**Limestone Coast Regional Waste Steering
Committee
Terms of Reference**

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;

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

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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.

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**Limestone Coast Regional Waste Steering
Committee
Terms of Reference**

1. Name

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

2. Membership

The membership of the Committee shall comprise;

- A maximum of two members nominated by each of the constituent councils (note a member is not intended to infer an Elected Member of Council)
- The Executive Officer of the LCLGA
- The Regional Waste Management Coordinator of the LCLGA

The Presiding Member shall be elected by the Members of the Committee at the meeting of the first calendar year.

The President of the LCLGA shall be an ex-officio member of the Committee.

3. Term of Office

- Members are elected by the LCLGA Board at the annual general meeting each year.
- A person may be removed from membership of the Committee by resolution of the LCLGA Board.

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

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- Assist in the development of the Work Plan for the Regional Waste Management Coordinator.
- Identify and recommend regional priorities and initiatives for waste management in the Limestone Coast.
- Develop and implement a program to increase public awareness of the need to recycle and reduce waste to landfill.
- Assist with data collection, monitoring and reporting of regional waste programs.
- Obtain, control or direct funding for waste management programs as directed by the LCLGA Board.

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

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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 Board 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

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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 Board will consult with the Committee prior to adoption.

8.4 LIMESTONE COAST WASTE AND RESOURCE RECOVERY IMPLEMENTATION PLAN

BACKGROUND

The Limestone Coast Region Waste and Resource Recovery Infrastructure Plan (The Limestone Coast Infrastructure Plan) was prepared by a consultant, Rawtec, and presented to members of the LCLGA Board and Regional Waste Management Steering Committee at a meeting held in Naracoorte on the 12th of March 2019. Following the meeting, the Board tasked the Committee to produce an implementation plan. The Limestone Coast Waste and Resource Recovery Implementation Plan (The Implementation Plan) has been produced to bring proposed regional actions from the infrastructure plan to reality.

DISCUSSION

Four key areas were developed for The Implementation Plan to align to the priority areas of the Limestone Coast Local Government Association Regional Waste Management Strategic Direction 2018 - 2023.

1. Resource recovery and innovation;
2. Behaviour change;
3. Regional collaboration;
4. Market development.

Regional infrastructure that has been planned for in The Implementation Plan is as follows:

Hard infrastructure

- Regional MRF
- Shared mobile steel baler
- Glass to road base
- Plastics and other (e.g. tyres) applications to road base
- Innovative infrastructure options
 - paper/cardboard remanufacturing in local area;
 - small scale combustion energy from waste;
 - organics processing including anaerobic digestion, biochar and regional biomass plant;
 - hazardous waste treatment plant

Soft infrastructure

- Increasing demand for recycled products
- Sound partnerships
- Education and engagement
- Advocate for packaging changes
- Supporting commercial sector

Thirteen activities are proposed in the implementation plan which will be implemented over a timeframe of ten years.

RECOMMENDATION

It is recommended that LC LGA:

1. Receives & notes the report
2. Endorses the Implementation Plan as outlined.

Moved:

Seconded:

Attached to this report is The Implementation Plan.

Limestone Coast Region

Waste and Resource Recovery Implementation Plan

Background/Introduction

The South Australian Government developed the State's first Waste and Resource Recovery Infrastructure Plan (2017) to provide a clear guide for future waste and resource recovery infrastructure needs across the state. In 2018, the Limestone Coast Local Government Association (LCLGA) under the Regional Waste Management Project, engaged a consultant, Rawtec, to prepare the Limestone Coast Region Waste and Resource Recovery Infrastructure Plan (the Limestone Coast Plan). The regional plan differs to the state plan as it looks at both the quality and developing capacity of processing recyclables in the region. The state plan was developed prior to China's National Sword Policy, whilst the regional plan was developed after, and therefore the regional plan focuses more on recycling than the state plan. The Limestone Coast Plan provides a list of actions that need to be undertaken and thus an Implementation Plan has been developed to bring proposed actions to reality.

Strategic Directions and priority actions

The goal of the region specified in the Limestone Coast Local Government Strategic Direction (2018-2023) is to have 'a regional approach to waste to landfill minimisation and innovative and sustainable waste management'. The strategic direction defines six priority areas as follows:

Table 1 Limestone Coast Regional Waste Strategic Direction

Regional Strategic Direction priority areas	
	<ul style="list-style-type: none">• Reduced transport costs.• Reduced waste generation.• Increased diversion rates from landfill.• Improved Regional Cooperation and Communication• Increased resource recovery.• Combat illegal dumping

Four priority areas have been developed for this Implementation Plan to align to the priority areas of the regional strategic direction.

Table 2 Limestone Coast Waste and Resource Recovery Implementation Plan Priority Areas

Key area	Objective
1. Resource recovery and innovation	Identify and encourage innovative cost-effective ways to increase resource recovery and local reuse.
2. Behaviour change	Achieve behaviour change that reduces waste generation and increases resource recovery.
3. Regional collaboration	Foster relationships for the aggregation of services through joint procurement to maximise resource recovery and cost effectiveness.
4. Market development	Identify and establish industry relationships to build market opportunities to maximise resource recovery and local reuse.

The Limestone Coast Plan provided an infrastructure action list based on short, medium and long- term priorities. Table 3 lists the priorities and showing actions to be undertaken at regional level.

Table 3 Regional Infrastructure Projects

Hard infrastructure
Regional MRF ¹
Shared mobile steel baler
Glass to road base
Plastics and other (e.g. tyres) applications to road base
Innovative infrastructure options <ul style="list-style-type: none"> • paper/cardboard remanufacturing in local area; • small scale combustion energy from waste; • organics processing including anaerobic digestion, biochar and regional biomass plant; • hazardous waste treatment plant
Soft infrastructure
Increasing demand for recycled products
Sound partnerships
Education and engagement
Advocate for packaging changes
Supporting commercial sector

¹ MRF – Material Recycling Facility. A specialised plant that receives, separates and prepares recyclable materials for marketing to end-user manufacturers.

Implementation plan outcomes and actions

Outcome	Regional Strategic Direction Priority Area addressed	Activity	Lead	Key partners	Delivery Timeline														
					Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	2020 to 2021	Medium Term (2 - 5 Years) 2022 to 2024	Long Term (5 - 10 years) 2025 to 2029
1. Resource recovery and innovation: Identify and encourage innovative cost-effective ways to increase resource recovery.																			
Reduce Councils waste management costs	1, 3, 4, 5	1.1 Explore a detailed business case behind building and operating a Council-owned MRF.	Councils - Naracoorte, Wattle Range and Mount Gambier	LCLGA, Council															
	1, 4, 5	1.2 Explore a detailed business case behind building and operating model for a Council-owned shared mobile steel baler.	Council - Tatiara	LCLGA, Council															
	1	1.3 Conduct cost comparison of waste service provided by District Council of Grant and District Council of Robe/Kingston District Council and investigate introduction of organics bin.	Council - Grant	LCLGA, Council															
	1	1.4 Investigate opportunity for regional collection contracts for various waste streams, e.g. scrap metal, processing of garden organics and wood and timber	LCLGA	Council															
	1	1.5 Investigate opportunity of a second landfill for the region	Council - Tatiara	LCLGA, Council															
Increased resource recovery and local reprocessing	1, 3, 4, 5	1.6 Explore a business case on purchasing and sharing equipment to recycle plastics and other (e.g. tyres) to road base.	Council - Naracoorte	LCLGA, Council, Industry															
	1, 3, 5	1.7 Investigate the purchase of the glass crusher and its application to road base.	Council - Mount Gambier	LCLGA, Council, Industry															
	1, 3, 5	1.8 Support the development of innovative and viable opportunities to increase resource recovery of priority materials e.g. plastics and organics, paper/cardboard	Council - Wattle Range	LCLGA, Council, RDALC, Industry, GISA															

Outcome	Regional Strategic Direction Priority Area addressed	Activity	Lead	Key partners	Delivery Timeline																
					Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	2020 to 2021	Medium Term (2 - 5 Years) 2022 to 2024	Long Term (5 - 10 years) 2025 to 2029		
2. Behaviour change: Achieve behaviour change that reduces waste generation and increases resource recovery.																					
Reduce waste generation and increase resource recovery	2	2.1 Prepare and deliver a waste and resource recovery education strategy.	LCLGA-RWMC	Council, KESAB, GISA, LGA SA																	
	2, 5, 6	2.2 Support education programs that encourage and lead to improved waste and resource recovery.	LCLGA-RWMC	Council, Industry, GISA																	
3. Regional collaboration: Foster relationships for the aggregation of services through joint procurement to maximise resource recovery and cost effectiveness.																					
Strong relationships built to optimise diversion from landfill	2, 4	3.1 Continue to work with councils, relevant agencies, industry, schools and community on waste and resource recovery education and engagement.	LCLGA-RWMC	Council, Industry, KESAB, GISA																	
	4	3.2 Gather and collate regional waste data from existing sources for example, through use of Share Point and Power BI.	LCLGA-RWMC	Council, GISA, EPA, LGA SA																	
4. Market development: Identify and establish industry relationships to build market opportunities to maximise resource recovery in the region.																					
Increased demand for locally recycled products	4	4.2 Advocate for legislative changes to packaging.	LCLGA-RWMC	Council, LGA SA, GISA																	

Risks and contingency planning

Discussions were held with members of the Regional Management Steering Committee to identify potential risks and possible mitigation strategies. Mitigation strategies have only been developed for the 10-year life of the plan. Risks are likely to change as mitigation strategies are implemented over time and conditions change. Table 5 below shows identified risks and suggested solutions to reduce the risks.

Table 5 Identified risks and suggested solutions

Risk	Cause(s)	Potential impact	Initial risk (low/medium/high)	Mitigation strategy	Revised risk (low/medium/high)
Market failure	Immature markets, variable feedstock, low viability and demand	Cost, recovery rate, reputation, compliance action, environment	High	Work with industry; local government and state government to develop local markets; monitor use of new technologies.	Medium
Technology selected in the design stage does not perform as expected in the operation stage	Limited knowledge on the performance of the technology, for example, Alternative Waste Technologies, which have not been tried and tested.	Cost, recovery rate, reputation	High	Undertake business case/feasibility study prior to investment in infrastructure; invest in technologies that have a strong track record.	Medium
Insufficient implementation of the regional implementation plan	Lack of funding to implement identified actions. Changing priorities and markets.	Cost, recovery rate	High	Investigate opportunities for funding to support implementation; Work with GISA and private partners to promote priority actions. Review the infrastructure plan after 3 years. Advocate for Councils to include actions in strategic plans, long-term financial and operation plans.	Low
Infrastructure/facility closes unexpectedly or is no longer available	Regulatory issue, business failure, market failure, biohazard, safety	Cost, recovery rate, reputation, compliance action, environment	High	Investigate/establish if alternative options exist so that the region is not dependant on one company/facility.	Medium
Community opposition to waste infrastructure.	Community opposition/complaints; poor site selection or poor planning	Increased cost; stock piling; environmental risk	Medium	Ensure adequate community engagement; work with Council planning.	Low
Natural disaster/emergency event resulting in significant volumes of waste being disposed of	Bush fires, floods, diseases	Increase in waste sent to landfill reducing the lifespan of a landfill; alternative transport or routes to other facilities; cost; potential health impacts	Medium to high	Work with the South East Zone Emergency Management Committee, EPA ² , LGA SA ³ , to further investigate the waste requirements caused by emergency events.	Low to medium
Climate change	Extreme weather events, such as heat wave. Heat waves may impact inland Council areas more than coastal Council areas. Significant population increase to coastal towns implying more waste produced.	May restrict opening hours of facilities, reduce functionality of facility	Medium	Work with councils and state government departments to further investigate and understand the waste requirements caused by climate change.	Low

² EPA – Environment Protection Authority (South Australia)

³ LGA SA – Local Government Association South Australia

References

Barwon South West Resource Recovery Implementation Plan 2017-2026

<https://www.bswwrrg.vic.gov.au/wp-content/uploads/2017/07/BSW-Implementation-Plan-29062017sml.pdf>

Grampians Central West Regional Implementation Plan 2016-2026 <http://recyclingrevolution.com.au/wp-content/uploads/2017/02/GCW-Implementation-Plan-Consultation-Draft-FINAL.pdf>

Green Industries SA (2016) South Australia's Waste and Resource Recovery Infrastructure Plan

Loddon and Mallee Waste and Resource Recovery Infrastructure Plan 2016-2026

https://lmwrrg.vic.gov.au/wp-content/uploads/2017/08/Regional-Implementation-Plan-2016-26_FINAL.pdf

Rawtec (2019) Limestone Coast Region Waste and Resource Recovery Infrastructure Plan 2019

8.6 LIMESTONE COAST REGIONAL GROWTH STRATEGY ACTION PLAN

BACKGROUND

The Limestone Coast Regional Growth Strategy (LCRGS) highlights that a well-coordinated, collaborative and strategically focused effort can set the Limestone Coast region on the path to deliver a 20% lift in economic performance. It provides the evidence base, priority areas for focus, strategic directions, and potential actions required to give leaders confidence.

The Limestone Coast Regional Growth Strategy Steering Committee along with the Limestone Coast Economic Development Group after much on going engagement and consultation have established a process that prioritises the initiatives and strategic directions that are important to the region and identifies local leaders and organisations to implement them.

DISCUSSION

At the 23rd July 2019 Limestone Coast Economic Development Group Meeting in Naracoorte an update and overview of the work that has been ongoing with the LCRGS Action Plan was provided. Three documents were presented to the Committee for review and comment.

1. Limestone Coast Regional Growth Strategy Action Plan (attached)
2. Limestone Coast Regional Growth Strategy Complete Project List (attached)
3. Limestone Coast Regional Growth Strategy Project Briefs (attached)

It was recommended that the LCEDG:

1. Support the adoption of the Limestone Coast Regional Growth Strategy Action Plan, Limestone Coast Regional Growth Strategy Complete Project List & Limestone Coast Regional Growth Strategy Project Briefs subject to changes as discussed.
2. Prepare a Recommendation Report for the LCLGA

Moved, Trevor Smart

Seconded. James Holyman

CARRIED

The LCRGS & Action Plan will enable the LCLGA and its members to establish practical, collaborative initiatives that can achieve positive change and drive future growth of the region, with the work building on the current direction, strategies and leadership already in the region. The success of the LCRGS and its supporting Action Plan is reliant on the ability to swing the regions leadership and resources behind these shared growth priorities and the critical projects identified in the Action Plan and back them.

The Limestone Coast Economic Development Group acknowledges that the Regional Growth Strategy provides a common platform for the region and its stakeholders to come together and collaborate on projects that will potentially provide the highest economic growth for the region. The Committee has commenced the process of reviewing the Terms of Reference and Work Plan, to ensure that the priorities of the Committee reflect the priority areas and strategic direction outlined in the Regional Growth Strategy and supporting Action Plan. These documents are still under review and will be provided at the next LCLGA GM in October.

RECOMMENDATION

It is recommended that the LCLGA;

1. Receive and note the Report
2. Endorse the Limestone Coast Regional Growth Strategy Action Plan, Limestone Coast Regional Growth Strategy Complete Project List & Limestone Coast Regional Growth Strategy Project Briefs.

