LGA Annual General Meeting - Agenda and Papers - 4 December 2026

LGA South Australia
Adelaide Convention Centre, North Terrace, Adelaide 5000
2026-12-04 12:50 - 13:30 ACDT

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10. Next Meeting

The next LGA General Meeting will be held in 2027 at a date and time still to be confirmed.

11. Close

Helping local government
build stronger communities.

LGA Annual General Meeting

Notice of meeting

Notice is hereby given that the LGA Annual General Meeting will be held on:

Friday 4 December 2026 at 12:50pm

Adelaide Convention Centre, North Terrace Adelaide SA 5000



Victoria MacKirdy

Chief Executive Officer
2 November 2026

lga South Australia

Acknowledgement of Country

The LGA South Australia acknowledges the Traditional Owners of country throughout South Australia, and pays its respects to Elders past, present and emerging.

We acknowledge the unique cultural and spiritual relationships to the land, waters and seas and the rich contribution that First Nations People continue to make to our society.

The LGA operates on Kaurna land, and our work extends across many First Nations communities within South Australia.

We acknowledge that local government can learn from the deep feelings of attachment that First Nations People have to country and respect this relationship in the delivery of services to communities.

The LGA is committed to strengthening connections between First Nations People, councils and the broader community as the peak body for local government in South Australia.

5.1 Minutes of the Ordinary General Meeting held on 29 May 2026

Reports for Noting

From:	Kirsty Davies, Executive Assistant Member Services
Meeting:	Annual General Meeting 4 December 2026
Strategy:	5.1 Strengthen member engagement and representation.
ECM:	883789
Attachments:	1. 868976 - Minutes of the LGA Ordinary General Meeting – 29 May 2026

Recommendation

That the Annual General Meeting confirms the minutes of the Ordinary General Meeting held on 29 May 2026 as a true and accurate record of the proceedings held.

Discussion

The Ordinary General Meeting of the membership was held on 29 May 2026. The draft minutes are attached for confirmation as to their accuracy.

Draft Minutes of the LGA Ordinary General Meeting held on Friday 29 May 2026 at 2:00pm at Adelaide Entertainment Centre, 98 Port Road, Hindmarsh SA 5007

1. Welcome, Present & Apologies

The President opened the meeting at 2:09pm and welcomed members and staff.

1.2 Present

President	Mayor Dr Heather Holmes-Ross
Interim Chief Executive Officer	Karen Teaha
Executive Director Member Services	Delfina Lanzilli
Executive Officer CEO & President (E-Voting)	Monique Blason
Executive Assistant Corporate Services and LGA Mutual (Minutes)	Emily Rufus
Executive Assistant Member Services (Manual Minutes)	Kianna Al Jaberi

Member Councils (Voting Delegates)

Adelaide Plains Council	District Council of Cleve
Alexandrina Council	District Council of Grant
Barunga West Council	District Council of Kimba
Berri Barmera Council	District Council of Loxton Waikerie
Campbelltown City Council	District Council of Orroroo Carrieton
City of Adelaide	District Council of Robe
City of Burnside	District Council of Streaky Bay
City of Charles Sturt	District Council of Tumby Bay
City of Holdfast Bay	District Council of Yankalilla
City of Marion	Kingston District Council

2.

City of Mitcham	Light Regional Council
City of Mount Gambier	Lower Eyre Council
City of Onkaparinga	Mid Murray Council
City of Playford	Mount Barker District Council
City of Port Adelaide Enfield	Naracoorte Lucindale Council
City of Port Lincoln	Northern Areas Council
Renmark Paringa Council	Port Augusta City Council
City of Salisbury	Port Pirie Regional Council
City of Tea Tree Gully	Regional Council of Goyder
City of Unley	Rural City of Murray Bridge
City of Victor Harbor	Tatiara District Council
City of West Torrens	The Barossa Council
Clare and Gilbert Valleys Council	Town of Gawler
Coorong District Council	Wakefield Regional Council
Copper Coast Council	Whyalla City Council
District Council of Coober Pedy	Wudinna District Council
District Council of Karoonda East Murray	Yorke Peninsula Council

Apologies

Adelaide Hills Council	District Council of Peterborough
City of Norwood, Payneham & St Peters	Kangaroo Island Council
City of Prospect	Municipal Council of Roxby Downs
District Council of Ceduna	Southern Mallee District Council
District Council of Elliston	The Flinders Ranges Council
District Council of Franklin Harbour	Town of Walkerville
District Council of Mount Remarkable	Wattle Range Council

3 Notices & Arrangements

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

4. President's Address

2:20pm Port Pirie left the meeting.

2:25pm Adelaide left the meeting.

2:27pm Salisbury left the meeting.

2:30pm Adelaide returned to the meeting.

2:30pm Salisbury returned to the meeting.

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

5. Minutes of Previous Meeting

5.1 Minutes of meeting held 21 November 2025

MOVED Lower Eyre
SECONDED Mount Gambier

That the Ordinary General Meeting confirms the minutes of the Annual General Meeting held on 21 November 2025 as a true and accurate record of the proceedings held.

Carried

5.2 Resolutions and Actions from Previous Meetings

MOVED Clare and Gilbert Valleys
SECONDED Wakefield Regional

That the Ordinary General Meeting notes progress with resolutions resulting from the Annual General Meeting of 21 November 2025 and outstanding resolutions from earlier general meetings.

Carried

6. LGA Business

6.1 LGA Update Report

MOVED Kimba
SECONDED Tumby Bay

That the Ordinary General Meeting notes LGA's Update report.

Carried

6.2 LGA Mutual Update

2:33pm Port Pirie returned to the meeting.

MOVED Campbelltown
SECONDED Coober Pedy

That the Ordinary General Meeting notes the LGA Mutual Update report.

Carried

6.3 LGA Procurement Update

MOVED Gawler
SECONDED Barunga West

That the Ordinary General Meeting notes the LGA Procurement Update report.

Carried

2:34pm Mayor Heather Holmes-Ross declared a material conflict of interest with relation to item 6.4 Board and Committee Member Allowances and Expenses Policy and left the meeting.

Mayor Dean Johnson from the District Council of Kimba assumed the role of Chair.

6.4 Board and Committee Member Allowances and Expenses Policy

MOVED Lower Eyre
SECONDED Charles Sturt

That the Ordinary General Meeting ratifies the 'Board and Committee Member Allowances' policy as attached to this report, noting that no changes are proposed at this time.

Carried

2:36pm Mayor Heather Holmes-Ross returned to the meeting and resumed the role of Chair.

7. Recommendation Reports from the SAROC Committee

7.1 Unfair burden of the Construction Industry Training Fund (Miscellaneous) Amendment Act 2024 on rural councils and communities (District Council of Streaky Bay)

2:40pm Barossa left the meeting.

MOVED Streaky Bay
SECONDED Goyder

That the Ordinary General Meeting:

1. Formally adopts a sector position opposing the application of the Construction Industry Training Fund (CITF) Levy to routine council maintenance works; and
2. For the LGA to formally lobby the State Government to:
    a. Reinstate the exemption for in-house council maintenance and repair work;
    b. Limit the levy strictly to new construction projects, excluding routine asset maintenance; and
    c. Ringfence any levy contributions from regional areas for regional training initiatives of significant resources.

Carried

7.2 Advocacy for the supply of potable water and sewage through the growth areas identified under the Greater Adelaide Regional Plan (Adelaide Plains Council)

MOVED Adelaide Plains
SECONDED Whyalla

That the Ordinary General Meeting:

1. Supports the intention of the resolution of the Adelaide Plains Council, namely that LGA should advocate to increase State Government support for water and wastewater infrastructure, particularly in growth councils;
2. Acknowledges the actions already being undertaken to raise the issue of a lack of investment in physical and social infrastructure to support housing in South Australia;
3. Notes that due to the long term underinvestment in infrastructure that the State Government will need to prioritise funding;

4. Understands that well developed and evidenced Local Area Plans will underpin the prioritisation process; and
5. Requests LGA to continue the advocacy for the supply of potable water and sewage through growth areas across South Australia.

Carried

8. Recommendation Reports from the GAROC Committee

Nil.

9. Recommendation Reports from the LGA Board of Directors

9.1 Advocacy for Stronger Tree Damaging Activity Penalties (City of Port Adelaide Enfield)

2:47pm Tatiara left the meeting.

2:48pm Tatiara returned to the meeting.

MOVED Port Adelaide Enfield
SECONDED Marion

That the Ordinary General Meeting:

Requests LGA advocates to the State Government (Premier, Minister for Local Government, Minister for Planning and the Attorney-General) for the:

1. Implementation of stricter penalties for offences related to tree damaging activities under the Planning, Development and Infrastructure Act 2016; and
2. The introduction of a strict liability offence for unlawful tree-damaging activities, attributing responsibility to the landowner, purchaser, or body corporate of private land at the time of the offence.

Carried

9.2 Review of the compliance and enforcement provisions under the Planning, Development and Infrastructure Act 2016 (PDI Act) (City of Mitcham)

MOVED Mitcham
SECONDED Onkaparinga

That the Ordinary General Meeting:

Requests the LGA to initiate a comprehensive review of the compliance and enforcement provisions under the Planning, Development and Infrastructure Act 2016 (PDI Act), which should include:

1. Sector-wide consultation to gather feedback on the challenges councils face in undertaking enforcement actions under the PDI Act;
2. A detailed review of the PDI Act to identify legislative shortcomings and evaluate councils' capacity to enforce compliance in a timely and cost effective manner;
3. The development of stronger deterrents, particularly targeting repeat offenders;
4. Collaboration with the Department for Housing and Urban Development to advocate for legislative amendments that will uphold public confidence and integrity in South Australia's development system.