Moved,

Seconded,



LIMESTONE COAST REGIONAL GROWTH STRATEGY

ACTION PLAN



FROM STRATEGY TO ACTION

This document is the Action Plan that supports implementation of the Limestone Coast Regional Growth Strategy. It provides the foundations for regional leaders to prioritise and deliver projects that will make a significant impact creating a stronger, more vibrant regional economy.

The Regional Growth Strategy's six priority areas and associated strategic directions are expected to remain quite stable over the coming decade. In contrast, Action Plan projects should shift and evolve over time. This is to ensure the region can best position its self to respond effectively to new and emerging challenges and opportunities, while not losing sight of its overall strategic goals.

As a 'living' document, this Action Plan provides an opportunity for people in the Limestone Coast to submit new projects on an ongoing basis for consideration by the Limestone Coast Local Government Association (LCLGA) as a project of regional significance, particularly when it is designed to have an impact lifting economic performance in the region as a whole.

In this respect, this Action Plan does not limit the number, scale and scope of regional projects that can be included. However, it does provide an important frame for considering what constitutes a project of regional significance, by testing for:

- Alignment with the Regional Growth Strategy priority areas and strategic directions;
- Scale and distribution of regional economic benefits;
- Need for multi-agency, multi-government and industry support or collaboration; and
- Likelihood of success.

PRIORITY AREAS AND SUPPORTING ACTIONS

The Limestone Coast Regional Growth Strategy defines six priority areas for focus. They are:

1. Increase the working age population, by attracting and retaining more people across the region to fill key skills gaps and support vibrant and sustainable regional communities;
2. Building on the region's competitive advantage in agribusiness;
3. Capturing employment opportunities in growing sectors like healthcare and social assistance;
4. Supporting the development of a vibrant business ecosystem;
5. Region-wide collaboration to develop a more coordinated tourism market; and
6. Securing investment to deliver regional infrastructure priorities enabling growth.



1. INCREASE THE WORKING AGE POPULATION

STRATEGIC DIRECTIONS

- 1.1 Collaborate across the region to develop a targeted migration strategy that includes:**
 - Addressing labour shortages and skill needs across the region;
 - Establishing a matching system creating direct links between employers and potential migrant workers;
 - Developing a systematic and integrated approach to settlement taking into account the needs for initial and ongoing settlement support; and
 - Advocating for additional resources to build local capacity and support services for settlement communities and new arrivals.
- 1.2 Support the development of social infrastructure** including hard (eg. health, education, arts and culture, sports and recreation facilities) and soft (eg. child care, community networks, cultural and arts activities), to maintain and improve the liveability of the Limestone Coast.
- 1.3 Enable greater retention of the region's youth** by fostering stronger links and partnerships between local industries and regional students, exposing them early in their career decision making processes to local pathways.
- 1.4 Encourage older workers to remain active in the workforce** beyond traditional retirement age to mitigate increasing workforce and skills shortages. This may include encouraging transitional arrangements such as moving to part time, casual work and volunteering activities that sustain and build the regions social and human capital.



2. BUILD ON COMPETITIVE ADVANTAGE IN AGRIBUSINESS

STRATEGIC DIRECTIONS

- 2.1 Lift SME capability throughout the region** with an emphasis on value-adding and small business skilling. With the vast majority of businesses in the region family operated or small to medium in size, it is critical they have the tools and skills to explore new opportunities, adapt to changing circumstances and reach their full potential.
- 2.2 Foster greater collaboration along the supply chain** to support diversification, research and development, and innovation in the agribusiness industry. This includes building stronger networks and industry clusters to improve the capability of agribusiness SMEs across the Limestone Coast region.
- 2.3 Partner with industry and regional agribusinesses** to investigate and implement industry led approaches to addressing skills and training needs. With a gap in the provision of quality, locally available training options, creative approaches are needed to meet existing and new demand for industry skills and education programs in the region.
- 2.4 Collaborate to increase awareness of the region's quality agricultural produce** by delivering coordinated, strategically focused marketing and regional branding of locally made value added produce. This includes building and applying brand management frameworks to ensure 'clean, green, high quality' brand values are consistently strengthened and clearly differentiate the Limestone Coast's value added produce in domestic and international markets.



3. CAPTURE EXPECTED GAINS IN THE HEALTHCARE AND SOCIAL ASSISTANCE SECTOR

STRATEGIC DIRECTIONS

- 3.1 Promote the value of Healthcare and Social Assistance as a high growth industry to the region.** As demand for different healthcare services change, it is critical to ensure the community understands and recognises the importance of these new opportunities as potential career paths.
- 3.2 Build stronger pathways** between schools, training organisations and the regional health and aged care industry to meet growing demand for health services skills across the industry. In addition, explore the potential for older workers in the region to retrain or upskill in the health services sector to meet growing regional demand.
- 3.3 Coordinate effort across the region to attract medical and allied health professionals** to overcome skills shortages. A whole of community approach from local leaders and businesses is required to support targeted recruitment and ensure positive experiences to encourage long-term retention.
- 3.4 Facilitate NDIS rollout initiatives** such as the NDIS Workforce Development Hub supporting service providers, stimulate local service provision across each LGA, and promote the disability (and aged care) sectors as rewarding career paths.
- 3.5 Support the attraction of retirees and investment in aged care infrastructure,** including marketing as an 'age-friendly' region with business opportunities available in a broad range of associated health, accommodation and recreation services.



4. SUPPORT THE DEVELOPMENT OF A VIBRANT BUSINESS ECOSYSTEM

STRATEGIC DIRECTIONS

- 4.1 Promote entrepreneurial activity in the region** by producing engaging stories about local businesses innovating, value-adding, or doing things differently to inspire a regional culture of entrepreneurship.
- 4.2 Support region-wide access to business upskilling and mentoring for SMEs.** Ensuring that programs to lift business capability are delivered regionally and tackling connectivity constraints (both physical and digital) will be critical to lifting the region's 'business dynamo'.
- 4.3 Encourage businesses across the region to position themselves as 'employers-of-choice';** for example - by developing training and career pathways for prospective employees and fostering an appealing workplace culture in order to retain regional talent.
- 4.4 Raise the level of digital skilling across the region** to ensure businesses are able to take advantage of digital economy growth opportunities, respond to the challenges of increasing online competition globally, and emerging trends towards automation. While lack of digital connectivity can be a constraint, ensuring regional businesses have the technology and technological knowledge required to participate in the digital economy when they are connected (eg. online marketing, software as a service, and e-commerce) will be vital.
- 4.5 Expand awareness and take-up of programs lifting business performance,** including those delivered by local, state and federal governments; such as grants, assistance packages, industry development and export programs throughout the Limestone Coast.



5. COLLABORATE TO BUILD TOURISM CAPACITY IN THE REGION

STRATEGIC DIRECTIONS

- 5.1 **Resource and strengthen the capability of the Limestone Coast's regional tourism organisational framework (RTO)**, enabling strong leadership, management, coordination and delivery of regional tourism activities lifting visitor numbers, length of stay and spend per head.
- 5.2 **Through the RTO, deliver regionally coordinated destination marketing activities**, clearly targeting highest priority domestic and international opportunities for growth, aligned with well-defined regional 'hero experiences' and associated high quality local tourism offerings.
- 5.3 **Deliver regionally coordinated tourism destination and industry development activities**, through the RTO, in partnership with the South Australian Tourism Commission (SATC), Limestone Coast region councils and local tourism businesses.
- 5.4 **Seek investment in regional tourism infrastructure, marketing, destination and industry development activities** that are aligned to strategic goals and lift the overall quality, variety and packaging of offerings available to visitors in domestic and international markets.



6 SECURING INVESTMENT TO DELIVER REGIONAL INFRASTRUCTURE PRIORITIES ENABLING GROWTH

STRATEGIC DIRECTIONS

- 6.1 **Ensure delivery of the Regional Infrastructure Audit** identifies and prioritises the hard (physical) and soft (social) infrastructure needs of the Limestone Coast, enabling a regionally coordinated approach to securing the investment required for implementation.
- 6.2 **Ensure the development and launch of the Regional Investment Prospectus** is responsive to the priorities identified in the Limestone Coast Regional Growth Strategy and Infrastructure Audit, and takes a regionally coordinated, market focused approach to investment prospecting, promotion and implementation.
- 6.3 **Coordinate regional advocacy and lobbying efforts** to speak with one voice in pursuit of highest priority 'hard' and 'soft' infrastructure investment needs.
- 6.4 **Leverage State and Federal Government initiatives** to secure the investment required to maintain and upgrade existing regional infrastructure facilitating economic growth.

IMPLEMENTATION

This Action Plan, combined with the LCLGA's more detailed project assessment and prioritisation processes, focuses effort and resources on the things most likely to deliver a win of strategic significance for the region.

Working through the existing LCLGA governance structure, the Limestone Coast Regional Economic Development Group (EDG) and Regional Tourism Organisational Framework (RTO) will work together as the 'engine room' taking action on implementation.

The Regional Growth Strategy and this Action Plan make up an important part of the LCLGA's Strategic Plan and Work Plan, and by embracing the processes these implementation groups already use, set their agenda for action. This includes working together to prioritise and confirm leadership and resources required to successfully implement each specific item identified.

This Action Plan also focuses the region's attention on the 'top six' Priority Projects requiring the majority of effort and support from regional business, government and community leaders.

These are the 'big game' items on the 'must do' list and require the majority of regional leadership and resources to successfully implement them. Working through the LCLGA, planning and action to deliver these Priority Projects must be a central focus, drawing on the resources of member organisations and those in the wider community, business and government network to get them done.

CRITICAL REGIONAL PROJECTS (refer to Project Briefs)



PRIORITY PROJECT 1

Limestone Coast Rural Migration Initiative

Delivering a migration program to attract new people into the region, targeting immediate labour and skills shortage opportunities, as well as a larger regionally planned and coordinated program at scale over the medium to longer term.

Opportunity Statement: Workforce shortages are constraining growth in rural and remote regions, undermining the sustainability of rural communities and putting the future of rural economies at risk. Locally led migration strategies have provided the best response to these issues



PRIORITY PROJECT 2

Limestone Coast Workforce Development Plan

Detailing current and emerging workforce gaps, and use it to support regionally coordinated, proactive migration, skills and labour supply programs at scale – targeting priority needs across the region.

Proactively identify immediate skills and labour shortages in the region, and then specifically target them with labour attraction initiatives that promote regional employment and workforce participation opportunities

Opportunity Statement: The Limestone Coast is a large region rich in natural resources with a relatively low unemployment rate of 4.3% compared to the SA average of 6.7% (Source: Department of Employment, Small Areas Labour Markets (June 2017)). The main industries are Agriculture, Forestry, Fishing, Manufacturing, Retail Trade and Health Care and Social Assistance. These industries employ over 50% of the workforce in the Limestone Coast. With the Training and Skills Commission projecting that the region is set for an increase in employment in construction services, food and beverage manufacturing, social assistance services, tourism and renewable energy ventures, the region needs to be able to skill its workforce to meet these projections and attract skills to the region to fill the gaps. Understanding the challenges and barriers for these SMEs in developing their workforce is key to ensuring support programs are providing the assistance businesses really need.



PRIORITY PROJECT 3

Limestone Coast Regional Healthcare Training Hubs

Develop a Healthcare Training Hub to foster growth in demand for healthcare and attract investment in aged care and allied health

Opportunity Statement: The project aims to create a Healthcare Training Hub to support the growth of healthcare professionals through attraction and retention, and creating a supply of health services, rather than a reactive demand driven service delivery. With the region aiming to attract working age population people, and healthcare and social assistance becoming a high growth industry – we need to ensure that we are able to provide services in the healthcare sector to assist in attracting people and new business opportunities



PRIORITY PROJECT 4

Limestone Coast Agribusiness SME Innovation Networks & Hubs

Develop an agribusiness SME focused innovation network & hub to support collaboration and value adding activities, cluster development, collaborative marketing, supply chain opportunities, knowledge sharing and information exchange.

Opportunity Statement: The project aims to support the continuation of improved productivity and profitability in the industry, through development of existing and potential regional business and new investment into the sector. The project will provide opportunities for small to medium agribusiness and aligned sectors to network in a hub style environment. This will help facilitate value adding activities between members, encourage cluster development in specific sectors and enable collaborative marketing. The project should lead to enhanced supply chain opportunities and knowledge sharing and information exchange.



PRIORITY PROJECT 5

Driving Growth, Linking Industry

Implement the 'Driving Growth, Linking Industry' project to create linkages across the heavy vehicle network and support the region's agricultural sector

Opportunity Statement: The project will create linkages across the heavy vehicle network serving the central and upper Limestone Coast agricultural sector and supporting industries, transforming Naracoorte into a commercial and industrial hub where people want to live and work. Key road infrastructure and intersections will be constructed and upgraded, establishing a network of routes suitable for larger vehicle configurations and allowing access to undeveloped industrial land.



PRIORITY PROJECT 6

Limestone Coast Regional Tourism Framework

Resource and implement the LCLGA regional tourism framework to create a coordinated, strategically focused, high impact Regional Tourism Organisation (RTO), able to effectively lead, manage and deliver regional tourism marketing, destination and industry development priorities in partnership with the SATC, Limestone Coast councils, and local tourism businesses

Opportunity Statement: The Limestone Coast visitor economy is valued \$327m* with a projected increase of 40% by 2020 to reach \$457m PA. To achieve this growth, the LCLGA Board endorsed the establishment of a Tourism Management Group (TMG) with representation from each of its' constituent councils. The group conducted an environmental scan, considered emerging trends and markets and how it can partner with industry to drive growth. TMG identified the need for clear focus and direction, to align resources and effort by working collaboratively.



PRIORITY PROJECT 7

Limestone Coast Destination Marketing Strategy & Destination Tourism Plan

Develop and implement a Destination marketing Strategy (DMS) for the region defining; current tourism visitor numbers, length of stay and spend per head performance measures, including future stretch targets, quantified and qualified target markets as a priority areas for growth, the regions market positioning, differentiation and core brand promise as it relates to key markets, heroes experiences and supporting visitor information services, retail and trade sales channels to market and tactical plans for action

Develop and implement a Destination Tourism Plan (DTP) for the region defining; priorities for new tourism product and experience development; packaging and bundling opportunities; tourism infrastructure needs; priorities for tourism industry skill development; trade and market ready program priorities; and tactical plans for action.

Opportunity Statement: The Destination Marketing Strategy (DMS) aims to create and implement a range of marketing and development programs that increase the economic return from domestic and international visitation. A Destination Tourism Plan (DTP) for the Limestone Coast region will provide a holistic platform for activities related to our visitor economy. The DTP will align resources and the efforts across all the mechanisms working in the visitor economy and to be actively striving toward a set of unified long-term objectives.



PRIORITY PROJECT 8

Limestone Coast Regional Trails

Review the priorities identified in the Limestone Coast Regional Trails Implementation Feasibility Study.

Opportunity Statement: The Limestone Coast regional trails project is a combined approach to trails development across seven council areas in the Limestone Coast of SA. National physical activity trends indicate participation in unstructured recreation activities and relative to those trends, desire to use recreation trails is growing. Recreational trails offer a diverse range of benefits to the community and environment including social health, physical fitness, environmental managements and awareness, cultural preservation and economic benefits. It is considered an important part of creating recreation and tourism opportunities for communities in the Limestone Coast.



PRIORITY AREA 9 (REFER TO PROJECT BRIEF)

TBC

Opportunity Statement

REGIONAL GROWTH STRATEGY IMPLEMENTATION PROCESS FOR THE LC ECONOMIC DEVELOPMENT GROUP

Regional Growth Strategy Action Plan

Contains the actions that deliver on the Regional Growth Strategy and supports and communicates implementation.

LC EDG are responsible for reviewing, monitoring & evaluating the Action Plan and ensuring its ongoing relevance and currency. The Action Plan includes *the highest priority regional projects*.

Each **Priority project** is accompanied by a **Project Brief**. These are the responsibility of the lead agency to complete.

This active document shows how the region is delivering on the Regional Growth Strategy and allows the collection of data on what has been delivered. It is a common platform for the LC EDG to come together, collaborate and give clear direction on the region's priorities.

Priority Projects move off the plan if;

1. They have been delivered.
2. They have been inactive and the likelihood of being delivered during the timeframe is diminished. (This is reviewed annually by the LC EDG)



Limestone Coast Regional Growth Strategy Complete Project List

This is a list of all the captured Projects/Actions/Ideas that will deliver on the regional priorities identified in the Regional Growth Strategy and includes the following details:

- Project Name
- Brief Project Description
- Lead Agency (i.e. individual/Organisation/Strategic Plan)
- Progress update
- Status

Prioritisation is revisited annually by the LC EDG or following key triggers (e.g. government change)



How to make a Project a Priority Project:

1. The Project must deliver on a regional level
2. Project must at a minimum be in a Planning & Development phase with clear outcomes
3. Prepare a Project Brief for the LC EDG utilising the developed template.
4. Present Project concept to LC EDG
5. LC EDG assesses and prioritises the project, utilising Risk & Benefit methodology
6. Feedback provided to project proponent on outcome and how to improve ranking further if required
7. If endorsed by the LC EDG Project becomes a Priority project

How to get a project included on the LCRGS Project List:

1. Lead agency to provide the following details to the LCLGA Project Manager
 - a. Project Name
 - b. Project Description
 - c. Lead Agency
 - d. Progress update
 - e. Status
2. Project can be either
 - a. Active
 - b. In Planning and Development
 - c. Seeking funding
 - d. Implementation
3. If the project is active or is a high regional priority it will also be added into the Action Plan

To read the Regional Growth Strategy in full, get Action Plan implementation and project progress updates, please go to the LCLGA website at www.lclga.sa.gov.au



LIMESTONE COAST REGIONAL GROWTH STRATEGY COMPLETE PROJECT LIST



1. INCREASE THE WORKING AGE POPULATION

PROJECT NAME	DESCRIPTION	LEAD AGENCY	PROGRESS UPDATE	STATUS (Scoping/Planning/D evelopment/Funding /Implementation)
Limestone Coast Rural Migration Initiative	<p>The LC Rural Migration Initiative aims to progress and scale up locally led migration strategies in the Limestone Coast by targeting increased permanent migration in communities to meet workforce needs.</p> <p>The project will</p> <ul style="list-style-type: none"> Secure community support for locally led migration in the LC through public consultation Clarify immediate job vacancies and skill needs by engaging with employers Ensure local housing and services are ready to support new arrivals Link employers and migrant workers with support from matching system and designated area migration agreements Implement community integration strategies to help new migrants and the existing community to connect and cohere. 	LC LGA	Awaiting Federal govt policy decision and funding	Scoping Phase
Workforce Development Plan	<p>The objectives of this project are to:</p> <ul style="list-style-type: none"> Collection and analysis of critical data to provide an evidence base for the Workforce Plan including: Workforce and skill shortages in the Limestone Coast (1-5years) and in the future (5-10 years) Industry skills gaps, challenges to finding skilled workforce and opportunities Explore employer's skills levels and identify who are the employers of choice Identification of barriers to skilling and retention in the region Identification of barriers to increasing the number of apprenticeships and traineeships in the region Regional workforce demographics to understand the current workforce trends Develop a workforce plan that provides recommendations for the region to secure its workforce needs, including recommendations around: Increasing the uptake of apprenticeships and traineeships in the region Increasing attraction and retention of skilled migrants in to the region Build capacity of schools to understand workforce requirements and pathways to employment Identify opportunities for RTO's to deliver locally based training for apprentices and trainees. Build capacity of employers to be employers of choice Recommend actions for implementation of Workforce Development Plan and identify who is best placed to deliver 	RDA LC		Scoping Phase
Your Professional Network Program	The aim of the project is to provide a means to encourage social and professional networking between professionals within Mount Gambier and the Limestone Coast region with a particular focus on those new to the region.	RDALC		Planning Phase
Regional Issues, Problems & Ideas Taskforce Program (RIPIIT)	<p>The Project Aims to</p> <ul style="list-style-type: none"> Engage and connect students, teachers, councils, industry and other subject matter experts in a collaborative approach to regional issues, problems or ideas Build capability and capacity of students in STEM, researching, collaboration, learning and innovation in our region, with STEM skills essential for the future economic and social well-being for our community Provide students and teachers the opportunity to better understand the roles of government and industry in relation to responsibilities and sustainability Students, schools and their communities can take an active, responsible and effective role in regional development and more widely as responsible global citizens Develop a regional understanding and awareness of issues, problems and ideas, with an opportunity to contribute to potential solutions or outcomes benefiting the region Each project requires an awareness of environmental aspects and impacts 	PIRSA		Implementation Phase
Redevelopment & Upgrade Mount Gambier Airport	Mount Gambier Airport 120-metre runway extension, construction of a heavy aircraft parking area, luggage area and a covered passenger drop-off zone.	Grant District Council	<ul style="list-style-type: none"> \$3.5 million in Federal Government funding received \$4.03 million received SA govt Construction commenced May 2019 	
Redevelop the Naracoorte Sports Centre		Naracoorte Lucindale Council		
Limestone Coast Regional Sporting Academy	The LCRSA provides aspiring young athletes that have demonstrated sporting talent and physical abilities the chance to access elite localised training and development programs and coaches from the Limestone Coast region.	LCLGA (Starclub Field Officer)	<ul style="list-style-type: none"> Funding received from ORS & LCLGA for 2 years (2018 – 2019 & 2019 – 2020) 42 students enrolled in Hockey, Athletics & Lone Star program 	Implementation Phase
Mt Gambier Indoor Aquatic & Recreation Centre	Development of an indoor/outdoor sport and recreation center for Mount Gambier and surrounds	City Mount Gambier	<ul style="list-style-type: none"> \$15m in federal funding for the proposed community and recreation hub. Intermediate designs and draft financial modelling completed 	



2. BUILD ON COMPETITIVE ADVANTAGE IN AGRIBUSINESS

PROJECT NAME	DESCRIPTION	LEAD AGENCY	PROGRESS UPDATE	STATUS
Agribusiness SME Innovation Network & Hub	<p>The project will facilitate collaboration across a wide range of agribusiness and aligned businesses to help overcome a range of existing barriers to growth. Small and medium businesses in the Limestone Coast Agribusiness sector often work in isolation from peers and their own industry due to a lack of readily available information and knowledge sharing. Tyranny of distance and isolation in the region often leads to business owners and operators being unable to access relevant training or workshops and results in them working day to day in their business rather than on their business potential.</p> <p>An agribusiness hub can be a collection of private and public companies housed around a regional production hotspot, for example potatoes, horticulture, grain and other sectors. The hub can be aligned to relevant research and supply chain facilities.</p> <p>The Limestone Coast agricultural industry continues to evolve, and the direction of the industry is critical to the growth and prosperity of our region.</p>	Wattle Range Council		Scoping
On Farm Dairy Business Assessments	The project incorporates a review of the Dairy industry across the Council areas of Wattle Range and the District Council of Grant and considers the potential future of the industry, opportunities for growth as well as potential constraints to the industry's growth.	District Council Grant & Wattle Range Council		Scoping
Limestone Coast Red Meat Cluster	<p>LCRMC is overseen by an industry-wide Strategy Group, with project working groups to implement specific actions. The aim is to achieve growth in the Limestone Coast red meat industry through projects that work towards:</p> <ul style="list-style-type: none"> enhanced value improved value chain collaboration increased business profitability employment opportunities <p>The LCRMC is a collaborative platform with resources and linkages to build on industry opportunities and address impediments for the growth of the region's red meat industry.</p>	Limestone Coast Red Meat Cluster		Advocacy
Mount Gambier Forest Products Innovation Hub		City Mount Gambier		Advocacy
Advocate & Lobby for the consistent supply of forestry products		LC LGA		Advocacy

Forestry Industry Employment Project				Advocacy
Regional Livestock Exchange Infrastructure	Monitor, review, and investigate potential consolidation of the Limestone Coast Regions Livestock Exchange to maximise its potential as a source of major economic benefit to the community. Develop a Business Case that will investigate the development of a state of-the-art facility that will provide livestock marketing and saleyard services for the Limestone Coast region and extending further into Western Victoria Include in Limestone Coast Regional Investment Prospectus			Scoping
Naracoorte - Driving Growth, Linking Industry	The project will deliver the following outcomes and benefits: <ul style="list-style-type: none"> compliant A-Double access from Wimmera Highway to Teys Australia and Qube Logistics compliant and gazetted A-Double access from Riddoch Highway to Boddingtons Road West, Cadgee Road and Carters Road to Wimmera Highway capacity for significant growth with subdivisions and creation of large industrial allotments by upgrading Moyhall Road to a freight route and linking it to industrial land establishment of a new industrial site on the eastern side of Naracoorte capacity for the relocation of enterprises from non-B-Double compliant sites elsewhere in Naracoorte capacity for significant economic development on the new sites and those vacated elsewhere through relocations safer and more controlled heavy vehicle movements, through and around the township of Naracoorte including modifications to Smith Street to cater for A Double transport stimulate retail and commercial activity to support the expanding industrial sector 	NLC		Scoping
Bio Energy Roadmap	The Bioenergy Roadmap Funding Program is an enabling grant fund that supports individual businesses who have a biomass waste product and significant energy requirements to explore a bioenergy solution through prefeasibility and feasibility studies. In the prefeasibility phase businesses are provided with access to an expert consultant to conduct a preliminary analysis of the viability of a bioenergy solution for their energy requirements. No matched funding is required. Under the feasibility phase businesses take learnings from the prefeasibility study to fully scope a bioenergy solution using an expert consultant. Businesses are required to supply matched funding at feasibility. RDALC is responsible for coordinating and administering the fund across the state with the support of a local Steering Committee.	RDA LC		Scoping
Global Market Analysis				
Limestone Coast Brand Implementation	The Limestone Coast has created a sustainable brand proposition that includes a logo and tagline for the Limestone Coast that encourages capacity building among commercial level and fam gate food, wine & agricultural producers. The aim of the brand is to; <ul style="list-style-type: none"> foster innovation in product development integrate tourism opportunities add value to products, services & experiences and sell the region as a destination optimise awareness of and support for the Limestone Coast 	LC LGA		Implementation Phase



3. CAPTURE EXPECTED GAINS IN THE HEALTHCARE AND SOCIAL ASSISTANCE SECTOR

PROJECT NAME	DESCRIPTION	LEAD AGENCY	PROGRESS UPDATE	STATUS
NDIS Disability Workforce Hub	The National Disability Insurance Agency is an independent statutory agency tasked with implementing the NDIS which is aimed at supporting a better life for hundreds of thousands of Australians with a significant and permanent disability and their families and carers. To meet the demand for these services under the scheme the local workforce is expecting to increase form 150 FTE to around 400 FTE by 2019. To assist in meeting this workforce demand the Disability Workforce Hub will operate as a 'one-stop-shop' model for organisations, existing workers and job seekers looking for support and assistance across the disability sector. The Hub will contribute to building workforce capacity and capability, ensuring local people are employed and help South Australian employer's secure skilled and experienced staff.	RDALC		
Attraction of Retirees		Limestone Coast Regional Investment Prospectus		
Regional Healthcare Training Hubs	The project will aim to deliver a Healthcare Training Hub through partnerships with a private sector healthcare service provider, Universities, and State & local government. The intended outcomes include: <ul style="list-style-type: none"> Medical & Training centre – growth of existing private services Internships, and enabling training and placement opportunities Growth of allied health providers Development of integrated healthcare training accommodation centre Midwifery training & scholarship model Podiatry placements and training Physiotherapy placements and training Other healthcare professions 	NLC		Scoping / Planning



4. SUPPORT THE DEVELOPMENT OF A VIBRANT BUSINESS ECOSYSTEM

PROJECT NAME	DESCRIPTION	LEAD AGENCY	PROGRESS UPDATE	STATUS
Limestone Coast Business Innovation Awards	Investigate the feasibility of implementing a regional awards program aimed at recognising and encouraging businesses, individuals and organisations based in the Limestone Coast who are responsible for developing some of this nation's leading innovative products and approaches across a broad range of industry sectors that could include but not limited to; Agriculture/Horticulture and Associated services; Retail, Tourism & Leisure; Professional and Government Services; Manufacturing and Engineering; Research and Education; Health, Aged Care and Disability Services	LCLGA		Scoping
Broadband Technology		RDA LC		Advocacy
Limestone Coast Leadership Program	The LCLP is a framework that enables delivery of a long term sustainable leadership program, sponsored by business, community, government and philanthropic organisations in the Limestone Coast with regional economic and social benefits. This 10-month program delivered by the Leaders Institute of South Australia throughout the region will be open to individuals who are ready to broaden their leadership capabilities and impact through personal growth, self-empowerment and relationship building. The program intends to: <ul style="list-style-type: none"> Support the development of emerging leaders Invest in the leadership of a more diverse cohort in our community Foster greater collaboration across business, industry, government & the community Develop strong networks with the ability to influence Build a culture of active citizenship, shared purpose & community action Provide insights into the issues that are important to the regions economy, communities & environment 	LC LGA		Implementation

	<ul style="list-style-type: none"> • Enable participants to explore how they fit within their organisations and broader community • Develop self-awareness among participants, while challenging their ideas, assumptions & thinking • Enhance the capacity of the community to identify opportunities and address challenges 			
Limestone Coast Waste & Resource Recovery Infrastructure Plan Implementation	<p>The LCVRRIP identifies opportunities for a regional approach, including infrastructure across councils where feasible, improving the quality of existing recycling activities such as processing of comingled recyclables & building capacity for local processing of recyclables.</p> <p>An estimated \$3.2 million is needed over the next 10 years to upgrade and expand municipal waste and resource recovery in the Limestone Coast.</p> <p>A range of measures are needed to support implementation of these initiatives;</p> <ul style="list-style-type: none"> ▪ Partnership between councils & with local industry, state government & nearby councils ▪ Creating demand for recycled products through local govt procurement ▪ Further investigation of investment needs and opportunities through detailed business case & feasibility studies development for key initiatives ▪ Community education & awareness ▪ Training & talent retention ▪ Integrated waste data systems 	LC LGA	Y	Development Phase
eNVision Incubator		Flinders University, City Mount Gambier AusIndustry	N	Advocacy
Small Business Support Services Program	RDALC's Manager Business and Workforce Development provides a diverse range of information, advice, mentoring and support services to micro, small and medium sized businesses. This advice is designed to improve business management systems, processes, skills and decisions of businesses within the Limestone Coast.	RDALC	Y	Implementation
Retail Sector Internal & External Analysis		RDALC		
SME Export Hub	The Export Hub will source specific trade opportunities in export markets, connect those opportunities with regional producers, and case-manage the start-to finish process to service them – based on the proven Toowoomba Surat Basin Enterprise model. It will leave a lasting legacy by bringing new SMEs into exporting, by creating new value adding opportunities, and by showcasing our industry to target export markets	RDALC	Y	Development & Seek funding phase