Carried

10. Next Meeting

An Annual General Meeting will be held on Friday 4 December 2026 at a time and location to be determined.

11. Close

The meeting was declared closed at 2:49pm.

Minutes confirmed

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Chairperson signature

Date .....

5.2 Resolutions and Actions from Previous Meetings

Reports for Noting

From:	Kirsty Davies, Executive Assistant Member Services
Meeting:	Annual General Meeting 4 December 2026
Strategy:	5.1 Strengthen member engagement and representation.
ECM:	878835
Attachments:	1. 884650 – Advocacy in Action Update

Recommendation

That the Annual General Meeting notes progress with resolutions resulting from the Ordinary General Meeting of 29 May 2026 and outstanding resolutions from earlier general meetings.

Discussion

This report outlines progress of resolutions from previous general meetings of LGA**.**

Proposing items of business for an LGA Ordinary or Annual General Meeting is one of the important ways that LGA member councils participate in policy development and influence the advocacy agenda for local government. LGA uses best endeavours to achieve the outcomes sought by member councils, noting these are prioritised with our existing work program.

Following each General Meeting, LGA provides a report to the LGA Board of Directors outlining a proposed course of action to progress each resolution. The actions endorsed by the LGA Board of Directors are then incorporated into LGA's work plan as appropriate and communicated to the Mayor and Chief Executive Officer of the council that submitted the original item of business.

All member councils continue to receive updates at General Meetings via this *Resolutions and Actions from Previous Meetings* report.

In addition to the register of actions, this year LGA has also included an Advocacy in Action update to provide members with visibility on current advocacy matters that continue to be of importance. Through this report, LGA reaffirms that the issues in the report are live matters that are being pursued.

Resolutions from the Ordinary Meeting 29 May 2026	Action Taken/Progress
7.1 Unfair burden of the Construction Industry Training Fund (Miscellaneous) Amendment Act 2024 on rural councils and communities (District Council of Streaky Bay) (ECM: 866572 JH) That the Ordinary General Meeting: For the LGA to formally lobby the State Government to: a. Reinstate the exemption for in-house council maintenance and repair work; b. Limit the levy strictly to new construction projects, excluding routine asset maintenance; and c. Ringfence any levy contributions from regional areas for regional training initiatives of significant resources.	**In Progress** LGA has continued to advocate to the State Government regarding the impact of the expanded Construction Industry Training Fund levy on councils, particularly rural and regional councils. To date, LGA has: • written to the relevant Minister seeking changes consistent with the resolution • raised the issue through its submission to the South Australian Productivity Commission's Red Tape Review • continued to highlight the impact where council road maintenance and repair activities are now subject to the levy despite limited access to locally delivered training funded through the scheme. LGA's advocacy has focused on the disconnect between the additional costs imposed on regional communities and the availability of training funded through the scheme in those communities. In particular, LGA has argued that applying the levy to routine council road maintenance does not appropriately advance the underlying objective of improving construction industry skills and training outcomes where equivalent training opportunities are not readily available locally. As a next step, LGA will continue to seek: • an exemption for routine council maintenance and repair activities • a clearer distinction between new construction and routine asset maintenance for levy purposes • greater transparency and regional benefit from levy revenue collected from projects undertaken in regional South Australia. LGA will continue to pursue these matters with the State Government, including through the Red Tape Review and other relevant policy and budget processes.
7.2 Advocacy for the supply of potable water and sewage through the growth areas identified under the Greater Adelaide Regional Plan (Adelaide Plains Council) (ECM: 866681 JH) That the Ordinary General Meeting:	**In Progress** LGA continues to advocate for increased investment in the water, wastewater and other enabling infrastructure required to support housing growth across metropolitan and regional South Australia. In the 2026 State Election campaign, LGA called on all political parties to increase investment in housing and growth enabling infrastructure.

Requests LGA to continue the advocacy for the supply of potable water and sewage through growth areas across South Australia.	A range of other activities are underway, including: • engaging with relevant Ministers and State Government agencies on infrastructure constraints affecting housing delivery • working with ALGA on the distribution and implementation of the Federal Government's $2 billion allocation for housing-enabling infrastructure • Supporting Local Area Plans with templates and education • Working with RDAs to link housing growth with economic development • Participating as part of the Peak Bodies Engagement Forum in supporting development of SA Water's Regulatory Plan 2028-32 • Supporting the Regional and Off-Grid Housing investigation being undertaken by Infrastructure SA • Collaborating with the Office of Regional Housing to support the allocation of budgeted funds to regional housing initiatives • Contributing to consultation on Housing Roadmap 2.0 • In relation to CWMS and Stormwater Funding, advocating for a new CWMS funding deed ahead of the expiry of the current deed on 30 June 2027. This includes seeking an increase in CWMS grant funding, establishment of a separate fund to support new developments, and increased funding for stormwater infrastructure. LGA is also seeking an increase in the Community Wastewater Management System (CWMS) program from $4.8 million to $12 million per annum. LGA will continue to pursue increased investment in growth-enabling infrastructure, including through engagement with the State and Australian Governments, SA Water, Infrastructure SA and other relevant agencies. Particular focus will remain on ensuring infrastructure planning and funding is aligned with metropolitan and regional growth areas.
9.1 Advocacy for Stronger Tree Damaging Activity Penalties (City of Port Adelaide Enfield) (ECM: 866627 SE) That the Ordinary General Meeting:	**In Progress** The inefficiencies in the expiation, compliance and penalties associated with these has been the subject of numerous discussions in the Local Government Assessment Managers Forum (LGAMF) and 2025 and 2026 Norman Waterhouse Local Government Conference. LGA's advocacy continues via LGAMF and with the Department for Housing and Urban Development.

Requests LGA advocates to the State Government (Premier, Minister for Local Government, Minister for Planning and the Attorney-General) for the: 1. Implementation of stricter penalties for offences related to tree damaging activities under the Planning, Development and Infrastructure Act 2016; and 2. The introduction of a strict liability offence for unlawful tree damaging activities, attributing responsibility to the landowner, purchaser, or body corporate of private land at the time of the offence**.**	While the Item of Business was supported at the LGA OGM, it has been combined with Item 9.2 (refer below) which was also supported at the OGM, to review all compliance and enforcement provisions under the *Planning, Development and Infrastructure (PDI) Act.* LGA provided a submission on proposed changes to the LB Act to Consumer and Business Affairs highlighting the need for full disclosure of off-the-plan and new development land division and planning approvals, including any variations, whether reserve matters and conditions have been met and if a Certificate of Occupancy has been granted. Further work with the submitting council and LGA is anticipated over the coming months.
9.2 Review of the compliance and enforcement provisions under the Planning, Development and Infrastructure Act 2016 (PDI Act) (City of Mitcham) (ECM: 866682 SE) That the Ordinary General Meeting: Requests the LGA to initiate a comprehensive review of the compliance and enforcement provisions under the Planning, Development and Infrastructure Act 2016 (PDI Act), which should include: 1. Sector-wide consultation to gather feedback on the challenges councils face in undertaking enforcement actions under the PDI Act; 2. A detailed review of the PDI Act to identify legislative shortcomings and evaluate councils'	**In Progress** The inefficiencies in the expiation, compliance and penalties associated with these has been the subject of numerous discussions in the Local Government Assessment Managers Forum (LGAMF) and 2025 and 2026 Norman Waterhouse Local Government Conference. LGA's advocacy continues via LGAMF and with the Department for Housing and Urban Development. While the Item of Business was supported at the LGA OGM, it has been combined with Item 9.2 (refer below) which was also supported at the OGM, to review all compliance and enforcement provisions under the *Planning, Development and Infrastructure (PDI) Act.* LGA provided a submission on proposed changes to the LB Act to Consumer and Business Affairs highlighting the need for full disclosure of off-the-plan and new development land division and planning approvals, including any variations, whether reserve matters and conditions have been met and if a Certificate of Occupancy has been granted. Further work with the submitting council and LGA is anticipated over the coming months.

capacity to enforce compliance in a timely and cost-effective manner; 3. The development of stronger deterrents, particularly targeting repeat offenders; 4. Collaboration with the Department for Housing and Urban Development to advocate for legislative amendments that will uphold public confidence and integrity in South Australia's development system.	

Resolutions from the Annual General Meeting 21 November 2025	Action Take/Progress
8.1 Long Term Parking on Council Roads (City of Charles Sturt) (ECM: 846335, AL) That the Annual General Meeting requests the LGA to: 1. Advocate to the Minister for Transport to consider the inclusion of legislation to enable the Council to enforce long term parking controls of vehicles on Council roads. 2. Advocate to the Minister for Transport to consider the inclusion of legislation to enable the Council to enforce long term parking controls of vehicles on State roads.	**In Progress** LGA has undertaken sustained advocacy on the issue of long-term parking and the limitations of the current enforcement framework available to councils. Following the AGM resolution, LGA has: • engaged with the Minister for Transport and the Office for Local Government on options to provide councils with stronger and clearer enforcement powers • received support and further examples from member councils experiencing similar issues, strengthening the sector-wide evidence base for reform • included reform of long-term parking enforcement arrangements in the LGA's 2026 State Election advocacy platform • undertaken significant media and radio advocacy to raise awareness of the practical impacts on councils and communities and build broader understanding of the need for legislative change. LGA's advocacy has highlighted the difficulties councils face where vehicles, trailers, caravans and other assets are left on public roads for extended periods but do not clearly meet existing thresholds for enforcement action. LGA will continue engagement with the Minister for Transport, Minister for Local Government, the Office for Local Government and relevant State Government agencies to pursue legislative reform providing councils with practical and proportionate powers to manage long-term parking on both council and State roads. LGA will also continue to use member examples and public advocacy to demonstrate the scale and community impact of the issue and support the case for reform.