5. COLLABORATE TO BUILD TOURISM CAPACITY IN THE REGION

PROJECT NAME	DESCRIPTION	LEAD AGENCY	PROGRESS UPDATE	STATUS
Limestone Coast Regional Tourism Framework	<p>The Limestone Coast Regional Tourism Framework identifies the pillars of work, outlines roles and responsibilities, and provides clarity for all stakeholders while all working towards a common goal.</p> <p>This Regional Tourism Framework visualises the 'shoulder to shoulder' approach from within region and for those working externally.</p> <p>It is vitally important and relevant that all these pillars worked in-line with each-other and are in-tune with the development of other tourism mechanisms across industry, and importantly with Local, State and Federal Governments to achieve success and drive growth in the visitor economy.</p>	Limestone Coast Local Government Tourism Management Group		Implementation Phase
Limestone Coast Destination Marketing Strategy	<p>This DMS will require a number of phases to achieve a fully regional document.</p> <ol style="list-style-type: none"> 1. Research - identify the Limestone Coast customer persona's and those with propensity to travel, domestically & internationally 2. Consult & Audit - Identify experiences that appeal to our best prospects and identify gaps for development/investment. <p>Industry capability and skill development,</p> <ol style="list-style-type: none"> 3. Establish regional marketing objectives 4. Design marketing activities to achieve growth in the visitor economy. 	Limestone Coast Tourism Management Group		Planning Phase
Limestone Coast Mixed Dozen	The Limestone Coast Mixed Dozen Interactive Wine Trails will target visitors from China and the USA and will feature a central consumer tool or website that promotes tailored experiences designed to increase length of stay and maximise tourism expenditure. 12 stakeholders – including all the wine zones in the Limestone Coast plus the Henty and Grampians regions across the border have joined forces to build a digital tool to help attract and disperse international wine travellers across the region	Limestone Coast Grape and Wine Council		Implementation
Limestone Coast Regional Trails Implementation	<p>In 2015 the Limestone Coast Regional Trails Implementation Feasibility Study was completed which followed on from the research completed in the Limestone Coast Regional Trails Master Plan. Based on the information gathered to date, the trails appear to be feasible and it is reasonable to continue investigations. To progress the trails project to the stage of detailed design and documentation and then consideration, a further planning component is required for all nominated trails and includes;</p> <ul style="list-style-type: none"> • Mapping out in detail the trails specific alignments, sections & staging • 3Consideration of the infrastructure requirements and s4urface materials • Provide more specific and accurate costings 			
Development of highly marketable nature-based tourism experiences				
Limestone Coast Destination Tourism Plan	<p>This Destination Tourism Plan (DTP) will be developed in consultation with industry, Government and the community and sets the short, medium and long-term strategy for the Limestone Coast region. The DTP will identify the priority projects and activities in collaboration with Local Government, SATC and industry to achieve the long-term strategy. It is a collaborative approach to ensure the sustainable success of the industry and aggressively capitalise on key opportunities for the region as a world-class tourism destination.</p> <p>The DTP will address the changing needs of the broader visitor economy in the Limestone Coast region. It aims to build on a strong foundation which acknowledges the vital demand-side destination marketing already undertaken by the LCLGA by aligning the strategies, resources, and efforts of industry and all levels of government towards a set of unified long-term objectives and outcomes.</p> <p>The DTP will be developed by the Limestone Coast Local Government Tourism Management Group based on an extensive base of tourism intelligence, industry engagement and experience. Alignment with the South Australian state government policies and its various agencies will demonstrate commitment to working in partnership at a destination level to deliver collective tourism aspirations.</p>	Limestone Coast Tourism Management Group		Planning Phase



6. SECURING INVESTMENT TO DELIVER REGIONAL INFRASTRUCTURE PRIORITIES ENABLING GROWTH

PROJECT NAME	DESCRIPTION	LEAD AGENCY	PROGRESS UPDATE	STATUS
Limestone Coast Regional Infrastructure Audit	The Limestone Coast Infrastructure Audit underpins some of the inhibitors identified in the Limestone Coast Regional Growth Strategy. The Audit will consolidate existing information detailing the regions existing infrastructure incorporating both hard and soft, identify infrastructure gaps/deficiencies, key improvements and prioritise infrastructure needs.	RDA LC	N	
Limestone Coast Regional Investment Prospectus	Limestone Coast Regional Investment Prospectus will showcase the existing 'champions and heroes' of the region and investment opportunities across the Limestone Coast.	RDA LC	N	



LIMESTONE COAST REGIONAL GROWTH STRATEGY

PROJECT BRIEFS





LIMESTONE COAST RURAL MIGRATION INITIATIVE

PROJECT BRIEF

Priority Action

'Develop and implement a migration program to attract new people into the region, targeting immediate labour and skills shortage opportunities, as well as a larger regionally planned and coordinated program at scale over the medium to longer term.'

Regional Growth Strategy Priority Alignment

Increase the working age population, by attracting and retaining more people across the region to fill key skills gaps and support vibrant and sustainable regional communities

Opportunity Statement

Workforce shortages are constraining growth in rural and remote regions, undermining the sustainability of rural communities and putting the future of rural economies at risk. Locally led migration strategies have provided the best response to these issues.

Project description

The LC Rural Migration Initiative aims to progress and scale up locally led migration strategies in the Limestone Coast by targeting increased permanent migration in communities to meet workforce needs.

The project will

- Secure community support for locally led migration in the LC through public consultation
- Clarify immediate job vacancies and skill needs by engaging with employers
- Ensure local housing and services are ready to support new arrivals
- Link employers and migrant workers with support from matching system and designated area migration agreements
- Implement community integration strategies to help new migrants and the existing community to connect and cohere.

Status



Benefits

Social Benefits

- Greater social amenity & improved quality of life
- Sustainable prosperity in communities
- Developing regions
- Impact on regional populations levels
- Maximise positive and minimise negative social impacts

Economic Benefits

- Promote development of job creation
- Address capacity constraints
- Create employment (directly & indirectly)
- Sustained economic growth
- Increased productivity
- Direct & indirect benefits

Identified Partners

Project Lead
LCLGA

Partner
RAI – Auspice and support of program

Stakeholders
LCLGA Councils
Australian Migrant Resource Centre
Business & Industry

Geographic Impact

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

(Potential Cross Border with the Great South Coast Shire, Horsham Rural City Council, Southern Grampians Shire Council, Shire of Wimmera)

Assumptions

That both federal and state government will implement and support the policy

Dependencies

Development of National Partnerships with Government, Migration, Settlement & Philanthropic sector, & Industry, and Regional & Local partnerships

Time Frame

Short Term (1-3 years)

Risks

Cost Estimates

\$250,000 per annum

Can it be budgeted, and does it attract funding?

Yes – potentially moderate (RAI seeking funding for a pilot program)

Supporting Data

- The Missing Workers, Policy Paper May 2018 (RAI)
- Job Vulnerability in Australia, Policy Paper September 2018 (RAI)
- The Rural Migrations Initiative, A National Movement to solve rural workforce shortages and grow communities through locally led migration, Proposal August 2018



LIMESTONE COAST WORKFORCE DEVELOPMENT PLAN

PROJECT BRIEF

Priority Action

Advocate for a Regional Workforce Development Plan, detailing current and emerging workforce gaps, and use it to support regionally coordinated, proactive migration, skills and labour supply programs at scale - targeting priority needs across the region.

&

Advocate for proactively identifying immediate skills and labour shortages in the region, and then specifically target them with labour attraction initiatives that promote regional employment and workforce participation opportunities.

Regional Growth Strategy Priority Alignment

Attract and retain at least 2,000 people into the region by 2026 to support a sustainable working age population.

Opportunity Statement

The Limestone Coast is a large region rich in natural resources with a relatively low unemployment rate of 4.3% compared to the SA average of 6.7% (Source: Department of Employment, Small Areas Labour Markets (June 2017)). The main industries are Agriculture, Forestry, Fishing, Manufacturing, Retail Trade and Health Care and Social Assistance. These industries employ over 50% of the workforce in the Limestone Coast. With the Training and Skills Commission projecting that the region is set for an increase in employment in construction services, food and beverage manufacturing, social assistance services, tourism and renewable energy ventures, the region needs to be able to skill its workforce to meet these projections and attract skills to the region to fill the gaps. The region is dominated by small to medium businesses, with 85% of total businesses in the region either self-employing or employing 1-4 people. This means that a significant proportion of the region's businesses are likely to have less resources available to lift their capability than their larger counterparts (Source – Regional Growth Strategy). Understanding the challenges and barriers for these SMEs in developing their workforce is key to ensuring support programs are providing the assistance businesses really need.

Project description

Advocate for a project with the following objectives:

- Collection and analysis of critical data to provide an evidence base for the Workforce Plan including:
 - Workforce and skill shortages in the Limestone Coast (1-5years) and in the future (5-10 years)
 - Industry skills gaps, challenges to finding skilled workforce -and opportunities
 - Explore employers' skills levels and identify who are the employers of choice
 - Identification of barriers to skilling and retention in the region
 - Identification of barriers to increasing the number of apprenticeships and traineeships in the region
 - Regional workforce demographics to understand the current workforce trends
- Develop a workforce plan that provides recommendations for the region to secure its workforce needs, including recommendations around:
 - Increasing the uptake of apprenticeships and traineeships in the region
 - Increasing attraction and retention of skilled migrants in to the region
 - Build capacity of schools to understand workforce requirements and pathways to employment
 - Identify opportunities for RTO's to deliver locally based training for apprentices and trainees.
 - Build capacity of employers to be employers of choice

- Recommend actions for implementation of Workforce Development Plan and identify who is best placed to deliver

Status



Benefits

Social Benefits

- Greater social amenity & improved quality of life
- Sustainable prosperity in communities
- Developing regions
- Impact on regional populations levels
- Maximise positive and minimise negative social impacts

Economic Benefits

- Promote development of job creation
- Address capacity constraints
- Create employment (directly & indirectly)
- Sustained economic growth
- Increased productivity
- Direct & indirect benefits

Identified Partners

RDALC – Lead Agency
 Department of Industry & Skills – potential funder and collaborator in project development (codesign)
 Business and Industry – Stakeholders who would be engaged in project
 Council and Regional Managers – promotion of project

Geographic Impact

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

Workforce plan would cover the entire Limestone Coast

Cross Border – consideration of shared issues with neighbouring regions may form part of the project.

Assumptions

Funding can be secured.

Dependencies

N/A

Time Frame

Short Term (1 – 3 years)

Risks

Cost Estimates

\$150k per annum – over 1 year

Can it be budgeted & does it attract funding?

1% - 25%

May attract funding through Department of Industry and Skills

Supporting Data & Documents

Does it align with any other relevant Strategic Plans RDALC Strategic Plan



LIMESTONE COAST HEALTHCARE TRAINING HUB

PROJECT BRIEF

Priority Action

Develop a Healthcare Training Hub to foster growth in demand for healthcare and attract investment in aged care and allied health services.

Regional Growth Strategy Priority Alignment

Capture Expected Gains in the Healthcare & Social Assistance Sector

Opportunity Statement

The project aims to create a Healthcare Training Hub to support the growth of healthcare professionals through attraction and retention, and creating a supply of health services, rather than a reactive demand driven service delivery.

With the region aiming to attract working age population people, and healthcare and social assistance becoming a high growth industry – we need to ensure that we are able to provide services in the healthcare sector to assist in attracting people and new business opportunities.

Project description

The project will aim to deliver a Healthcare Training Hub through partnerships with a private sector healthcare service provider, Universities, and State & local government. The intended outcomes include:

- Medical & Training centre – growth of existing private services
- Internships, and enabling training and placement opportunities
- Growth of allied health providers
- Development of integrated healthcare training accommodation centre
- Midwifery training & scholarship model
- Podiatry placements and training
- Physiotherapy placements and training
- Other healthcare professions

Status



Benefits

Social Benefits

- Greater social amenity & improved quality of life
- Sustainable prosperity in communities
- Developing regions
- Impact on regional populations levels
- Maximise positive and minimise negative social impacts

Economic Benefits

- Promote development of job creation
- Address capacity constraints
- Create employment (directly & indirectly)
- Sustained economic growth
- Increased productivity
- Direct & indirect benefits

Identified Partners

Project Lead

- Naracoorte Lucindale Council

Partners

- Kinraig Medical Clinic – private medical clinic & training centre
- Universities – training partners and providers

- Longridge Aged Care – aged care provider, and training/placement provider

Geographic Impact	<p>City of Mount Gambier District Council Grant Kingston District Council Naracoorte Lucindale Council District Council Robe Tatiara District Council Wattle Range Council</p> <p>(The Healthcare Training Hub is less about infrastructure, and more about developing human capital through a healthcare training and support model, aimed at providing a supply of healthcare professionals, and creating demand for their services. This model, if successful could be duplicated across other parts of the region.)</p>
Assumptions	Commitment from private sector partners
Dependencies	Not dependant on any other projects but will be dependent on partnership between private sector healthcare provider and a training provider ie UniSA, Flinders University, etc being developed.
Time Frame	<p>Short Term (1 – 3 years) Medium Term (3-5 years) Long Term (>5 years)</p>
Risks	
Cost Estimates	\$ Unknown
Can it be budgeted & does it attract funding?	<p>Yes Private Healthcare Sector – 35% Training provider – 15% Federal or State Government – 50%</p>
Supporting Data & Documents (Utilise ID Profiling)	Not in development stage as yet.
Does it align with any other relevant Strategic Plans	<p>State Government – Delivering for SA</p> <ol style="list-style-type: none"> 2. Better Services <ol style="list-style-type: none"> 2.1. Engaging communities and clinicians for better health 2.2. More doctors for country South Australia 2.3. Improved older persons mental health care 2.4. Better prevention for a healthy South Australia 2.5. Better mental health services <p>Naracoorte Lucindale Council Strategic Plan Theme 3 – Harmony & Culture Outcome 3 – Learning community Outcome 4 – A healthy and resilient community</p>



AGRIBUSINESS SME INNOVATION NETWORKS & HUBS

PROJECT BRIEF

Priority Action

Develop an agribusiness SME focused innovation network & hub to support collaboration and value adding activities, cluster development, collaborative marketing, supply chain opportunities, knowledge sharing and information exchange.

Regional Growth Strategy Priority Alignment

Build on Competitive Advantage in Agribusiness

Opportunity Statement

The project aims to support the continuation of improved productivity and profitability in the industry, through development of existing and potential regional business and new investment into the sector

The project will provide opportunities for small to medium agribusiness and aligned sectors to network in a hub style environment. This will help facilitate value adding activities between members, encourage cluster development in specific sectors and enable collaborative marketing. The project should lead to enhanced supply chain opportunities and knowledge sharing and information exchange.

Project description

The project will facilitate collaboration across a wide range of agribusiness and aligned businesses to help overcome a range of existing barriers to growth. Small and medium businesses in the Limestone Coast Agribusiness sector often work in isolation from peers and their own industry due to a lack of readily available information and knowledge sharing. Tyranny of distance and isolation in the region often leads to business owners and operators being unable to access relevant training or workshops and results in them working day to day in their business rather than on their business potential.

An agribusiness hub can be a collection of private and public companies housed around a regional production hotspot, for example potatoes, horticulture, grain and other sectors. The hub can be aligned to relevant research and supply chain facilities.

The Limestone Coast agricultural industry continues to evolve, and the direction of the industry is critical to the growth and prosperity of our region.

Status



Benefits

Social Benefits

- Greater social amenity & improved quality of life
- Sustainable prosperity in communities
- Developing regions
- Impact on regional populations levels

Economic Benefits

- Promote development of job creation
- Address capacity constraints
- Create employment (directly & indirectly)
- Sustained economic growth
- Increased productivity
- Direct & indirect benefits

- Maximise positive and minimise negative social impacts

Identified Partners

Project Lead

- Wattle Range Council

Partners

- Grant District Council
- PIRSA
- RDA Limestone Coast
- Southern Grampians Shire
- Glenelg Shire

Stakeholders

- Food and Agribusiness Investment Attraction - Department for Trade, Tourism and Investment

Geographic Impact

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

- Glenelg Shire Council
- Southern Grampians Region

(Cross border alignments already occur within agribusiness and greater information sharing and collaboration with cross border partners will enhance the project and lead to wider improvements in the industry sectors.)

Assumptions

The project initiatives assume that Global growth for high quality clean and green food products will continue to rise and demand for concentrated food hubs will occur. New products and clean methods of production will be required to meet the changing dietary preferences of a growing population

Australian Agribusiness has significant opportunity for growth but also faces several challenges including changing economies, environmental issues, worldwide demand for higher quality and increased volumes of product and sector disruption.

Major innovations in Australia are coming out of the agriculture and food sector, delivering new products and tools that will assist the industry deal with a warming climate., and help make food production more sustainable and productive.

Dependencies

The project will be dependent on several issues

- Funding to support initiatives and Hub development.
- Inward investment into the sector.
- Industry take-up
- Management of relevant planning or land change issues.
- Regulations (and or changes) to support the developments
- Support from cross border councils
- Development of Food precincts
- Staff availability to drive the project forward from within existing Councils lists

Time Frame

Short Term (1 – 3 years)

Risks	<ul style="list-style-type: none"> ▪ Failure to develop relevant food precincts resulting in fragmented and unsustainable growth. ▪ Lack of funding support outside of existing commitments ▪ To overcome this pre planning in relevant Council budgets for the next three years will be required and a commitment from SA State Government to support the initiatives. ▪ Lack of a suitable project officer(s) to run the initiatives. ▪ The overcome this Council's – LCLGA and other relevant agencies will need to commit to providing support to the lead agency. ▪ Failure of the local Agribusiness to be involved in the initiatives. ▪ There is also a risk that new innovative methods and ideas will challenge/change a business's existing production model and therefore pose a threat to the normal product base.
Cost Estimates	<p>\$ 30,000 (committed by Wattle Range Council for an initial review of Food Precincts within the Council area)</p> <p>Other costings to be confirmed.</p>
Can it be budgeted & does it attract funding?	<p>Wattle Range Council \$30 k commitment in 18/19 budget for an early stage review of Food Precincts within the Council Boundaries.</p> <p>Budgeting in other areas to be determined.</p> <p>1% - 25%</p> <p>Potential to attract funding under several State and Australian Government initiatives.</p>
Supporting Data & Documents (Utilise ID Profiling)	<ul style="list-style-type: none"> ▪ WRC Strat Plan ▪ PIRSA regional impact assessment statements ▪ PIRSA industry/sector reports ▪ SA Government – State Plan. ▪ LCLGA Economic Diversification plan.
Does it align with any other relevant Strategic Plans	<ul style="list-style-type: none"> ▪ Wattle Range Council Strategic Plan. ▪ Primary Industries SA plans.



LIMESTONE COAST DRIVING GROWTH, LINKING INDUSTRY

PROJECT BRIEF

Priority Action

Implement the 'Driving Growth, Linking Industry' project to create linkages across the heavy vehicle network and support the region's agricultural sector

Regional Growth Strategy Priority Alignment

Build on Competitive Advantage in Agribusiness

Opportunity Statement

The project will create linkages across the heavy vehicle network serving the central and upper Limestone Coast agricultural sector and supporting industries, transforming Naracoorte into a commercial and industrial hub where people want to live and work.

Key road infrastructure and intersections will be constructed and upgraded, establishing a network of routes suitable for larger vehicle configurations and allowing access to undeveloped industrial land.

Project description

The project will deliver the following outcomes and benefits:

- compliant A-Double access from Wimmera Highway to Teys Australia and Qube Logistics
- compliant and gazetted A-Double access from Riddoch Highway to Boddingtons Road West, Cadgee Road and Carters Road to Wimmera Highway
- capacity for significant growth with subdivisions and creation of large industrial allotments by upgrading Moyhall Road to a freight route and linking it to industrial land
- establishment of a new industrial site on the eastern side of Naracoorte
- capacity for the relocation of enterprises from non B-Double compliant sites elsewhere in Naracoorte
- capacity for significant economic development on the new sites and those vacated elsewhere through relocations
- safer and more controlled heavy vehicle movements, through and around the township of Naracoorte including modifications to Smith Street to cater for A Double transport
- stimulate retail and commercial activity to support the expanding industrial sector

Status



Benefits

Social Benefits

- Greater social amenity & improved quality of life
- Sustainable prosperity in communities
- Developing regions
- Impact on regional populations levels
- Maximise positive and minimise negative social impacts

Economic Benefits

- Promote development of job creation
- Address capacity constraints
- Create employment (directly & indirectly)
- Sustained economic growth
- Increased productivity
- Direct & indirect benefits

Geographic Impact	<p>District Council Grant Kingston District Council Naracoorte Lucindale Council District Council Robe Tatiara District Council Wattle Range Council Cross Border – SW Victoria</p> <p>The increasing demand for different heavy transport configurations, and route to various markets will impact on all named Councils as many of above named will be origin of commodity, destination, or traversing. This project will enable routes for larger heavy vehicle configurations to traverse Councils to end destination(s).</p>
Assumptions	Partnership of DPTI for their components with project.
Dependencies	Dependent on critical components of the road network being upgraded that are the responsibility of DPTI. They are currently scoping the sub-project and have progressed to concept design to then provide for departmental State Government budget bid.
Time Frame	<p>Short Term (1 – 3 years) - Stage 1 & 2</p> <ul style="list-style-type: none"> • S1 - Smith St Roundabouts • S2 - Teys & Qube Intersection <p>Medium Term (3-5 years) – Stage 3 & 4</p> <ul style="list-style-type: none"> • S3 – Boddingtons Rd/Riddoch Hwy, and Cagee Rd • S4 – Moyhall Road Upgrade & Link
Risks	To not construct such enabling transport linkages will put at risk business growth, industrial land development, employment growth, and regional transport contracts)
Cost Estimates	<p>Stage 1 \$2.7M Stage 2 \$2.5M Stage 3 \$8.8M Stage 4 \$6.0M</p>
Can it be budgeted & does it attract funding?	<p>Yes</p> <p>Identified funders are:</p> <ul style="list-style-type: none"> • Naracoorte Lucindale Council 43% • State Government 52% • Private Sector 5% <p>Various funding opportunities, including:</p> <ul style="list-style-type: none"> • State Government Capital Works • Naracoorte Lucindale Council Capital Works Program • Black Spot Funding – proactive stream • Special Local Roads Program • Private Sector contribution
Supporting Data & Documents (Utilise ID Profiling)	<p>Employment</p> <ul style="list-style-type: none"> • Construction 139 FTE • Post Construction 275FTE

Economic Benefit Estimate

- Construction – Value Add \$16.91M
- Post Construction – Value Add \$31.61M

Social Benefits

- Population growth, including working population growth through migration.
- Housing supply and demand
- Service demand and delivery
- Road safety improvements – safer critical intersections; reduced number of heavy vehicles due to change in heavy vehicle configurations and efficiencies.

Environmental Benefits

- Reduced heavy vehicle movements

Does it align with any other relevant Strategic Plans

State Government – Delivering for SA

1. More Jobs
- 1.1. Better Freight Infrastructure
- 1.2. Regional Roads & Infrastructure

Naracoorte Lucindale Council Strategic Plan

Theme 1 - Prosperous community

Outcome - Diverse range of thriving primary industries

Our Action - Identify value adding opportunities

Our Target - Facilitate linkages and support for businesses to access local, national and international markets and investment.



LIMESTONE COAST REGIONAL TOURISM FRAMEWORK

PROJECT BRIEF

Priority Action

'Resource and implement the LCLGA regional tourism framework to create a coordinated, strategically focused, high impact Regional Tourism Organisation (RTO), able to effectively lead, manage and deliver regional tourism marketing, destination and industry development priorities in partnership with the SATC, Limestone Coast councils, and local tourism businesses'

Regional Growth Strategy Priority Alignment

Collaborate to Build Tourism Capacity in the Region

Opportunity Statement

The Limestone Coast visitor economy is valued \$327m* with a projected increase of 40% by 2020 to reach \$457m PA. To achieve this growth, the LCLGA Board endorsed the establishment of a Tourism Management Group (TMG) with representation from each of its' constituent councils. The group conducted an environmental scan, considered emerging trends and markets and how it can partner with industry to drive growth. TMG identified the need for clear focus and direction, to align resources and effort by working collaboratively.

Project description

The Limestone Coast Regional Tourism Framework identifies the pillars of work, outlines roles and responsibilities, and provides clarity for all stakeholders while all working towards a common goal.

This Regional Tourism Framework visualises the 'shoulder to shoulder' approach from within region and for those working externally.

It is vitally important and relevant that all these pillars worked in-line with each-other and are in-tune with the development of other tourism mechanisms across industry, and importantly with Local, State and Federal Governments to achieve success and drive growth in the visitor economy.

Status



Benefits

Social Benefits

- Greater social amenity & improved quality of life
- Sustainable prosperity in communities
- Developing regions
- Impact on regional populations levels
- Maximise positive and minimise negative social impacts

Economic Benefits

- Promote development of job creation
- Address capacity constraints
- Create employment (directly & indirectly)
- Sustained economic growth
- Increased productivity
- Direct & indirect benefits

Identified Partners

Project Lead

Limestone Coast Local Government Tourism Management Group (oversee the Framework)

Partners

LCLGA
LC LEDG
RDALC

Stakeholders

The Limestone Coast Collaborative
Tourism & Business interest groups
SATIC
SATC
Tourism Australia
Australian Tourism Export Council

Geographic Impact

City of Mount Gambier
District Council Grant
Kingston District Council
Naracoorte Lucindale Council
District Council Robe
Tatiara District Council
Wattle Range Council
Cross Border - Straddles the South Australia & Victoria Border to capture Glenelg Shire, Southern Grampians, West Wimmera & Horsham.

Assumptions

Currently the Regional Tourism Framework is funded and supported by the LCLGA Councils and as part of the funding are delivering on a set of priorities including:

- Growing our share of international visitor expenditure
- Building advocacy and formalising activities related to the Visiting friends and relatives sector.
- Using events to grow visitation
- Building a regional proposition to attract corporate and business travellers.
- Working together to raise the profile of the Limestone Coast.

The region also has a highly valued strategic partnership with the South Australian Tourism Commission which enables a 2-way communication for opportunities and issues.

Dependencies

LCLGA constituent councils remain committed to the framework
The Regional Tourism Framework underpins other projects like the delivery of the LCLGA Priorities to Grow the Visitor Economy by 2020 and the development of a Destination Tourism Plan and a Destination Marketing Plan.

Time Frame

Immediate (< 1 year)

Risks

Cost Estimates

Maintenance of Regional Tourism Framework - \$150k pa (min)

Can it be budgeted & does it attract funding?	Yes – to be confirmed through budgeting at local & state government.
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Supporting Data & Documents

(Utilise ID Profiling)

Does it align with any other relevant Strategic Plans	Tourism Australia 2020 South Australia Tourism Plan 2020 / 2030 (under construction) South Australian Regional Visitor Strategy Limestone Coast Regional Growth Strategy Limestone Coast Local Government Priorities to Grow our Visitor Economy by 2020
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LIMESTONE COAST REGIONAL TOURISM DESTINATION

MARKETING STRATEGY

PROJECT BRIEF

Priority Action

'Develop and implement a Destination marketing Strategy (DMS) for the region defining; current tourism visitor numbers, length of stay and spend per head performance measures, including future stretch targets, quantified and qualified target markets as a priority areas for growth, the regions market positioning, differentiation and core brand promise as it relates to key markets, heroes experiences and supporting visitor information services, retail and trade sales channels to market and tactical plans for action'

Regional Growth Strategy Priority Alignment

Collaborate to build tourism capacity in the region

Opportunity Statement

The DMS aims to create and implement a range of marketing and development programs that increase the economic return from domestic and international visitation.

Project description

This DMS will require a number of phases to achieve a fully regional document.

1. Research - identify the Limestone Coast customer persona's and those with propensity to travel, domestically & internationally
2. Consult & Audit - Identify experiences that appeal to our best prospects and identify gaps for development/investment.
Industry capability and skill development,
3. Establish regional marketing objectives
4. Design marketing activities to achieve growth in the visitor economy.

Status



Benefits

Social Benefits

- Greater social amenity & improved quality of life
- Sustainable prosperity in communities
- Developing regions
- Impact on regional populations levels
- Maximise positive and minimise negative social impacts

Economic Benefits

- Promote development of job creation
- Address capacity constraints
- Create employment (directly & indirectly)
- Sustained economic growth
- Increased productivity
- Direct & indirect benefits

Identified Partners

Project Lead

Limestone Coast Tourism Management Group

Partners

	LCLGA LC LEDG RDALC <u>Stakeholders</u> Tourism & Business interest groups SATC SATC Tourism Australia Australian Tourism Export Council
Geographic Impact	City of Mount Gambier District Council Grant Kingston District Council Naracoorte Lucindale Council District Council Robe Tatiara District Council Wattle Range Council
Assumptions	The last Limestone Coast regional marketing strategy/plan was 2010/11.
Dependencies	The DMS will require a fully-integrated approach during the development and implementation across industry, local, state & federal government. The DMS should not be produced before the Destination Tourism Plan is fully endorsed.
Time Frame	Short Term (1 – 3 years)
Risks	
Cost Estimates	\$ TBC
Can it be budgeted & does it attract funding?	Funding is subject to authorisation from stakeholders Potential contributors to fund the project Industry – via tourism interest groups. LCLGA SATC SATC Relevant grant programs
Supporting Data & Documents (Utilise ID Profiling)	
Does it align with any other relevant Strategic Plans	Tourism Australia 2020 South Australia Tourism Plan 2020 / 2030 (under construction) South Australian Regional Visitor Strategy Limestone Coast Regional Growth Strategy Limestone Coast Local Government Priorities to Grow our Visitor Economy by 2020



LIMESTONE COAST REGIONAL TRAILS IMPLEMENTATION

PROJECT BRIEF

Priority Action

'Review the priorities in the Limestone Coast Regional Trails Implementation Feasibility Study'

Regional Growth Strategy Priority Alignment

Collaborate to Build Tourism Capacity in the region

Opportunity Statement

The Limestone Coast regional trails project is a combined approach to trails development across seven council areas in the Limestone Coast of SA. National physical activity trends indicate participation in unstructured recreation activities and relative to those trends, desire to use recreation trails is growing. Recreational trails offer a diverse range of benefits to the community and environment including social health, physical fitness, environmental managements and awareness, cultural preservation and economic benefits. It is considered an important part of creating recreation and tourism opportunities for communities in the Limestone Coast.