9.1 Continued State Government advocacy to remove facilitation and collection of the State Governments Landscape Levy as a responsibility for Local Government Council in South Australia (Kangaroo Island Council and The Rural City of Murray Bridge) (ECM: 852877, SW) That the Annual General Meeting requests: 1. LGA to engage with the State Government, renewing advocacy to oppose council collection of the landscape levy, seek a commitment to remove this responsibility from the remit of councils and have this function transferred to Revenue SA or another appropriate state agency for collection; and 2. LGA to consider, as part of its annual review of the model rates notice, more clearly defining the separation of council rates charges from the state-imposed landscape levy.	**In Progress** The collection of the State Government's Landscape Levy by councils is a long-standing LGA advocacy issue and has been the subject of sustained engagement with MPs, State Government and member councils over several years. LGA's established policy position is that the Landscape Levy is a State Government levy and should be collected directly by the State Government, i.e. through RevenueSA, rather than through council rates notices. This position has been consistently advanced over several years. It was reinforced in LGA's submission to the independent review of the *Landscape South Australia Act 2019*. Since the 2025 AGM resolution, LGA has continued a significant advocacy program, including: • direct engagement with relevant Ministers, State Government agencies and senior officials on options to transfer responsibility for collection away from councils • working closely with the State Government to identify pathways for reform • maintaining the issue as a prominent LGA advocacy priority, including through the LGA's 2026 State Election advocacy • making submissions and representations that reinforce the administrative, financial and community impacts of the current collection model • undertaking media and radio advocacy to improve understanding that the Landscape Levy is imposed by the State Government rather than councils • continuing to gather council examples and evidence regarding the administrative burden, unpaid levies and community confusion generated by the current arrangements. LGA has consistently highlighted that councils are required to administer and collect a levy over which they have no control, while the inclusion of the levy on council rates notices can create the perception that it forms part of council rates revenue. LGA has also previously identified financial and administrative impacts where levies remain unpaid and where the reimbursement available to councils does not fully reflect the cost of collection. Model Rates Notice

	Action has occurred on the second part of the resolution. LGA amended the Model Rates Notice template to more clearly distinguish council rates and charges from the State Government Landscape Levy. Further opportunities will be considered as part of the next review of the Model Rates Notice to strengthen this distinction. This could include options to provide an even clearer separation between council charges and the State Government levy by separating the notices completely as two distinct bills. This is one step while LGA continues to pursue the preferred longer-term outcome of removing levy collection from councils altogether. **Next steps** LGA is currently planning a revised approach of targeted research, member surveys, and stakeholder engagement to ensure future advocacy on this topic is well informed, credible and supported by a strong evidentiary foundation. Early planning phases of this work are underway by LGA and members will have a significant opportunity to contribute to this work over the coming period. LGA notes the strong sector interest in this topic and reaffirms its importance.

9.2 Support for a Coordinated Sector-Wide Approach to Sustainable Procurement (City of Marion) (ECM: 852980, SB) That the Annual General Meeting requests the LGA to: 1. Recognise the critical role of sustainable procurement in supporting councils to reduce emissions, stimulate the circular economy and meet net zero targets; and 2. Investigate the development of a coordinated sector-wide approach to sustainable procurement, including: a. Development of standardised sustainable procurement guidance and tools for councils; b. Integration of strong sustainability and emissions reduction criteria into LGA Procurement contracts and supplier arrangements; c. Capacity building and training for council staff on sustainable procurement practices; d. A shared platform to access case studies, supplier information, and procurement templates; and e. Alignment with the LGA Climate Commitment Action Plan 2024–2030,	**In Progress** A Project Manager has been assigned from within LGA Procurement. The project is gathering internal LGA/LGAP knowledge and using existing networks within South Australia and nationally. The intent is to meet with a representative from every council in South Australia to inform the recommendation of the project to the OGM in early 2027.

LGA Net Zero Accelerate Program recommendations and State Government circular economy objectives.	
9.3 Equitable Community Service Obligation funding for CWMS networks (City of Onkaparinga) (ECM: 853018, DE/AL) That the Annual General Meeting requests the LGA to advocate to the South Australian Government to progress the recommendations of its 2020 review of the Water Industry Act to extend community service obligation (CSO) payments to water industry entities other than SA Water, notably local government CWMS networks.	**In Progress** The previous State Government conducted a review of community service obligation payments of water industry entities other than SA Water. Whilst the review was finalised, the results of this review were not made public in the months before the State Election. LGA has undertaken significant activity with CWMS, including: • review of the CWMS Funding arrangements and eligibility criteria in conjunction with the Office of Local Government • participate in the Parliamentary Inquiry into Privately Owned Water and Sewerage schemes and ESCOSA's Small-scale water and sewerage review which have both included references to the review of Community Services Obligation payments • engage with the Local Government Minister, Hon Riannon Pearce MP and Housing and Urban Development Minister, Hon Nick Champion MP (and their departments) on CWMS issues LGA will continue to pursue and advocate for a clear State Government position on extending CSO support to eligible council-operated CWMS.

Resolutions from the Ordinary General Meeting 23 May 2025	Action Taken/Progress
8.1 Improvement of Managing the Delivery of Approved Development (City of Charles Sturt) (ECM: 834996, SE) That the Ordinary General Meeting requests the LGA to advocate to the State Government for the amendment of the *Planning, Development and Infrastructure Act 2016* and or the *Planning, Development and Infrastructure (General) Regulations 2017* to facilitate the need for a vendor to confirm, at the time of property sale for a new dwelling, that the development has been delivered consistent with the relevant approval and ensuring that the approved plans are provided to the purchaser of the dwelling, thus reducing the risk of incorrect development occurring and the impact of correcting a breach passing to the new owner of the land without their awareness.	**In Progress** LGA will continue to advocate for updates to the *Land and Business (Sale and Conveyancing) Regulations 2025* Schedule 1 to explicitly identify if there are any outstanding conditions and if the new dwelling has been developed consistent with Development Approval. There are also synergies with both IoB 9.1 and IoB 9.2 and the proposed changes to the *Land and Business (Sale and Conveyancing) Act 1994* (LB Act) which were consulted on in October 2026. LGA provided a submission to the State Government's October 2026 consultation on proposed amendments to the *Land and Business (Sale and Conveyancing) Act 1994* to Consumer and Business Affairs highlighting the need for full disclosure of off-the-plan and new development land division and planning approvals, including any variations, whether reserve matters and conditions have been met and if a Certificate of Occupancy has been granted. LGA will continue engagement with the Department for Housing and Urban Development and Consumer and Business Services as the proposed reforms progress. LGA will advocate for the final legislative and regulatory framework to provide purchasers with clear information about the approval and compliance status of new development before settlement, while ensuring that any new requirements are practical and appropriately targeted.
9.1 State Owned, Council leased, Jetties (District Council of Tumby Bay) (ECM: 835776, KR) That the Ordinary General Meeting requests the LGA to: 1. Advocate strongly for the State Government to adopt a pragmatic and equitable approach to	**In Progress** Since this resolution was adopted, LGA has significantly expanded its advocacy on the long-term sustainability of State-owned, council-leased jetties. Key actions have included: • holding the 2025 Coastal Jetties Summit, bringing councils and key stakeholders together to identify shared challenges and priorities for reform • establishing the LGA Jetties Working Group, which is meeting monthly and continues to work with councils and the State Government on more sustainable funding and management arrangements

funding regional jetty repairs and maintenance, recognising the unsustainable financial burden on regional Councils; 2. Highlight that State-owned jetties remain the responsibility of the State, and without ongoing financial assistance, regional communities will be forced to impose unrealistic rate increases to fund these assets; and 3. Call for fair and consistent funding by ensuring that regional jetties receive the same level of financial support as metropolitan jetties for repair and maintenance.	• commencement of a Jetties Strategic Plan to support a coordinated, long-term approach to jetty management and investment; • continuing to promote the findings of the LGA's Value of Jetties research, which identified that jetties contribute more than $103 million to the South Australian economy each year and support around 800 full-time jobs • undertaking a major public advocacy campaign to build community awareness and support for increased State Government investment. LGA's 2026 *Going Missing* campaign called for State Government jetty funding to increase from $5 million to $10 million per annum and for an 80:20 State–local government funding partnership for ongoing jetty maintenance and renewal. The campaign attracted over 2,000 community pledges supporting action to protect South Australia's jetties. The advocacy builds on LGA's long-standing position that the current lease and funding arrangements place an inequitable burden on councils and their communities. The 2026–27 State Budget provided ongoing funding of $5 million per annum from 2027–28 for the SA Jetties Renewal Program. An update report will be provided to the LGA Board of Directors at its December meeting with a final report due end of January to inform future advocacy and build on marketing campaigns, and research about the value of jetties.
9.2 Advocacy – Community Centre Funding (City of Onkaparinga) (ECM: 835777, BT) That the Ordinary General Meeting: 1. Requests the LGA to undertake research on community centres to inform an evidence base, like the approach used for libraries funding advocacy, and develop a strategy that can be used for advocacy by the LGA and member councils;	**In Progress** Items 1 and 2 of the motion are now complete. LGA, in partnership with Community Centres SA, commissioned BDO to undertake a comprehensive study of the economic and social contribution of community and neighbourhood centres across South Australia. The research was completed and formally launched by the LGA on 9 October 2026 with the Minister for Human Services. The report highlighted that every $1 invested in community centres delivers more than 2.5 times the return in local communities. The study showed: • Community centres across South Australia welcome 2.57 million visitors every year

2. Direct that the research should seek to provide data on the impact of community centres and provide evidence of their economic and social impact resulting from their activities. Their role in the community, operating models, sources of funding and activities they provide should also be considered; and 3. Based on the research conducted, requests the LGA to advocate to the State Government regarding better funding outcomes for community centres across South Australia and, if supported by the research conducted, specifically advocates for the State Government to commit to providing baseline funding to community centres across the state.	• 3,831 volunteers provide 535,476 hours annually, contributing a service to the community valued at $31.1 million • centres are inclusive places for all people, supporting those on low incomes (46%), people from different cultural backgrounds (27%), people with disability (12%) and recent refugees (11%). The study also found community and neighbourhood centres contribute strongly to preventative health, reducing the need to refer people to higher-cost health and human services, such as public hospitals. Following the launch, the LGA is promoting the findings to member councils and other stakeholders to strengthen recognition of community centres as essential social infrastructure. Aligning with Item 3, LGA will use the study findings as a platform for stronger advocacy on the need for better funding outcomes for community centres.