Project description

In 2015 the Limestone Coast Regional Trails Implementation Feasibility Study was completed which followed on from the research completed in the Limestone Coast Regional Trails Master Plan. After extensive consultation and research, the following trails were identified as priority regional trails;

1. The Rail Trail – utilises disused rail corridors and divided in to three sections; Mt Gambier to Bordertown; SA/VIC Border through to Mount Gambier and to Beachport; Naracoorte to Kingston
2. The Mackillop/Woods Way 9Aussie Camino Trail – recognising the travels and work of Saint Mary MacKillop & Father Julian Tenison Woods, it runs from Portland Victoria to Penola
3. The Coastal Trail – runs along the coast as much as practical from the SA/VIC border to the Coorong.

Cost estimates were completed for all 3 trails and included several factors & infrastructure requirements including; Trail surfaces, Signage & trail markers, Water points, picnic areas, shelter & seating, car & bike parking areas.

Based on the information gathered to date, the trails appear to be feasible and it is reasonable to continue investigations. To progress the trails project to the stage a detailed design and documentation and then consideration a further planning component is required and includes

The next step is the preparation of a Design Development Plan for the nominated trails that will;

- Map out in detail the trails specific alignments, sections & staging
- Consider the infrastructure requirements and surface materials
- Provide more specific and accurate costings

Status



Benefits

Social Benefits

Economic Benefits

- Greater social amenity & improved quality of life
- Sustainable prosperity in communities
- Developing regions
- Impact on regional populations levels
- Maximise positive and minimise negative social impacts
- Promote development of job creation
- Address capacity constraints
- Create employment (directly & indirectly)
- Sustained economic growth
- Increased productivity
- Direct & indirect benefits

Identified Partners

Project Lead

- LCLGA (oversee the LC Regional Trails Implementation Group LCRTIG, identify funding opportunities, prepare funding application, liaise with partners & stakeholders)

Partners

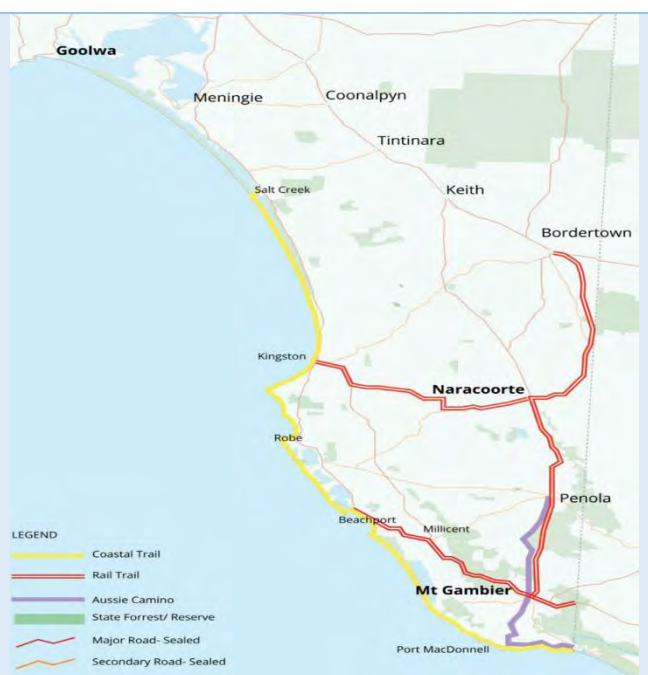
- LCLGA 7-member councils (appoint members to LCRTIG, provide necessary approvals to access land & development approvals, provide funding)
- RDA LC (appoint member to LCRTIG, identify funding opportunities & support from federal & state government)
- Consultant (develop Concept Design)

Stakeholders

- SATC (promotion)
- DEWNR (If the project was to proceed DEWNR would be interested in considering options for resurfacing and licenced agreements for land owned and access to corridors)
- Office Recreation and Sport (funding programs, access to Minister)
- Department Planning, transport & Infrastructure (DPTI) (support issues arounds ownership, tenure & environmental issues including contamination and remediation. Provide a long-term tenure agreement to convert rail corridor into a recreational trails for walking & cycling etc)
- Aussie Camino Trail organiser
- Private Land owners (require approval to have trails access their properties)

Geographic Impact

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



Assumptions

That funding will be available and accessible along with government support

Dependencies	The current South Australian Government is looking to invest in developing a world class tourism cycling trail from Adelaide to Melbourne to be known as the Great Southern Bike ride. While the exact route of the trail is still to be determined it is anticipated that the cycling route would incorporate parts of the Limestone Coast including Coastal and Inland. The trail would also potentially feature a series of smaller tourism focused loops around regional communities
Time Frame	Short Term (1 - 3 years)
Risks	
Cost Estimates	\$60,000 (Design Development Plan)
Can it be budgeted & does it attract funding?	LC LGA 26% - 50% RDA LC 1% - 25% ORS 26% - 50% BBRF 26% - 50% DEWNR 1% - 25%
Supporting Data & Documents (Utilise ID Profiling)	Limestone Coast Regional Trails Implementation Feasibility Study Limestone Coast Regional Trails Feasibility Study Scoping Document Limestone Coast Regional Trails Master Plan
Does it align with any other relevant Strategic Plans	SA Government Great Southern Bike Trail



LIMESTONE COAST TOURISM PLAN

PROJECT BRIEF

Priority Action

'Develop and implement a Destination Tourism Plan (DTP) for the region defining; priorities for new tourism product and experience development; packaging and bundling opportunities; tourism infrastructure needs; priorities for tourism industry skill development; trade and market ready program priorities; and tactical plans for action.'

Regional Growth Strategy Priority Alignment

Collaborate to Build Tourism Capacity in the Region

Opportunity Statement

A Destination Tourism Plan (DTP) for the Limestone Coast region will provide a holistic platform for activities related to our visitor economy. The DTP will align resources and the efforts across all the mechanisms working in the visitor economy and to be actively striving toward a set of unified long-term objectives.

Project description

This Destination Tourism Plan (DTP) will be developed in consultation with industry, Government and the community and sets the short, medium and long-term strategy for the Limestone Coast region. The DTP will identify the priority projects and activities in collaboration with Local Government, SATC and industry to achieve the long-term strategy. It is a collaborative approach to ensure the sustainable success of the industry and aggressively capitalise on key opportunities for the region as a world-class tourism destination.

The DTP will address the changing needs of the broader visitor economy in the Limestone Coast region. It aims to build on a strong foundation which acknowledges the vital demand-side destination marketing already undertaken by the LCLGA by aligning the strategies, resources, and efforts of industry and all levels of government towards a set of unified long-term objectives and outcomes.

The DTP will be developed by the Limestone Coast Local Government Tourism Management Group based on an extensive base of tourism intelligence, industry engagement and experience. Alignment with the South Australian state government policies and its various agencies will demonstrate commitment to working in partnership at a destination level to deliver collective tourism aspirations.

Status



Benefits

Social Benefits

- Greater social amenity & improved quality of life
- Sustainable prosperity in communities
- Developing regions
- Impact on regional populations levels
- Maximise positive and minimise negative social impacts

Economic Benefits

- Promote development of job creation
- Address capacity constraints
- Create employment (directly & indirectly)
- Sustained economic growth
- Increased productivity
- Direct & indirect benefits

Identified Partners	<p><u>Project Lead</u> Limestone Coast Tourism Management Group (overseas the Framework)</p> <p><u>Partners</u> LCLGA LC LEDG RDALC</p> <p><u>Stakeholders</u> The Limestone Coast Collaborative Tourism & Business interest groups SATC SATC Tourism Australia Australian Tourism Export Council</p>
Geographic Impact	<p>City of Mount Gambier District Council Grant Kingston District Council Naracoorte Lucindale Council District Council Robe Tatiara District Council Wattle Range Council Cross Border - Straddles the South Australia & Victoria Border to capture Glenelg Shire, Southern Grampians, West Wimmera & Horsham.</p>
Assumptions	<p>While the region has a LCLGA set of priorities, these are related to the alignment and cohesive work of the 7 constituent councils specifically addressing Visitor Servicing. It is not an all-encompassing plan. The development of the DTP is a key piece of soft infrastructure that will integrate all the mechanisms working in the visitor economy, including industry and all levels of government.</p>
Dependencies	<p>The DTP will provide an over-arching plan to guide the work of a Destination Marketing Plan and the review of the LCLGA Priorities to Grow the Visitor Economy by 2020. This body of work will also provide a tool to engage with our strategic partners like the SATC to further opportunities.</p>
Time Frame	<p>Short Term (1 – 3 years)</p>
Risks	
Cost Estimates	<p>\$ 60,000 - \$80,000 - TBC</p>
Can it be budgeted & does it attract funding?	<p>Funding is subject to authorisation from stakeholders</p> <p>Potential contributors to fund the project Industry – via tourism interest groups. LCLGA SATC SATC Relevant grant programs</p>

Supporting Data & Documents

(Utilise ID Profiling)

Does it align with any other relevant Strategic Plans	Tourism Australia 2020 South Australia Tourism Plan 2020 / 2030 (under construction) South Australian Regional Visitor Strategy Limestone Coast Regional Growth Strategy Limestone Coast Local Government Priorities to Grow our Visitor Economy by 2020
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10.0 FINANCE REPORT

BACKGROUND

The attached reports for the 2018/19 financial year should be considered near complete with some minor amendments still in progress. It is very likely there will be a significant change in the income statement and the balance sheet when finalized mainly due to the accounting rules of what constitutes a liability and when to recognize income.

Currently we are forecasting a profit of \$65,558 against a budgeted loss of - \$293,464 but once the liabilities have been thoroughly reviewed this will change and is discussed below.

This result is largely driven by:

- Income was \$435,233 favorable to budget due to being more successful securing grants than budgeted (\$89,961), transferring \$196,886 from project liabilities as income, better than expected project income from the Leadership and Sports Academy (\$31,572), Sundry Income (mainly sponsorship) exceeding budget, note reimbursements net out against expenses and therefore do not impact the P&L.
- Expenses overall were \$76,200 unfavorable to budget mainly due to \$91,917 in additional project costs which relates to the additional project income received (\$89,961). Travel and accommodation is a catchall and doesn't include the impact relating to trade shows and projects.
- We are reviewing the way we allocate costs in our accounting system to provide a more consistent way of allocating costs.

TREATMENT OF EXTERNAL INCOME

We have sought advice from Accountants to ensure we are compliant with the Australian Accounting Standards including reviewing the treatment of Liabilities and income. This was prompted by comments from our Auditors as an area for review and changes to the Australian Accounting Standards for not-for-profit entities from the 1st of January 2019.

With advice from our Accountants we have developed a five-step process to assess and manage external income. This is:

1. Identify the legal obligation associated with the revenue.
2. Identify the associated performance obligations.
3. Determine the transaction price.
4. Allocate the transaction price to the associated performance obligations.
5. Recognise revenue as performance obligations are met.

It is likely that once applied the majority of project liabilities on the balance sheet will be classified as income.

This will artificially and significantly boost our profitability for 2018/19 as a one-off adjustment. This does not mean we have achieved high profits, it is just an anomaly as we make an adjustment to comply with the relevant accounting standards.

A more detailed report will be provided at the next Board meeting with the Auditors report.

The audit is currently scheduled for 22ND August 2019.

REVIEW OF FINANCIAL REPORTING

We are reviewing, with advice from our accountant, the financial reports to the Board to ensure we provide as much relevant information as possible on the performance of LCLGA, including forecasts of EOFY performance and cash flow.

Once the end of financial year is completed, we will reset our reporting to ensure it provides the Board and management with the information needed to scrutinize performance.

RISK AND AUDIT COMMITTEE

The LCLGA is currently exempt by the Minister of the requirement for an Audit Committee and this exemption applies to most South Australian regional LGA's.

However, the LCLGA is managing more complex arrangements and greater resources than most of the other regional LGA's and it would be prudent to consider the value of establishing a Risk and Audit Committee to advise the Board and Management on risk and governance related matters.

This will be further explored at the next Board meeting.

OPTIMISING CASHFLOW AND INVESTMENTS

Currently LCLGA invests its funds in a 3-4-month term deposit with our bank (BankSA) to secure a low risk return on funds. It is entirely appropriate that in investing our members (and communities) funds it is done in a low risk way with Bank SA.

By operating just one term deposit this means enough funds need to be held in a transactional account to cover our obligations until the term deposit matures.

Recently with the delayed approval of the business plan we needed to transfer money from our term deposit (upon maturity) into our general account to meet short term cash flow needs. We would have benefited by being able use other term deposits for slightly shorter periods of time to provide better returns and more flexibility to meet cash flow requirements.

The opportunity is to operate overlapping term deposits to maximise returns and minimise cash flow risk.

It is recommended that the Executive Officer, with approval from the President, be authorised to operate up to three overlapping term deposits with BankSA to maximise returns and minimise cash flow risk. This will also mean the current four signatories should be extended to any new accounts that may be opened.

All term deposit investments to be reported to the Board meeting as part of the Finance report.

PETTY CASH

A short-term increase to Petty Cash was approved from \$250 to \$500 by the President following a recommendation from the ExO to meet an immediate operational requirement.

Not all of our staff have corporate credit cards and a staff member who was traveling interstate had a requirement above \$250 to cover approved expenses.

We are reviewing the LCLGA needs for corporate cards with recent staff changes and in the interim are seeking approval to sustain the petty cash at \$500 until the October 2019 Board meeting.

RECOMMENDATION

It is recommended that the LCLGA;

1. Note the approach proposed to assess external income.
2. Approve the Executive Officer, President, Vice President and Executive Support Officer to be signatories for the three term deposits with BankSA to maximise returns and cashflow, all investments to be reported to the Board in the Finance Report.
3. Approve a temporary increase in the Petty Cash to \$500 until the October 2019 Board meeting.
4. Receive and note the reports:
 - a. The Consolidated Draft Profit and Loss Budget Analysis for the period 1st July 2018 to 30th June 2019 be received and noted.
 - b. The Draft Balance Sheet for the period ending 30th June 2019 be received and noted.

Moved,

Seconded,

LIMESTONE COAST LOCAL GOVERNMENT ASSOC

Level 1
9 Bay Road
Mount Gambier SA 5290

Profit & Loss [Budget Analysis]

July 2018 To June 2019

	Selected Period	Budgeted	\$ Difference	% Difference
INCOME				
Members contributions	\$642,404	\$642,400	\$4	0%
Grants	\$431,961	\$342,000	\$89,961	26%
Funds Carried Forward	\$196,887	\$0	\$196,887	NA
Project Income	\$46,273	\$14,700	\$31,573	215%
Sundry Income	\$65,998	\$5,000	\$60,998	1220%
Reimbursement	\$58,910	\$7,000	\$51,910	NA
Interest	\$15,891	\$12,000	\$3,891	32%
Total income	\$1,458,324	\$1,023,100	\$435,224	42.54%
EXPENSES				
Advertising & Marketing	\$15,656	\$4,350	\$11,306	260%
Audit Fees	\$2,900	\$3,250	(\$350)	-11%
Bank Fees	\$498	\$600	(\$102)	-17%
Computing & IT	\$12,538	\$17,260	(\$4,722)	-27%
Consultancy	\$0	\$0	\$0	NA
Occupancy	\$25,227	\$24,120	\$1,107	5%
Governance	\$18,900	\$23,301	(\$4,401)	-19%
Insurances	\$7,685	\$9,600	(\$1,915)	-20%
Legal Fees	\$0	\$1,200	(\$1,200)	-100%
Meeting Expenses	\$4,205	\$0	\$4,205	NA
Miscellaneous Expenses	\$4,587	\$0	\$4,587	NA
Postage	\$66	\$1,080	(\$1,014)	-94%
Printing/Stationery	\$6,490	\$6,400	\$90	1%
Projects	\$530,923	\$493,463	\$37,460	8%
Seminars	\$5,118	\$4,200	\$918	22%
Subscriptions	\$358	\$1,200	(\$842)	-70%
Telephones	\$6,567	\$8,820	(\$2,253)	-26%
Trade/Consumer Shows	\$42,082	\$51,000	(\$8,918)	-17%
Training	\$6,928	\$8,700	(\$1,772)	-20%
Travel/Accommodation/Meals	\$42,528	\$28,600	\$13,928	49%
Vehicles - Fuel	\$12,195	\$13,400	(\$1,205)	-9%
Vehicles - Leasing	\$39,741	\$42,600	(\$2,859)	-7%
Vehicles - Repairs/Maintenance	\$1,154	\$900	\$254	28%
Wages & Salaries	\$544,558	\$572,521	(\$27,963)	-5%
Unbudgeted Project Expenses	\$54,459	\$0	\$54,459	NA
Minor Capital Purchases	\$7,403	\$0	\$7,403	NA
Total expenses	\$1,392,765	\$1,316,565	\$76,200	6%
Net Profit/(Loss)	\$65,559	(\$293,465)	\$359,023	122%

Balance Sheet

As of June 2019

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

Assets		
Cheque Account		\$35,337.15
Business Access Saver		\$153,187.82
Term Deposit 1		\$691,798.72
Electronic Clearing Account		-\$11,668.72
Petty Cash		\$500.00
Trade Debtors		\$109,322.86
Total Assets		\$978,477.83
Liabilities		
Trade Creditors		\$40,460.11
CREDIT CARDS		
Starclub Field Officer	\$474.10	
Regional Waste Management	\$24.00	
Tourism Industry Dev Officer	\$544.45	
Executive Officer (New)	\$1,730.73	
Total CREDIT CARDS		\$2,773.28
GST LIABILITIES		
GST Collected	\$20,844.85	
GST Control Account	-\$8,074.33	
GST Paid	-\$14,650.78	
Total GST LIABILITIES		-\$1,880.26
PAYROLL LIABILITIES		
PAYG Payable	\$10,532.67	
Superannuation Payable	-\$443.97	
Leave Provisions	\$33,360.57	
Long Service Leave	\$2,158.36	
Total PAYROLL LIABILITIES		\$45,607.63
PROJECT LIABILITIES		
Star Club Field Officer	\$38,453.39	
Regional Waste Management	\$27,186.01	
Planning	\$37,204.00	
Tourism	\$151,851.29	
Procurement	\$10,000.00	
Rubble Royalty	\$173,376.14	
LC Sports Academy	\$35,692.00	
Limestone Coast Leadership	\$13,000.00	
ADF	\$9,925.40	
Total PROJECT LIABILITIES		\$496,688.23
Total Liabilities		\$583,648.99
Net Assets		\$394,828.84
Equity		
Retained Earnings		\$329,270.13
Current Year Earnings		\$65,558.71
Total Equity		\$394,828.84

This report includes Year-End Adjustments.

**Minutes for Limestone Coast Local Government Tourism Management Group,
Naracoorte Lucindale Council Chambers, Monday 29th July 2019.**

MEETING OPENED 9:40am

1.0 MEMBERS/DEPUTY MEMBERS

1.1 Present

District Council of Grant	Mike Ryan
Naracoorte Lucindale Council	Sally Klose
Kingston District Council	Nat Traeger
City of Mount Gambier	Donna Foster
LCLGA	Biddie Shearing

Apologies: Anne Champness from Tatiara DC, Roger Babolka from Wattle Range Council, James Holyman from Robe

2.0 Previous Minutes from 20th May 2019

Noted and accepted.

MOVED: Mike Ryan

SECOND: Sally Klose

3.0 LCLGA Priorities to Grow the Visitor Economy by 2020

3.1 Travel Trade Events & Activity

Biddie tabled a summary of activities in the pipeline and rationale for priorities of further opportunities. The group requested Biddie to amend some activities in the work plan to ensure the Limestone Coast is represented at the Australian Tourism Exchange with the following motion:

The LCLGA Tourism Management Group provides in principle support for the Limestone Coast to register to attend Australian Tourism Exchange in April 2020 in Melbourne. To achieve within the current budget, there will be an amendment to delivery of activities.

ACTION: Biddie to prepare an amended workplan to accommodate attendance at ATE20, noting no increase in budget.

MOVED: Donna Foster

SECOND: Nat Traeger

3.2 Visiting Friends & Relatives

Biddie provided an update on a campaign that directly targets the international student groups residing in Melbourne & Adelaide.

3.3 Events

An update was provided to the group about the number of events that were funded through the SATC Regional Events & Festivals program. This was the highest number of events funded since the program inception.

A recent post on LinkedIn acknowledging these results attracted 1468 views, 50 Likes & 3 comments.



Biddie provided a briefing of 2 potential events that are interested in the Limestone Coast in the immediate future.

3.4 Corporate & Business Traveler

The region has renewed its membership with the Adelaide Convention Bureau.

The region is close to learning if it is successful with the regional pitch for the Sustainable Economic Growth for Regional Australia (SEGA) 2020 Conference. Announcement is late August.

3.5 Collaborating

Biddie presented a quarterly report from SATC Marketing Report, that captured activity relating to the Limestone Coast over April, May & June and forward marketing plans. SATC filmed a video commercial in the region on Friday 26th July which will feature as part of the Spring Summer burst for the domestic campaign Intra & Interstate.

ACTION: Biddie to circulate report, noting, not for wider distribution.

Together with Tourism Australia & SATC, the Limestone Coast is hosting a film crew from Hong Kong on 30th & 31st July which will feature the Melbourne to Adelaide Touring Route ad be aired on TVB one of the biggest TV Channel's in Hong Kong.

The group discussed the current Priorities to Grow the Visitor Economy by 2020 which expires June 2020 in addition to the Regional Growth Strategy and specifically the regional tourism component and the development of a Destination Tourism Plan & Destination Marketing Plan. The following timeline was outlined.

Action	Date
Biddie to develop tender brief & circulate to TMG for comment	14 th August 2019
TMG to provide feedback to Biddie	21 st August 2019
Tender distributed	4 th September 2019
Tender applications closing date	27 th September 2019
TMG to assess tender applications	4 th October 2019
Successful tender appointed.	11 th October 2019
Consultation Period (in region)	21 st – 31 st October 2019
DRAFT Destination Tourism Plan presented to TMG DRAFT Destination Marketing Plan presented to TMG	2 nd December 2019
DRAFT Plan tabled at LCLGA Board Meeting	13 th December 2019
DRAFT Plans referred to industry and council consultations	13 th December 2019 - 17 th January 2020
ALL feedback required	17 th January 2020
Finalise Destination Tourism & Marketing Plan	24 th January 2020
Present final DRAFT to TMG	29 th January 2020
Present final DRAFT to LCLGA Board for endorsement	14 th February 2020
TMG to develop Resource & Implementation Plan	17 th February 2020 – 20 th March 2020
DRAFT Resource & Implementation Plan presented to LCLGA Board for referral to councils	10 th April (Good Friday, date to be adjusted)
Feedback required	8 th March 2020
Finalise Resource & Implementation Plan	22 nd March 2020
Present Resource & Implementation Plan to LCLGA Board for endorsement.	12 th June 2020
Implementation to begin	1 st July 2020



4.0 Information Reports

4.1 One Night Stand

Sally provided an update on the event including accommodation, traffic management, council coordination and regional impact. The group discussed how to leverage the event in a meaningful non-commercial way that can help build the reputation and awareness of the region.

ACTION: Biddie to seek quotes for branded wrist bands with #LimestoneCoast

4.2 Limestone Coast Regional Map

Donna provided an update, hoping to have these produced and distributed by the beginning of October ready for the peak season.

4.3 Limestone Coast Visitation & Expenditure Figures

Biddie tabled a snapshot of visitation and expenditure over a 6-year horizon.

(000's)	March 2019	June 2018	March 2018	Sept 2017	March 2017	September 2014	December 2013	September 2013	June 2013	March 2013	December 2012
Expenditure	\$357m	\$327m			\$295m						
TOTAL VISITORS	642	595	575	588	566	482	523	501	512	485	515
Domestic	597	549	529	543	520	439	482	462	472	446	478
International	45	46	46	45	46	43	41	39	40	39	37
Interstate	275	224	216	223	204	154	172	171	170	138	158
Intrastate	322	325	313	320	317	284	310	291	302	3058	320
DAY TRIPS	755	751	700		718		696				
TOTAL NIGHTS	2,037	1,930	1,898	1,906	1,821	1,601	1,540	1,541	1,669	1,630	1,791
Domestic	1,731	1,647	1,614	1,646	1,556	1,296	1,297	1,264	1,314	1,304	1,510
International	306	283	284	260	265	305	243	277	355	326	281
Interstate	796	671	662	655	602	421	450	441	460	391	577
Intrastate	935	976	952	991	955	875	847	824	854	914	933

4.4 Mixed Dozen Update – Research, Capability & Tender

This cross-border project now has 55% of the project completed.

The research component of the project was tabled which entails valuable information about how best to target, attract and grow the international wine visitor. The project will now roll out a capacity building program through workshops, mentors and a familiarization program.

4.5 Cross-Border Activity

To support cross-border relationships, Biddie has met with Great Ocean Road Tourism, Grampians Tourism, Glenelg Shire Council & has begun working closer with Great Southern Touring Route. The Victorian Government is reviewing Regional Tourism and the Tourism Management Group (TMG) would like to submit comment on the importance of Cross-Border synergies.

ACTION: Biddie to circulate draft submission for e-mail endorsement by the TMG.

Biddie tabled a highlights presentation by SATC relating to a report that was developed by Deloitte called Understanding Visitor Regional Dispersal.

Biddie tabled a reminder for councils to consider a submission to the Parliament of SA, Natural Resources Committee and the Inquiry into the use of off-road vehicles, due by Friday 16th August 2019. <http://www.lga.sa.gov.au/page.aspx?u=6736&t=uList&ulistId=0&c=85658>



5.0 **Optional - Individual Council Tourism Initiative and News**

Naracoorte Lucindale

- Currently managing a number of significant events including One Night Stand, Great South Coast Bike Ride, LC Multicultural Soccer Festival and the World Heritage Festival, plus hosting the South Australian Square Dancing Convention.

DC Grant

- Waterfront Stage 2 is progressing with funding secured to develop the playground and fitness park, town entrance and some landscaping.
- Airport Project is progressing
- Port MacDonnell hosting the Great South Coast Bike Ride.

Mount Gambier

- Great Victorian Bike Ride in November with 5,000 riders expected.
- Gearing up for Summer with product
- New Vehicle approved to be branded and enable the visitor centre to be more mobile and visual.

Kingston SE

- Supporting One Night Stand by relaxing the criteria for the RV Park.
- Conducting an environmental scan of the council area.
- Currently working way through the traders in the Main street to introduce new CEO and also encourage business to be open on the One Night Stand weekend.

6.0 **Next Meeting**

The next meeting is scheduled for Monday 9th September 2019, in Naracoorte.

7.0 **MEETING CLOSED – 11:30am**

The next LC LGA Tourism Management Group Meeting is to Monday 9th September 2019 from 9:30am – 12:00noon in Naracoorte Lucindale Council Chambers.



MINUTES

23rd July 2019
10:30am – 12:30pm
Naracoorte Town Hall

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION LIMESTONE COAST ECONOMIC DEVELOPMENT GROUP MEETING

1. Present

Anne Champness	Tatiara District Council
Peta Crewe	PIRSA
David Wheaton	RDA LC
Jane Featherstonhaugh	Grant District Council
Mike Ryan	Grant District Council
Graham Excell	Tatiara District Council
Rachael Ashman	RDA LC
Liz Perkins	RDALC
James Holyman	District Council Robe
Marcus Kuller	DTTI
Mike Ryan	District Council Grant
Steve Chapple	Wattle Range Council
Tony Wright	LCLGA
Trevor Smart	Naracoorte Lucindale Council
Michaela Bell	LCLGA

2. Apologies

Andrew Meddle	City Mount Gambier
Biddie Shearing	LC LGA
Judy Nagy	City Mount Gambier
Ben Gower	Wattle Range Council
David Hill	DTTI
Richard Sage	Grant District Council
Nat Traeger	Kingston District Council
Erika Vickery	Naracoorte Lucindale Council

3. Minutes of Previous Meeting

Confirmation of the Minutes of the LCEDG meeting held 12th March 2019 at the Naracoorte Council Chambers

“That the Minutes of the LCEDG Meeting held on the 12th March 2019, be taken as read and confirmed as a true and correct record of the proceedings at that meeting.”

MOVED: Trevor Smart

SECONDED: Peta Crewe

CARRIED

4. Matters arising from the Minutes

To be discussed further in Minutes

5. Limestone Coast Red Meat Cluster (LCRMC) update

(Trevor Smart)

Trevor provide the Committee with the proposed new TOR's for the LCRMC for comment and feedback. Updates and changes were proposed and discussed by the Committee with the view that once those changes and additions have been made the Committee will endorse the Terms of Reference.

ACTION

Michaela to update TOR's

Naracoorte Lucindale Council will be transferring the governance and project management support of the Committee and Project to the LCLGA. Michaela Bell (Project Manager LCLGA) will oversee the Coordination of the Project.

It was recommended that the LCEDG:

1. *Support the adoption of the LCRMC Terms of Reference subject to the changes discussed.*
2. *Prepare a Recommendation Report for the LCLGA*

MOVED: James Holyman

SECONDED: Trevor Smart

CARRIED

6. DAMA update

(Rachael Ashman)

SA DAMA - officially went live on 1 July 2019.

- o As of 8 July, employees are now able to seek endorsement from Immigration SA who are the Designated Area Representative (DAR). This first stage of the process is on-line through Immigration SA website.
- o Immigration SA and RDALC will be hosting Minister Pisoni will on 14 August 2019 at a lunch meeting in Mount Gambier to unpack the DAMA. DoHA will discuss the new two new visas to be introduced in November this year.
- o Skilled Employer Sponsored Regional (Provisional) visa: for people sponsored by an employer in regional Australia.
- o Skilled Work Regional (Provisional) visa: for people who are nominated by a State or Territory government or sponsored by an eligible family member to live and work in regional Australia.
- o More details and invitations to follow.
- o Skilled migrants nominated by South Australia – RDALC will launch a new initiative where we link skilled on-shore migrants looking to move to the Limestone Coast and businesses looking for skilled staff. Simple process in which we will send the vacancy information and PD from employers to the skilled migrants that have attended shown interest in our region (through the Welcome to SA sessions for new migrants).
- o RDALC also to promote assistance that Immigration SA can offer employers through their Skilled Arrival Services, a business unit within Immigration SA. The can assist employers who are experiencing difficulties in filling skilled vacancies by skills matching suitable job ready candidates



7. Tafe SA update & Infrastructure SA CEO's visit

(Rachael Ashman)

David Coltman has been appointed as the new Chief Executive Officer of TAFE SA and recently visited the region and met with the RDA LC Board at their last Board meeting 1st July 2019. His first key task is to develop a new Strategic Plan, which was due to be delivered in early July. David aims to work on collaboration, with a partnership approach and will be deliberate about who TAFE SA partner with. He wants to develop a strong relationship with employers, industry and RDALC in the coming years. Acknowledged that TAFE SA needs to build stronger links to industry.