Resolutions from the Annual General Meeting 22 November 2024	Action Taken/Progress
8.1 Advocacy for taxation reform, investment and incentives to support development of affordable and accessible housing – (City of Adelaide) – (ECM:823673, JH) That the Annual General Meeting requests the LGA to advocate to the Commonwealth Government to reform taxation policies which impact housing, and for investment and incentives which assist in the development of more affordable and accessible housing.	**In Progress** LGA has broadly advocated, directly and through ALGA, for stronger Commonwealth investment and policy settings that support increased housing supply, affordability and accessibility. Following adoption of the resolution, LGA wrote to the Federal Minister for Housing, the Federal Treasurer and the Shadow Minister advocating for taxation reform and increased measures to support housing delivery. Since the resolution was adopted, the Federal Government has progressed significant housing-related taxation reforms. LGA's broader advocacy related to housing has included: • supporting national advocacy for increased Commonwealth investment in housing-enabling infrastructure required to unlock new housing supply • working with ALGA on reforms and funding arrangements that better recognise the role of local government in delivering the roads, drainage, community infrastructure and other enabling works required for new housing • advocating for greater Commonwealth support for affordable and diverse housing, including in regional areas • continuing to participate in national housing policy discussions through ALGA and relevant intergovernmental processes. In the 2026–27 Federal Budget a commitment of an additional $2 billion over four years for housing-enabling infrastructure, including $500 million dedicated to regional Australia. The funding is intended to support councils and State utility providers to deliver infrastructure required to unlock new housing.

9.4 Improvements to the Planning and Design Code – Garage / Carport and Open Space Provisions, and Ancillary Accommodation – (Campbelltown City Council) – (ECM: 823689, SE) That the Annual General Meeting requests the LGA to advocate to the State Planning Commissioner and Plan SA for the following changes to be made to the current Design Code: 1. To further increase the dimensions required for single garages and carports in residential developments to be a minimum of 6 metres in length and 3.5 metres in width. 2. That the provisions for waste storage areas (i.e. rubbish bins) and laundry/kitchen spaces be excluded from the minimum garage size dimensions within garage spaces. 3. Provisions of Open Space associated with residential development should be based on the percentage of the site area (i.e. 20% site area for an allotment should be open space). 4. Ancillary accommodation to be capped at one ancillary accommodation per allotment, to avoid an overcrowding on an allotment.	**In Progress** LGA has undertaken advocacy on the issues raised through this resolution. The resolution aligns with long-standing positions regarding the impact of increasing residential density and infill development, including reduced private open space, pressure on public open space and the need for planning policy to appropriately respond to the requirements of new housing. Since the resolution was adopted, LGA has: • continued direct engagement with the State Planning Commission, PlanSA and the Department for Housing and Urban Development • raised council concerns through planning and housing-related policy submissions, including LGA's Oct 2026 submission responding to the Productivity Commission's Housing Supply Regulation Interim Report • continued to advocate for planning policy that provides adequate private and public open space as housing density increases • undertaken media interviews to progress the sector's position more broadly. Advocacy regarding garage and carport dimensions, the treatment of storage and service areas within garages, and appropriate controls for ancillary accommodation also remains active. LGA will continue to advocate for consideration of the open space requirements set out in the Planning, Development and Infrastructure Act and Regulations and the Planning and Design Code. LGA will pursue all available opportunities to strengthen the funding arrangements and allocation methodology for open space.

Resolutions from the Ordinary General Meeting 30 April 2021	Action Taken/Progress
8.4 Seeking a comprehensive State Government review of mandatory statutory rebates and exemptions from payment of local government rates (Adelaide) (AL 734189) That the Ordinary General Meeting: 1. calls for the State Government to undertake a comprehensive review of statutory rate rebates and exemptions; 2. requests that the LGA urgently progresses the key action in the LGA Advocacy Plan for 2019-2023 (Financial Sustainability theme) that the LGA work with interested councils to undertake analysis and prepare an issues paper to inform and advocate for a review of the mandatory rate rebates that councils are compelled to provide; and 3. requests that following preparation of the issues paper and consultation with interested councils, the LGA seeks to engage an appropriate economic advisory consultant to prepare a report for government advocating for changes to statutory rate rebates and exemptions in SA.	**In Progress** LGA has undertaken substantial work in response to this resolution and continues to advocate for reform of South Australia's system of mandatory council rate rebates and exemptions. Since the resolution various work streams and advocacy pathways have been pursued. Key highlights of this include: • commissioned independent economic analysis into the rating treatment of electricity generation and energy infrastructure • directly advocated to relevant Ministers and Members of Parliament for legislative reform, including the Treasurer and Under Treasurer • made targeted submissions through relevant legislative and policy processes, including highlighting in LGA's 2026 State Election Platform • continued to highlight the rating inequities that are created through rebates and exemptions, particularly highlighting electricity generation. More recently, LGA has been working closely with Regional Local Government Associations to develop a coordinated regional advocacy position on mandatory rate rebates applying to electricity generation. LGA's independent research, delivered through AEC Group, has provided a stronger evidence base for reform and examined alternative approaches to the current South Australian arrangements. The research and consultation components contemplated by the original resolution have substantially progressed, and the issue has moved into a more targeted phase of sector and government engagement.

	The working group and collaboration with Regional LGAs will support us in consolidating evidence from impacted councils on electricity generation rebates, develop a common reform position and strengthen engagement with the State Government. While comprehensive legislative reform has not yet occurred, discussions with the State Government are continuing and LGA is actively pursuing pathways to enable councils to apply fairer and more equitable rating arrangements. LGA's current priority remains on reforming the rating treatment of electricity generation infrastructure, while continuing to pursue a broader review of mandatory statutory rebates and exemptions where they create inequitable outcomes for councils.



Advocacy in Action

2026 Annual General Meeting

lga South Australia



Acknowledgement of Country

LGA South Australia acknowledges First Nations people as the traditional custodians of the land. We offer our respects to Elders past, present and emerging, and advocate for and encourage local government to strengthen relationships with local First Nations communities.

Dear members,

Advocacy is strongest when members can see a clear line between the issues they raise, the positions the sector adopts and the action LGA takes with government.

This update of Advocacy in Action brings together recent advocacy outcomes, policy submissions made through 2025–26, progress on resolutions carried at LGA General Meetings, and the issues that remain live.

In the year ahead, this approach will be strengthened through a new annual Advocacy Plan and refreshed Policy Manual. These documents will provide a clearer framework for our advocacy priorities, the basis for each sector position and support how we report progress back to members.

In addition to these changes, we are also improving how we engage with members. A new Member Engagement Framework will give councils better visibility of the advocacy pipeline and clearer ways to raise emerging issues outside of General Meeting processes, giving issues the attention they need in a timely way.

LGA's advocacy is central to what we do. Providing members with better visibility and reporting aims to help ensure councils can see how the sector's collective priorities are being advanced and the steps we're taking to deliver outcomes.



Victoria MacKirdy
LGA Chief Executive Officer



LGA Annual Report

The LGA Annual Report 2025-26 highlights the value delivered to members through strong advocacy, support, sector-wide collaboration and services that help councils deliver for their communities.

Across the year, LGA represented the collective interests of South Australia's 68 councils on major policy and funding issues, secured important advocacy outcomes and strengthened the tools, training, research and support available to members.

The report demonstrates the breadth of LGA's work on behalf of councils and shows how a united sector voice can deliver stronger outcomes for local government. It also sets the foundation for the year ahead, as LGA continues to focus on the issues that matter most to members



Scan the QR code to download LGA's Annual Report 2025-26



Invest in local - State Election Platform 2026

Throughout the year, LGA's advocacy was shaped around the five priorities established through Invest in Local, It starts where you live, 2026 State Election platform. These priorities reflect some of the key pressures facing councils and the areas where stronger State–local partnership can deliver better outcomes for communities.

- **Transport and infrastructure** - investment in local roads and freight networks, jetties, housing-enabling infrastructure, wastewater and funding for efficient heavy vehicle access reform.
- **Environment and climate** - FOGO reform, product stewardship legislation, coastal adaptation, urban greening and stronger climate resilience.
- **Disaster resilience** – streamlined disaster recovery arrangements, greater investment in mitigation and a properly resourced local government role in emergency support.
- **Stronger communities** – sustainable funding for libraries and community centres, regional childcare, public health, workforce development and support for communities experiencing complex needs.
- **Financial sustainability** - reducing cost shifting, fairer funding and revenue arrangements, stronger state–local partnership and settings that enable councils to sustainably deliver the services and infrastructure their communities need.

These priorities provided a common platform for LGA's engagement with government while allowing us to respond to member resolutions, emerging issues and new policy and legislative proposals throughout the year.

Recent advocacy outcomes

Recent outcomes demonstrate the value of sustained, evidence-based advocacy and a consistent sector position.