Jeremy Conway is the interim Chief Executive of Infrastructure SA where he is responsible for producing the State's first 20-year infrastructure strategy, as well as providing advice to the government on infrastructure projects and prioritisation. Additional information <https://infrastructure.sa.gov.au>

8. Limestone Coast Regional Growth Strategy Action Plan update (Michaela Bell)

Michaela provided an update and overview on the work that has been ongoing with the LCRGS Action Plan. The following 3 documents were presented to the Committee for review and comment.

1. Limestone Coast Regional Growth Strategy Action Plan
2. Limestone Coast Regional Growth Strategy Complete Project List
3. Limestone Coast Regional Growth Strategy Project Briefs

The Committee agreed to the following changes

- Remove the Priority Project 4 – The Limestone Coast Business Innovation Awards as a Critical project
- Priority Project 9 – rewording “Review the priorities identified in the Limestone Coast Regional Trails Implementation Feasibility Study

ACTION

Each Lead agency to review their Critical Regional Priority Project Briefs and provide updates to Michaela (LCLGA)
Each Lead Agency to provide progress updates for each Project listed in the Complete Project List to Michaela (LCLGA)

It was recommended that the LCEDG:

1. *Support the adoption of the Limestone Coast Regional Growth Strategy Action Plan, Limestone Coast Regional Growth Strategy Complete Project List & Limestone Coast Regional Growth Strategy Project Briefs subject to changes as discussed.*
2. *Prepare a Recommendation Report for the LCLGA*

MOVED: Trevor Smart

SECONDED: James Holyman

CARRIED

9. Invest Limestone Coast

(Liz Perkins)

RDA LC is in the process of developing a website that captures new opportunities in the region for investment and activity. RDA LC are requesting LCEDG members and Councils to provide potential project opportunities and information to Liz to enable her to facilitate connections and update the information on to the website.



10. Future role of the Limestone Coast Economic Development Group (All)

Discussion occurred around the future role of the LCEDG and current Membership given that the current Work Plan and Terms of Reference had not been reviewed in recent years and are outdated given the development of the LCRGS. (Refer to Discussion Paper)

Agreement was made on the current membership of the Committee along with the Aims & Objectives of the Committee and other changes which will be outlined in the proposed new TOR's to be circulated.

ACTION

Michaela to provide amendments and updates to the TOR's as recommended by the Committee and email changes to Committee Members for review and endorsement

A Working Party has been proposed to work on the development of a new Work Plan for the LCEDG. Members who nominated include:

- Peta Crewe
- Dave Wheaton
- Steve Chapple
- Trevor Smart
- Anne Champness
- Tony Wright
- Michaela Bell

ACTION

Michaela to organise a meeting of the Working Party

11. Other Business

- University Adelaide ThinkLab to be approached as Guest presenter at next LCEDG meeting
- Impact on changes to Volunteers in Clubs regarding Responsible Service Alcohol legislation.
- Triple J 'One night stand' success for Lucindale and the NLC.
- Increase in Tourism numbers for the region

12. Next Meeting

LC EDG CALENDAR

Date	Time	Venue
Tuesday 24 th September 2019	10:30am – 12:00pm	Naracoorte Town Hall
Tuesday 26 th November 2019	10:30am – 12:00pm	Naracoorte Town Hall
Tuesday 28 th January 2020	10:30am – 12:00pm	Naracoorte Town Hall
Tuesday 24 th March 2020	10:30am – 12:00pm	Naracoorte Town Hall
Tuesday 26 th May 2020	10:30am – 12:00pm	Naracoorte Town Hall



RDALC CEO REPORT TO LCLGA
22nd April 2019 to 30th June 2019

SOCIAL CAPITAL: We will enhance regional collaboration and cohesion

- Travelled to Adelaide to attend a meeting of RDA CEO's which included a session with the CEOs of LGA SA, Business SA, SACOME, TICSA, RAA and SA Freight Council. Other meetings were taken with Unity Housing and SATC (1-3 May)
- Hosted a bi-monthly Information Sharing Session with business support agencies (6 May)
- Presented RDALC's priorities for 2019 to Kingston District Council (23 April) and Tatiara District Council (14 May)
- Hosted a meeting for Richard Day, Director Low Carbon Industry Development, Department of Energy and Mining in Mount Gambier (16 May)
- Attended UniSA's bi-monthly lecture series (16 May)
- Travelled to Tailem Bend with Renee Tichbon, Rachael Ashman, Alan Richardson and Erika Vickery to attend the RDSA Conference (23-24 May)
- Met with Lisa Alexander and Steve Shearer from Office of Training and Skills Commission regarding opportunities relating to Transport and Manufacturing and the Skilling South Australia Initiative (28 May)
- Liz Perkins, Alan Richardson, Mike Ryan and Peta Crewe attended Rail Event in Horsham – Launch Horsham Victoria: On Rail to the Nation and Port (28 May)
- Liz Perkins, Liz McKinnon and Alan Richardson attended RDA Grampians meeting with Victorian Cross-Border Commissioner (30 May)
- Hosted a second *After Hours* event for new arrivals with around 50 from the region in attendance (5 June)
- Attended the official launch of eNVision Collaborative Learning Centre at Mount Gambier High School (13 June)
- Attended the LCLGA meeting in Millicent (14 June)
- Met with Tony Wright, Executive Officer LCLGA (17 June)
- Travelled to Adelaide to: present to the June Welcome to SA Information Session; chair the final Disability Hub Coordinators Meeting; attended a meeting with DPC, Immigration SA and RDAMR regarding rollout of the DAMA (19-21 June)

INVESTMENT: We will attract investment to the region

- Draft webpages for Invest Limestone Coast complete
- Investment Prospectus delayed and pending further stakeholder engagement

INFRASTRUCTURE: We will increase investment in infrastructure that will sustain and grow the region's economy

- CSIRO have completed road baseline with exception of forestry as additional work has had to be undertaken to obtain and update data
- Attendance at event: On Rail to the Nation and Port where contacts around progressing rail in the region were made
- Infrastructure Audit delayed and pending further stakeholder engagement

HUMAN CAPITAL: We will develop the skills, knowledge, capacities and productivity of our employers and workforce

High level metrics (1 July 2018 – 21 June 2019)

- 99 businesses assisted one-on-one
- NDIS Disability Workforce Hub continues to end 2019
- Skilling SA project EOI submitted and progressed to co-design stage

Highlights (22 April 2019 – 19 June 2019)

- Disability Workforce Hub Careers Day at Main Corner Complex
- Disability Workforce Hub facilitated network meetings, Defensible Documents Training and is assisting with the development of Behavioural Management training for Limestone Coast
- Supported Limestone Coast Leadership Programme with detailed assistance provided to participants from project two (2) groups
- 'After Hours' networking event at Ghost Mushrooms and Honan Trail attended by 35 people from Millicent and Mount Gambier
- DAMA formally announced and RDALC commenced communications for SMEs across the region

ENVIRONMENT: We will support our partners to maintain our clean, green environment

- Liz Perkins participated in the Lower Limestone Coast Water Allocation Plan Risk Assessment Panel.

ORGANISATIONAL GOALS

- Salesforce CRM implemented. Good take up by staff.
- Board Succession Plan draft finalised. Will go to the next HR Committee meeting and then to the Board for endorsement.
- Draft Performance Appraisal system developed. Currently being reviewed by staff and then will go to the Board for approval.
- Draft 2019-20 budget finalised.

MEDIA –

Media releases:

- Small business? Access BIG training resources for a very small fee.
- RDALC Welcomes New Manager Business and Workforce Development.
- CSIRO moving into next stage of Road and Rail Transport Study
- The Border Watch Business Feature for RDALC

Coverage:

- 4 print features across The Border Watch and The Advertiser

Facebook:

- 19 posts, 7,728 people reached and 1,846 followers

LinkedIn:

- 10 posts, 912 post impressions. 43 page views, 16 unique visitors and 5 new followers this reporting period.

Website:

- 2,296 users, 2,640 sessions for the reporting period. Highest page visits to jobs site, news, staff and board profiles.

COMING UP

- Travelling to Adelaide to attend RDASA meeting and Regional Australia Institute Forum (9-11 July)
- Presenting RDALC priorities for 2019 to Robe District Council (15 July)
- Meeting with Limestone Coast council CEOs (5 July)

David Wheaton
0417 885 920
ceo@rdalc.org.au

028L/rw
16/07/2019

Mr Tony Wright
Executive Officer
Limestone Coast Local Government Association
Post Office Box 1445
Mt. Gambier SA 5290

Limestone Coast Heritage Adviser

Report June 2019

Date /	Where /	Status /	Place /	Advice /	
05/06/19	Office	LH	179 Penola Road, Mt Gambier	Preliminary review for adaptive reuse and dance studio extension to the coach house / stables building.	0.5
12/06/19	Office	SH	Former Free Presbyterian Chapel Robe.	Heritage consultation (phone) with John Powers re State Heritage Fund Grant, Development Application for stonework repairs.	0.5
		SH	Woods MacKillop Schoolhouse, Penola	Heritage advice (phone) to Sister O'Connor re paint types.	0.25






17/06/19	Office	SH	2 Wilsons Gallery, Victoria Street, Robe	Finalise Minister's Development Application response for shed and fence.	0.25
		SH	Riddoch Theatre, Mount Gambier	Assessment of Development Application amended plans and draft Minister's response for changes to the stage right display / storage area.	0.5
25/06/19	Kingston	LH		Heritage consultation with Milan Hodak.	1.0
	Wattle Range	SH		Heritage consultation (site) with Sister O'Conner re painting and repairs.	1.25
		nom LH	Sportsmans Arms Hotel	Site inspection and heritage consultation with John Best and Mark Threadgold.	0.75
26/06/19	Mount Gambier	SH	Oatmill	Heritage consultation (site) with Dino Vrynios re adaptive re-use.	2.75
		Crater Lakes SHA	Crater Lakes	Meeting with Darren Longbottom SA Water and Emily Ruffin re vegetation management strategies and implementation.	





26/06/19	Mount Gambier	LH	179 Penola Road	Heritage consultation (site) with Lisa Barker Frank Brennan Simon Wiseman re dance studio.	4.5
		LHPA	Mt Gambier Court House	Heritage consultation (site) with Martin Schoenfisch DPTI re airconditioning screening.	
<div>   </div>					
26/06/19		Cont/ LHPA	35 Jubilee Hwy West LH	Heritage consultation (site) with Darren Clifford re cast iron repairs.	
		LH	Vansittart Park Grandstand	Heritage consultation (site) with Andrew Thompson re structural repairs.	
27/06/19	Mount Gambier	Cont.	Gwendoline Street	Heritage consultation (site) with Virginia Harkness re demolition and re-development.	0.5
		LH	6 Sturt Street	Heritage consultation (site) with Heidi Wisniewski re former schoolhouse reroofing .	1.0
27/06/19	Robe	Adj LH	9 Union Street	Heritage consultation (site) with Casey Sharpe re proposed land division and 2 new dwellings.	1.5
<div> <div> <p>LH Local Heritage Place</p> <p>Nom LH Identified Place not listed.</p> <p>Gen General Advice</p> <p>Cont. Contributory Place.</p> <p>HCZ Historic Conservation Zone.</p> <p>LHPA Local Heritage Policy Area.</p> </div> <div> <p>cc Dr Judy Nagy, Tracy Tzoutzouklaris, Emily Ruffin, Simon Wiseman, Jessica Porter, City of Mt G</p> <p>Mr Peter Whiting, Mr Mark Theadgold, WRC</p> <p>Mr Paul McCrostie, Ms Sarah Durand, NLC</p> <p>Mr Leith McEvoy, Mr John Best, Ms Trudy Glynn DC Grant</p> <p>Mr Milan Hodak, DC Kingston</p> <p>Mr Rocky Callisto, DC Tatiara</p> <p>Ms Michelle Gibbs, DC Robe</p> </div> </div>					

Limestone Coast Heritage Adviser Program 2019

v2 09/01/2019

Tuesday, 23 July

• Events

- 11:00 am to 12:30 pm Tatiara
- 2:00 pm to 5:00 pm WRC

Wednesday, 24 July

• Events

- 8:30 am to 12:30 pm Mt Gambier
- 1:00 pm to 5:00 pm Mt Gambier

Thursday, 25 July

• Events

- 9:15 am to 12:15 pm Robe
- 1:30 pm to 4:30 pm Naracoorte Lucindale

Tuesday, 27 August

• Events

- 11:00 am to 12:30 pm Kingston
- 2:00 pm to 5:00 pm WRC

Wednesday, 28 August

• Events

- 8:30 am to 12:30 pm Mt Gambier
- 1:00 pm to 3:30 pm Mt Gambier
- 3:30 pm to 5:00 pm DC Grant

Thursday, 29 August

• Events

- 8:30 am to 10:00 am Mt Gambier additional availability if required
- 11:30 am to 12:30 pm Robe
- 1:00 pm to 3:00 pm Robe

Tuesday, 24 September

• Events

- 11:00 am to 12:30 pm Tatiara
- 2:00 pm to 5:00 pm WRC

Wednesday, 25 September

• Events

- 8:30 am to 12:30 pm Mt Gambier
- 1:00 pm to 5:00 pm Mt Gambier

Thursday, 26 September

• Events

- 9:15 am to 12:15 pm Robe
- 1:30 pm to 4:30 pm Naracoorte Lucindale

Tuesday, 22 October

• Events

- 11:00 am to 12:30 pm Kingston
- 2:00 pm to 5:00 pm WRC

Wednesday, 23 October

• Events

- 8:30 am to 12:30 pm Mt Gambier
- 1:00 pm to 3:30 pm Mt Gambier
- 3:30 pm to 5:00 pm DC Grant

Thursday, 24 October

• Events

- 8:30 am to 10:00 am Mt Gambier additional availability if required
- 11:30 am to 12:30 pm Robe
- 1:00 pm to 3:00 pm Robe

Tuesday, 26 November

• Events

- 11:00 am to 12:30 pm Tatiara
- 2:00 pm to 5:00 pm WRC

Wednesday, 27 November

• Events

- 8:30 am to 12:30 pm Mt Gambier
- 1:00 pm to 5:00 pm Mt Gambier

Thursday, 28 November

• Events

- 9:15 am to 12:15 pm Robe
- 1:30 pm to 4:30 pm Naracoorte Lucindale

Tuesday, 17 December

• Events

- 11:00 am to 12:30 pm Kingston
- 2:00 pm to 5:00 pm WRC

Wednesday, 18 December

• Events

- 8:30 am to 12:30 pm Mt Gambier
- 1:00 pm to 3:30 pm Mt Gambier
- 3:30 pm to 5:00 pm DC Grant

Thursday, 19 December

• Events

- 8:30 am to 10:00 am Mt Gambier additional availability if required
- 11:30 am to 12:30 pm Robe
- 1:00 pm to 3:00 pm Robe