- ✓ $230.8 million over 10 years for **Supplementary Local Road Funding**, providing long term certainty and indexation for South Australian councils.
- ✓ Expansion of the **Container Deposit Scheme** to include wine, spirit and cordial bottles from 2027 - expected to deliver an estimated $34 million annual benefit to councils and communities.
- ✓ Establishment of LGA's three-year **Financial Sustainability Program** to provide targeted support and strengthen capability across the sector.
- ✓ Removal of personal liability provisions for council elected members under national **aged care reforms**.
- ✓ Reforms to the **Local Nuisance and Litter Control Act**, including stronger compliance, enforcement and cost-recovery powers.
- ✓ An additional $2.2 million Australian Government investment in **Climate Ready Coasts**, supporting coastal hazard adaptation planning across South Australia.
- ✓ $1 million over two years for statewide **lithium-ion battery disposal education** and expanded collection points, alongside work toward product stewardship legislation.
- ✓ State–Local Government **Economic Partnership Accord**, including a Local Government Coordinator role, providing a pathway for closer coordination on projects of strategic economic importance.





- $1 million for beach clean-up and $4 million in direct grants to coastal councils responding to the **harmful algal bloom**.
- $5 million per year in State funding to continue the **SA Jetties Renewal Program**.
- Federal Government retained the current 75:25 **disaster recovery funding** cost share after proposed changes that would have reduced the Commonwealth contribution to 50 per cent were abandoned.
- $100,000 to support new resources and guidance for **council-run long day care** services.
- 90% funding recovery achieved via State Government for several councils impacted by a **severe weather event** in February 2026.



Policy submissions since the 2025 AGM

Housing, transport and infrastructure

- Productivity Commission: Impacts of heavy vehicle reforms
- Review into Personal Mobility Devices and eBikes
- Parliamentary Inquiry into AI and Data Centres
- Housing Supply Regulation Interim Report
- Short Stay Accommodation Sector
- State-wide Flood Hazard Code Amendment

Environment and climate

- Draft South Australia Waste Strategy 2025-30
- Senate Inquiry into Algal Blooms in SA
- Joint Committee on Harmful Algal Blooms in SA
- Regional Landscape Plan 2026-2031
- Biodiversity Act: Draft Regulations

Disaster resilience

- Disaster Recovery Funding Reform

Stronger communities

- Transition of Commonwealth Home Support Program to Support at Home Program
- Joint Regional Mental Health and Suicide Prevention Plan
- Draft State Public Health Plan
- Draft Education and Children's Services (Miscellaneous) Amendment Bill
- Inclusive Communities Fund Consultation
- Suicide Prevention Plan 2027-2032

Financial sustainability

- Federal Pre-Budget Submission – Infrastructure and Resilience, focusing on Supplementary Local Road funding
- Inquiry into Local Government Funding and Fiscal Sustainability
- ESCOSA Local Government Advice Scheme

Governance and emerging issues

- Productivity Commission Red Tape Review
- Draft Community Engagement Charter
- Remuneration Tribunal Review of Allowances for Elected Members
- Federal Inquiry into Artificial Intelligence and Data Centres
- Smart glasses and wearable technology

Scan the QR code to view LGA submissions



From member resolution to advocacy action

Items of Business are one of the principal ways member councils establish sector positions. Below is an update on the progress being made on matters that remain live advocacy items, which have been carried at a General Meeting. Motions that are complete or that were redirected into other LGA work outside of advocacy, are not presented here.

2024 Annual General Meeting – live advocacy issues

Street congestion and residential parking

✓ LGA continues to advocate for Planning and Design Code settings that provide appropriate on-site parking and better manage the impacts of infill and increasing residential density on local streets.

Greater Adelaide Frieght Bypass

✓ LGA continues to advocate for the Truro Bypass and Swanport Bridge duplication to be prioritised in transport planning, funding and design, including a clear delivery timetable.

2025 Ordinary General Meeting – live advocacy issues

Develop an evidence-base on the impact of Community Centres to use in future advocacy discussions

✓ Community centre research has quantified $99.3 million in annual social and economic benefit. The next stage is to use this evidence to support advocacy for more equitable and sustainable funding arrangements

State-owned, council-leased jetties - equitable and sustainable funding arrangements

✓ Jetties advocacy has progressed through the Coastal Jetties Summit, a sector working group and ongoing annual State funding. Work is now underway to develop a Jetties Strategic Plan and a sustainable funding model.

Local Government (Elections) Act - amendment to section 78(2)

✓ Section 78(2) remains unchanged. LGA has raised with the Minister for Local Government that councils should not bear costs attributable to an act or omission of an electoral officer and will continue to pursue legislative amendment

Improving the management and delivery of approved development

✓ LGA is continuing discussions with the State Government on amendments to Schedule 1 of the Land and Business (Sale and Conveyancing) Regulations 2025 to improve information provided to purchasers of newly built dwellings.

2025 Annual General Meeting – live advocacy issues

Long-term parking on council roads

✓ Proposed legislative reform tabled with the State Government, continuing discussions to progress a resolution that supports councils.

Removing the facilitation and collection of the State Government landscape levy from councils

✓ This remains a high-priority advocacy item for LGA. A revised, evidence-based approach has been planned to ensure LGA's future advocacy position is credible and well informed to drive change. Member consultation will soon occur to inform this next phase of work.

Equitable Community Service Obligation funding for CWMS

✓ LGA continues to pursue more equitable Community Service Obligation funding through the CWMS funding review, the parliamentary inquiry into small privately owned water and sewerage retailers and ESCOSA's small-scale water and sewerage review. Ministerial and departmental engagement continues.

Landscape Levy

A State Government levy should not create unnecessary costs for councils and their ratepayers.

Councils continue to be required to collect and remit the State Government's Landscape Levy through council rates. Members have consistently called for this responsibility to be transferred to the state, with the position most recently reaffirmed at the 2025 LGA AGM.

LGA is strengthening the evidence base on the administrative and financial impacts of the current arrangements to support the next phase of advocacy. Our objective remains a fairer approach that reduces unnecessary burden on councils and ensures local ratepayers are not subsidising the administration of a State Government levy.

This responsibility must be transferred back to the State Government.



2026 Ordinary General Meeting – live advocacy issues

Unfair burden on the Construction Industry Training Fund

✓ Advocacy is continuing for an exemption for council-delivered maintenance and repair works, application of the levy to genuine new construction, and stronger regional return of levy funding to training initiatives.

Potable water and sewer infrastructure for growth areas in the Greater Adelaide Regional Plan

✓ LGA continues to raise the challenges of portable water and sewage infrastructure for growth areas through government engagement.

Stronger penalties for unlawful tree damaging activity

✓ Work to be commenced to create the evidence-base. Requires close engagement with Department for Housing and Urban Development.

Review of compliance and enforcement provisions under the PDI Act 2016

✓ Work to be commenced to create the evidence-base. Requires close engagement with Department for Housing and Urban Development.







Our broader advocacy agenda

Alongside member-led Items of Business, LGA also progresses a range of broader advocacy and policy issues with State and Federal governments.

Financial sustainability

- ✓ **Increase Financial Assistance Grants** to at least 1% of Commonwealth taxation revenue and establish a Federation Compact with local government.

  Progress: In July 2026, the Australian Labor Party National Conference endorsed a proposed five-year Federation Compact, including a commitment to meaningfully increase Financial Assistance Grants over time. LGA is advocating for its urgent implementation.

- ✓ Ensure new responsibilities are fully funded and **statutory fees reflect councils' service-delivery costs**.

  Progress: LGA is seeking a statutory fees and charges review. An updated Cost Shifting (Cost of Compliance) report will strengthen the evidence base for discussions with the Department of Treasury and Finance.

- ✓ Reform **mandatory rate rebates** and exemptions so councils can rate land fairly and equitably.

  Progress: Mandatory rate rebates for electricity generators is a live advocacy matter. LGA is currently navigating advocacy options with regional councils and LGAs to progress this item and achieve a successful outcome for members.



Fair rates for electricity generation

Growing energy investment should deliver fair outcomes for the communities that host it.

Longstanding legislation restricts the ability of councils to levy rates on certain land used for electricity generation. For affected councils this can reduce the revenue available to maintain infrastructure and services and place greater pressure on other ratepayers.

LGA has advocated for reform over many years, supported by independent research, and continues to pursue legislative change that will enable councils to apply fair and equitable rating arrangements to land used for electricity generation. Discussions with the State Government are continuing.

Housing, planning and growth

- ✓ Implement a statewide **short-stay accommodation register** with council access to accurate, localised data.
- ✓ **Reform infrastructure funding** and developer contribution arrangements so growth, including urban infill, is supported by timely local infrastructure.

Transport and Infrastructure

- ✓ Deliver the **Greater Adelaide Freight Bypass**, including the Truro Bypass and Swanport Bridge duplication, through an 80:20 Commonwealth–State funding agreement.

  Progress: LGA continues to advocate for this project to be prioritised in transport planning, funding and design, including the announcement of a timetable for delivery.

- ✓ Increase **Community Wastewater Management Scheme** funding from $4.8 million to $12 million annually and establish a separate $20 million regional housing-enabling wastewater fund.

  Progress: CWMS funding remains a significant priority. LGA continues to advocate for an increase in the annual program and a dedicated fund to support housing-enabling wastewater infrastructure.

- ✓ **Reduce street congestion** and parking pressure associated with infill and residential development by strengthening Planning and Design Code provisions for on-site car parking, garage and carport dimensions, open space and ancillary accommodation.

  Progress: This remains a live advocacy issue following the resolution carried by members in 2024. LGA continues to advocate for settings that provide appropriate on-site parking and better manage the impacts of infill and increasing residential density on local streets.

- ✓ Support councils to implement the **National Automated Access System**, including a State-funded local government liaison role and support for data readiness.
- ✓ Strengthen state regulation of **e-bikes and personal mobility devices** while retaining council powers to manage local risks.





Environment and Climate

- ✓ Enable **flexible metropolitan kerbside collection** models by removing clause 10(2) of the Environment Protection (Waste to Resources) Policy.

  Progress: LGA continues to pursue this priority for metropolitan councils through engagement with the State Government.

- ✓ Guarantee an appropriate return of **Green Industry Fund revenue** to councils for waste, recycling and resource recovery initiatives.
- ✓ Resolve policy conflicts between electricity infrastructure requirements and the State Government's **30 per cent urban tree canopy target**.
- ✓ Require green infrastructure to be incorporated into State-led projects.
- ✓ Establish mandatory, fully funded **product stewardship**, with lithium-ion batteries as the first priority.
- ✓ Increase **Coast Protection Grant funding** and fund a Local Government Coastal Adaptation Coordinator.
- ✓ Invest in a statewide **Climate Ready Alliances** program.

Disaster resilience

- ✓ Overhaul the **Local Government Disaster Recovery Assistance Arrangements** to simplify access, reduce reimbursement thresholds and recognise significant internal council response and recovery costs.

  Progress: LGA will pursue advocacy aligned to the Federal Disaster Recovery Funding Arrangements reforms to streamline and simplify these arrangements for councils.

- ✓ Increase investment in **disaster mitigation and resilience projects** that reduce future losses.
- ✓ Provide ongoing annual state funding for LGA's role as lead agency for the Local Government Functional Support Group.
- ✓ Work with councils to provide targeted, prompt and effective support for drought-affected regional communities when needed.

Stronger communities

- ✓ Restore annual indexation to State funding for public libraries and provide a sustainable long-term funding partnership.

  Progress: LGA is advocating for renewed State–local funding arrangements with indexation and is contributing to the Libraries Board's Strategic Plan 2027–32.

- ✓ Extend baseline state funding to 100 per cent of community and neighbourhood centres.

  Progress: LGA will pursue this member-supported ask for equitable baseline funding for community and neighbourhood centres, supported by the new evidence on their social and economic value.

- ✓ Work with councils to address complex community needs including homelessness, hoarding and squalor, and domestic, family and sexual violence.
- ✓ Expand investment in regional mental health services.
- ✓ Partner with councils to expand access to childcare in regional communities.
- ✓ Provide sustainable state funding, workforce support and access to data so councils can meet public and environmental health responsibilities.
- ✓ Expand apprenticeships, traineeships and cadetships in local government to address priority workforce shortages.

Governance and emerging issues

- ✓ Establish a formal State–Local Partnership Agreement with early engagement and impact statements for new policies, programs and legislation affecting councils.
- ✓ Strengthen frameworks for elected member behavioural management to support effective leadership and accountability.

Funding for public libraries

Public libraries are trusted and much-loved institutions and their funding needs to keep pace.

South Australia's network of more than 140 public libraries provide access to learning, technology, community programs and social connection. Yet state funding has not kept pace with rising costs, increasing the financial contribution required from councils.

LGA is advocating for a renewed State-Local funding partnership that restores sustainable funding and annual indexation. We have also contributed to the Libraries Board's new Strategic Plan to ensure the significant role and investment of councils is recognised in the future of South Australia's public library network.

Public library funding remains a key priority.





Progressing action

LGA will continue to report progress to members through the new Advocacy Plan and adjust priorities through the LGA Board of Directors, and Committees, as government decisions, member resolutions and emerging issues arise.

Helping local government build stronger communities.

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6.1 LGA Annual Report 2025-2026

LGA Updates

From:	Wade Reynolds, Executive Director Corporate Services
Meeting:	Annual General Meeting 04 December 2026
Strategy:	5.2 Build organisational capacity to drive excellence and adaptability.
ECM:	878838
Attachments:	Link: 2025 - 2026 LGA Annual Report | LGA Corporate Documents

Recommendation

That the Annual General Meeting receives and notes the Annual Report of LGA South Australia for the financial year ending 30 June 2026.

Discussion

The 2025-2026 Annual Report of LGA, including financial statements, was approved by the LGA Board of Directors on 1 October 2026 and is now presented to the Annual General Meeting.

The Annual Report will be published online via the LGA website and available as a printed copy for councils at the Annual General Meeting.

The consolidated audited financial statements of LGA and its controlled entities for the year ending 30 June 2026 are presented as a separate report to the Annual General Meeting.

Financial and Resource Implications

This activity has been anticipated in the LGA's work program and resources are available to progress this work.

6.2 LGA Consolidated Group Financial Statements 2025-2026

LGA Updates

From:	Wade Reynolds, Executive Director Corporate Services	
Strategy:	5.2 Build organisational capacity to drive excellence and adaptability.	
Meeting:	Annual General Meeting	04 December 2026
ECM:	878841	
Attachments:	1. 882025– LGA Consolidated Financial Statements 2025-2026	

Recommendation

That the Annual General Meeting receives and notes the LGA South Australia and controlled entities Financial Statements for the year 2025-2026.

Discussion

The Financial Statements for 2025-26 (Attachment 1) have been reviewed by the LGA's auditor PwC and have been certified by the LGA Board. The report presents fairly the LGA Group's performance and cash flows for the financial year and complies with Australian Accounting Standards and relevant legislative requirements.

The LGA Group delivered a positive financial result in 2025-26, recording an underlying operating surplus of $1.95 million and a consolidated net surplus of $958,830. The Group also continues to strengthen its balance sheet, with cash and investments of $93.5 million available to support future grant program commitments including R&D and CWMS funding pools, as well as the actuarial funding requirements of the Workers Compensation and Mutual Liability Schemes.

The underlying operating surplus reflects the operating performance of the Group before member distributions and asset revaluations.

Group Result	**$**
Group operating surplus	1,958,830
LGA Workers Compensation Scheme special distribution	(1,000,000)
Net consolidated surplus	**958,830**

The special distribution is funds returned directly to participating councils from the Workers Compensation Scheme after the Scheme's funding position was assessed as being above the target range established by the Board and the Scheme actuary.

LGA Parent Entity

The LGA Parent Entity recorded an operating surplus of $494,406, comprising a surplus of $212,618 from LGA operations and a net increase of $281,787 in project reserves.

Following the revaluation of operating land and buildings, the Parent Entity recorded a total comprehensive surplus of $722,468.

The $212,618 surplus from LGA operations was higher than the budgeted surplus of $57,000 primarily due to higher interest and rebate income and lower administration expenditure in several operational areas. These favourable outcomes were partly offset by investment in the redevelopment of the LGA website and additional property maintenance costs.

Project and grant administration activities recorded a net increase of $281,787 in project reserves. While this is reported as an operating surplus for accounting purposes, it does not represent unrestricted operating funds available to the LGA. Rather, it reflects the timing difference between funding received for LGA Grant administered programs and funding allocated as grant expenditure from those programs, with funding received exceeding grant expenditure in 2025-26. The result has increased reserves held for future delivery of approved programs and activities on behalf of the sector.

The total value of project reserves (amount to be allocated as grant expenditure) as at 30 June is $30.47 million with the LGA Parent Entity holding $30.17 million in cash and accrued grant revenue. This represents a shortfall of $300k in cash if all grant allocations were to be issued simultaneously. This shortfall has existed for some years and has been steadily reducing over time, highlighting the importance of delivering sustainable surpluses from LGA operations.

LGA Procurement

LGA Procurement reported an operating surplus of $25,381, with revenue and income of $1.73 million and expenses of $1.71 million. The result was lower than budget and lower than last year and was primarily due to reduced consultancy and training revenue arising from staffing vacancies during the first half of the year. While vacancies reduced employee costs, they also constrained the organisation's ability to generate consultancy and training income, with consultants engaged where necessary to maintain service delivery.

Despite the lower financial result, LGA Procurement continued to deliver substantial value to councils. Approximately $77 million of procurement activity was facilitated through special contracts and the procurement platform, generating estimated savings and efficiencies of between $3.5 million and $5 million across more than 2,400 transactions. Through advisory services, a further $60 million of procurement activity was undertaken on behalf of councils.

LGA Mutual

LGA Mutual is the entity responsible for oversight of both the LGA Workers Compensation Scheme and LGA Mutual Liability Scheme and reported an operating surplus of $35,330 for the 2025-26. LGA Mutual's role is focused on governance, stewardship and long-term scheme sustainability rather than profit generation and as such it targets a break-even result.

The surplus result for 2025-26 was influenced by lower expenditure on consultancy services, travel and sponsorship activities during the year while continuing to support scheme administration, governance and risk management initiatives.

LGA Workers Compensation Scheme

The LGA Workers Compensation Scheme recorded an operating surplus of $671,276 before member distributions and allocations to the Risk Incentive Program.

During the year, $150,308 was allocated to the Risk Incentive Program and a special distribution of $1 million was approved by the LGA Mutual Board and returned to participating councils. The Scheme closed the year with accumulated reserves of approximately $19.4 million, remaining above its target range.

This result demonstrates the ongoing financial strength of the Scheme and its capacity to both support member risk management initiatives and return value directly to participating councils.

LGA Mutual Liability Scheme

The LGA Mutual Liability Scheme reported an operating surplus of $857,437, a significant increase on the previous year. The Scheme finished the year with accumulated reserves of approximately $20.1 million and remains within its target funding range.

The result reflects the ongoing financial strength and sustainability of the Scheme and provides confidence that sufficient reserves are available to meet future claims obligations while maintaining stable protection arrangements for participating councils.

Conclusion

The Group's 2025-26 financial results demonstrate continued financial sustainability. Core operations delivered a result ahead of budget, procurement activities continued to generate substantial savings for councils, and both mutual schemes remained financially strong while maintaining reserves consistent with actuarial requirements. Importantly, the Group's strong performance enabled $1 million to be returned directly to participating councils through the LGA Workers Compensation Scheme while maintaining the Scheme's long-term financial sustainability.

Financial and Resource Implications

This activity has been anticipated in the LGA's work program and resources are available to progress this work.

Local Government Association of South Australia

Consolidated Financial Statements

For the year ended 30 June 2026

Local Government Association of South Australia

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For the year ended 30 June 2026

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The Board members present the financial report of the Local Government Association of South Australia and its controlled entities ("the Group") for the financial year ended 30 June 2026 and the auditor's report thereon.

Board members

The names of the Directors currently in office are:

Mayor Heather Holmes-Ross
Mayor Dean Johnson
Mayor Gillian Aldridge
Mayor Moira Jenkins
Mayor Leon Stephens
Mayor Jo-Anne Quigley
Mayor Anne Monceaux
Mayor Lynette Martin
Mayor Moira Were
Lord Mayor Jane Lomax-Smith

Board members have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activities

The Group consists of the following entities, Local Government Association of South Australia (LGA), LGASA Mutual Pty Ltd (LGASA Mutual), Local Government Mutual Liability Scheme (LGAMLS), Local Government Workers Compensation Scheme (LGAWCS) and LGCS Pty Ltd (Trustee for LGCS Trust No.1) trading as LGA Procurement.
The principal activities of the Group during the financial year were as follows:

LGA

The LGA is a membership based peak body that provides leadership, advocacy and services to and on behalf of the member councils of South Australia.

LGASA Mutual

LGASA Mutual is wholly owned by the LGA, formed to provide independent strategic oversight of the LGAMLS and LGAWCS and to oversee the day to day service delivery contract held by Marsh Pty Ltd.

LGAMLS

The Scheme is a mutual risk product that offers discretionary indemnity and claims management services to its members in respect of their potential and actual civil liabilities. These services are provided to Local Government in South Australia and include the provision of risk management services to minimise the occurrence of civil liabilities and the provision of claims management services.

LGAWCS

The Scheme is a mutual risk product that offers discretionary indemnity and injury management services to its members in respect of their potential and actual liabilities that arise under the provisions contained in the Return to Work Act 2014 (RTW Act). These services are provided to Local Government in South Australia, and include the provision of claims management, worker rehabilitation and occupational health and safety management services, to minimise the occurrence of workers compensation liabilities.

LGA Procurement

LGA Procurement provides procurement services to all South Australian councils and related entities. These services include training, templates and a large range of contracts providing benefits from aggregating procurement and specialty skills.

Results and review of operations for the year

The operating surplus for the Group for the financial year before special distributions and other items was $1,958,830 (2025FY surplus: $2,455,859). After the special distributions to scheme members, allocation to the risk incentive program and a revaluation of the investment in Local Government House the total comprehensive surplus was $1,337,200 (2025FY surplus: $2,468,235). The results for each of the entities before inter-entity eliminations are as follows:

LGA

The LGA is reporting an operating surplus of $494,406 in the 2026FY (2025FY surplus: $1,359,976). This comprises of an operating surplus from ordinary operations of $212,618 (2025FY surplus: $287,800) and a surplus in project activity of $281,787 (2025FY deficit: $1,072,177). There was no net gain or loss on the investment property (2025FY: $935,555) and no net gain or loss on disposal of assets (2025FY: $11,033). The net surplus for the year is $494,406 (2025FY surplus: $2,306,564).

LGASA Mutual

In the 2026FY, LGASA Mutual is reporting an operating surplus of $35,330 (2025FY: $10,879).

LGAMLS

The operating surplus for the 2026FY amounted to $857,437 (2025FY surplus: $175,869). There were no payments to the risk incentive program in 2026 as the balance was written off in 2025 (2025FY: $499,371). There were no special distributions to members in 2026 or 2025. The total comprehensive surplus for the year is $857,437 (2025FY deficit: $323,502).

LGAWCS

The operating surplus for the 2026FY amounted to $671,276 (2025FY surplus: $729,916). During the year the Scheme made allocations to the risk incentive program of $150,308 (2025FY: payment of $392,733). The Scheme also declared a special distribution to members of $1,000,000 (2025FY: $1,000,000). The total comprehensive deficit for the year is $178,416 (2025FY surplus: $663,117) after the special distribution and risk incentive fund allocation.

LGA Procurement

The operating surplus for the 2026FY was $25,381 compared to a surplus of $292,139 in the 2025FY.

Significant changes in the state of affairs

In the opinion of the Board members, there have been no other significant changes in the state of affairs of the entities in the Group during the year.

Likely developments

Information about the likely developments in the operations of the Group and the expected results of those operations in future financial years has not been included in this report.

Environmental issues

The Group's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a State or Territory of Australia. However, the Board believes that the Group has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Group.

Indemnification and insurance of officers and auditors

The Board members have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the members of the Board and officers' liability and legal expenses insurance contracts as such disclosure is prohibited under the terms of the contract.

Signed in accordance with a resolution of the Members of the Board:

President: ..... Chief Executive Officer: .....

Mayor Heather Holmes-Ross Victoria MacKirdy

Dated this 1 day of October 2026

Local Government Association of South Australia

Statement of Surplus/(Deficit) and Other Comprehensive Income

For the year ended 30 June 2026

	Note	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Revenue and other income					
Member Contributions		43,704,114	42,452,510	-	-
Subscriptions		2,961,219	2,820,209	2,961,219	2,820,209
Grant income		3,466,137	4,106,013	3,428,637	4,106,013
Grant revenue		2,549,012	684,663	2,549,012	684,664
Finance income		3,261,364	3,722,008	437,314	490,020
Other income	7	8,266,536	8,660,529	8,132,368	7,770,026
Total revenue and income from continuing operations		64,208,382	62,445,932	17,508,550	15,870,932
Expenses					
Depreciation and amortisation		(597,713)	(569,728)	(581,993)	(552,547)
Employee benefit expenses		(9,002,451)	(8,683,441)	(7,410,129)	(6,750,974)
Finance expenses		(247,491)	(348,490)	(221,165)	(307,984)
Grant expenditure	8	(2,779,492)	(1,251,784)	(2,779,492)	(1,251,784)
Risk management, levies and other scheme expenses		(14,889,753)	(14,250,434)	-	-
Net claims expense	9	(14,894,576)	(16,587,295)	-	-
Catastrophe insurance expense		(10,100,413)	(9,714,119)	-	-
Other expenses		(9,737,663)	(8,584,782)	(6,021,365)	(5,647,667)
Total expenses		(62,249,552)	(59,990,073)	(17,014,144)	(14,510,956)
Operating surplus/(deficit)		1,958,830	2,455,859	494,406	1,359,976
Net gain/(loss) on sale of assets		-	12,983	-	11,033
Gain/(loss) revaluation of investment property		-	935,555	-	935,555
Special distribution to members		(1,000,000)	(1,000,000)	-	-
NET SURPLUS/(DEFICIT)		958,830	2,404,397	494,406	2,306,564
Other comprehensive income					
Risk Incentive Fund allocation/(distribution)		150,308	(892,104)	-	-
Revaluation of operating land and buildings		228,062	955,942	228,062	955,942
Total Other Comprehensive Income		378,370	63,838	228,062	955,942
Total comprehensive surplus/(deficit) for the year		1,337,200	2,468,235	722,468	3,262,506

The accompanying notes form part of these financial statements.

Local Government Association of South Australia

Statement of Financial Position

As at 30 June 2026

	Note	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	10	40,688,233	43,012,165	28,844,276	23,812,505
Trade and other receivables	11	22,677,615	21,446,084	5,782,269	5,621,212
Other financial assets	12	52,906,735	43,429,903	-	-
Prepayments		421,672	700,436	414,141	370,058
Reinsurance and other recoveries receivables	13	4,340,969	4,419,370	-	-
TOTAL CURRENT ASSETS		121,035,224	113,007,958	35,040,686	29,803,775
NON-CURRENT ASSETS					
Trade and other receivables	11	2,791,634	5,490,056	2,791,634	5,490,056
Investment in controlled entities	12	-	-	1	1
Property, plant and equipment		13,819,553	13,975,291	13,764,233	13,927,904
Intangible assets	16	195,050	296,311	195,050	296,311
Investment properties	15	15,817,500	15,817,500	15,817,500	15,817,500
Reinsurance and other recoveries receivable	13	10,416,117	9,472,453	-	-
TOTAL NON-CURRENT ASSETS		43,039,854	45,051,611	32,568,418	35,531,772
TOTAL ASSETS		164,075,078	158,059,569	67,609,104	65,335,547
LIABILITIES					
CURRENT LIABILITIES					
Trade and other payables	17	30,532,123	26,030,031	27,911,036	23,881,656
Employee benefits	18	1,100,155	1,070,846	955,443	842,777
Borrowings	19	2,698,422	2,608,322	2,698,422	2,608,322
Unearned member contributions	20	13,375,253	12,461,517	-	-
Outstanding claims liability	21	14,330,884	13,609,715	-	-
TOTAL CURRENT LIABILITIES		62,036,837	55,780,431	31,564,901	27,332,755
NON-CURRENT LIABILITIES					
Trade and other payables		-	47,387	-	-
Employee benefits	18	238,256	200,522	150,250	132,888
Borrowings	19	2,791,634	5,490,056	2,791,634	5,490,056
Catastrophe margins		85,000	85,000	-	-
Outstanding claims liability	21	24,149,425	23,019,447	-	-
TOTAL NON-CURRENT LIABILITIES		27,264,315	28,842,412	2,941,884	5,622,944
TOTAL LIABILITIES		89,301,152	84,622,843	34,506,785	32,955,699
NET ASSETS		74,773,926	73,436,726	33,102,319	32,379,848
EQUITY					
Retained earnings		61,302,031	33,828,445	20,694,936	(6,109,599)
Reserves	22	13,471,895	39,608,281	12,407,383	38,489,447
TOTAL EQUITY		74,773,926	73,436,726	33,102,319	32,379,848

The accompanying notes form part of these financial statements.

Local Government Association of South Australia

Statement of Changes in Equity
For the year ended 30 June 2026

2025 Consolidated	Retained Earnings $	Asset Revaluation Reserve $	Project Reserve $	Risk Incentive Reserve $	Total Reserves $	Total equity $
Balance at 1 July 2024	37,825,631	11,223,379	19,908,542	2,010,939	33,142,860	70,968,491
Risk incentive distribution	-	-	-	(892,104)	(892,104)	(892,104)
Surplus/deficit for the year from ordinary activities	3,404,397	-	-	-		3,404,397
Special distribution to members	(1,000,000)	-	-	-		(1,000,000)
Revaluation increment (decrement)	-	955,942	-	-	955,942	955,942
Balance before transfers (to)/from project reserve	40,230,028	12,179,321	19,908,542	1,118,835	33,206,698	73,436,726
Transfers (to)/from project reserve	(6,401,583)	-	6,401,583	-	6,401,583	-
Balance at 30 June 2025	33,828,445	12,179,321	26,310,125	1,118,835	39,608,281	73,436,726

2026 Consolidated	Retained Earnings $	Asset Revaluation Reserve $	Project Reserve $	Risk Incentive Reserve $	Total Reserves $	Total equity $
Balance at 1 July 2025	33,828,445	12,179,321	26,310,125	1,118,835	39,608,281	73,436,726
Risk incentive distribution	-	-	-	150,308	150,308	150,308
Surplus/deficit for the year from ordinary activities	1,958,830	-	-	-		1,958,830
Special distribution to members	(1,000,000)	-	-	-		(1,000,000)
Revaluation increment (decrement)	-	228,062	-	-	228,062	228,062
Balance before transfers (to)/from project reserve	34,787,275	12,407,383	26,310,125	1,269,143	39,986,651	74,773,926
Transfers (to)/from project reserve	26,310,125	-	(26,310,125)	-	(26,310,125)	-
Transfer (to)/from risk incentive fund	204,631	-	-	(204,631)	(204,631)	-
Balance at 30 June 2026	61,302,031	12,407,383	-	1,064,512	13,471,895	74,773,926

The accompanying notes form part of these financial statements.

Local Government Association of South Australia

Statement of Changes in Equity
For the year ended 30 June 2026

2025 Parent	Retained Earnings $	Asset Revaluation Reserve $	Project Reserve $	Risk Incentive Reserve $	Total Reserves $	Total equity $
Balance at 1 July 2024	(2,014,580)	11,223,379	19,908,543	-	31,131,922	29,117,342
Total surplus/deficit for the year	2,306,564	-	-	-		2,306,564
Revaluation increment (decrement)	-	955,942	-	-	955,942	955,942
Transfers (to)/from project reserve	(6,401,583)	-	6,401,583	-	6,401,583	-
Balance at 30 June 2025	(6,109,599)	12,179,321	26,310,126	-	38,489,447	32,379,848

2026 Parent	Retained Earnings $	Asset Revaluation Reserve $	Project Reserve $	Risk Incentive Reserve $	Total Reserves $	Total equity $
Balance at 1 July 2025	(6,109,599)	12,179,321	26,310,126	-	38,489,447	32,379,848
Total surplus/deficit for the year	494,406	-	-	-		494,406
Revaluation increment (decrement)	-	228,062	-	-	228,062	228,062
Transfers (to)/from project reserve	26,310,129	-	(26,310,126)	-	(26,310,126)	3
Balance at 30 June 2026	20,694,936	12,407,383	-	-	12,407,383	33,102,319

The accompanying notes form part of these financial statements.

Local Government Association of South Australia

Statement of Cash Flows

For the year ended 30 June 2026

	Note	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Cash flows from operating activities:					
Receipts from customers/members (inclusive of GST)		60,334,130	60,770,571	14,871,970	13,707,256
Receipt from grants		7,985,382	10,683,831	7,981,632	10,683,831
Interest received		3,467,627	3,580,551	437,314	490,020
Payments to suppliers and employees (inclusive of GST)		(44,810,748)	(43,727,610)	(12,576,247)	(11,541,638)
Claims paid		(13,043,429)	(13,428,337)	-	-
Borrowing costs		(247,491)	(348,490)	(221,165)	(307,984)
Distribution back to members		(849,692)	(1,892,104)	-	-
Grant payments		(2,764,409)	(1,717,867)	(2,764,409)	(1,717,867)
Net cash flows from/(used in) operating activities	10	10,071,370	13,920,545	7,729,095	11,313,618
Cash flows from investing activities:					
Proceeds from sale of plant and equipment		45,181	19,707	-	19,707
Purchase of property, plant and equipment		(149,067)	(1,406,751)	(89,000)	(1,434,881)
Payment for investments		(52,908,835)	(43,225,741)	-	-
Proceeds from disposal of investment		43,225,741	50,553,593	-	-
Net cash provided by/(used in) investing activities		(9,786,980)	5,940,808	(89,000)	(1,415,174)
Cash flows from financing activities:					
Repayment of borrowings		(2,608,322)	(2,521,230)	(2,608,322)	(2,521,230)
Net cash provided by/(used in) financing activities		(2,608,322)	(2,521,230)	(2,608,322)	(2,521,230)
Net increase/(decrease) in cash and cash equivalents		(2,323,932)	17,340,123	5,031,773	7,377,214
Cash and cash equivalents at beginning of year		43,012,165	25,672,042	23,812,503	16,435,291
Cash and cash equivalents at end of financial year	10	40,688,233	43,012,165	28,844,276	23,812,505

The accompanying notes form part of these financial statements.

1. Parent reporting

The following information has been extracted from the books and records of the parent, Local Government Association of South Australia and has been prepared in accordance with Accounting Standards.

The parent information has been disaggregated into Secretariat activity and Project activity. Secretariat activity details the annual day to day operations of the LGA and Project activity includes activity funded from External Grants and Contributions to manage committed projects with specified outcomes.

a. Detailed Table

Description	Secretariat 2026 $	Secretariat 2025 $	Project 2026 $	Project 2025 $	Total 2026 $	Total 2025 $
	-	-	-	-	-	-
Revenue and income from continuing operations						
Subscriptions	2,961,219	2,820,209	-	-	2,961,219	2,820,209
Grant income	20,247	20,247	5,957,402	4,770,430	5,977,649	4,790,677
Other revenue	7,906,373	6,369,159	225,995	1,400,867	8,132,368	7,770,026
Finance income	433,396	488,579	3,918	1,441	437,314	490,020
Total revenue and income from continuing operations	11,321,235	9,698,194	6,187,315	6,172,738	17,508,550	15,870,932
Expenses						
Employee benefits - operating	(6,133,150)	(5,627,828)	(1,276,979)	(1,123,146)	(7,410,129)	(6,750,974)
Grant expenditure	-	-	(2,779,492)	(1,251,784)	(2,779,492)	(1,251,784)
Depreciation	(581,993)	(552,547)	-	-	(581,993)	(552,547)
Other expenses	(4,174,152)	(2,922,395)	(1,847,213)	(2,725,272)	(6,021,365)	(5,647,667)
Finance expenses	(219,323)	(307,624)	(1,842)	(360)	(221,165)	(307,984)
Total Expenses	(11,108,618)	(9,410,394)	(5,905,526)	(5,100,562)	(17,014,144)	(14,510,956)
Operating Surplus/(Deficit)	212,617	287,800	281,789	1,072,176	494,406	1,359,976

Details of grant payments made by the parent entity are disclosed in Note 8.

b. Contingent liabilities

The parent entity did not have any contingent liabilities as at 30 June 2026 or 30 June 2025.

2. Summary of Material Accounting Policies

a. Basis of preparation

The financial statements have been prepared in accordance with Australian Accounting Standards and the Interpretations issued by the Australian Accounting Standards Board as required by the Local Government Act 1999 (South Australia).

The financial statements are presented in Australian dollars, which is the Group's functional and presentation currency.

2. Summary of Material Accounting Policies (continued)

a. Basis of preparation (continued)

Accounting policies

The financial statements include the consolidation of LGA and its controlled entities ('the Group'). LGA is a body corporate established under the Local Government Act 1999 and is a not-for-profit entity. The following is a summary of the material accounting policies adopted by the Group in the preparation of the financial statements. Policies related specifically to the LGAWCS and LGAMLS ('the Schemes') have been separately disclosed in Note 2.h - 2.n . The accounting policies have been consistently applied unless otherwise stated.

Historical cost convention

The consolidated financial statements have been prepared on the historical cost basis except for selected non-current assets, and financial assets and financial liabilities for which fair value basis of accounting has been applied.

Consolidation

The consolidated financial statements include the financial position and performance of controlled entities from the date on which control is obtained until the date that control is lost. The Group controls an entity when the Group is exposed to, or has the rights to, variable returns from its involvements with the entity and an ability to affect those returns through its power to direct the activities of the entity.

Intragroup assets, liabilities, equity, income, expenses and cashflows relating to transactions between entities in the consolidated entity have been eliminated in full for the purpose of these financial statements.

Appropriate adjustments have been made to a controlled entity's financial position, performance and cash flows where the accounting policies used by that entity were different from those adopted by the consolidated entity. All controlled entities have a June financial year end.

When controlled entities have entered or left the consolidated entity during the year, their operating results have been included/ excluded from the date control was obtained or until the date of control ceased.

A list of controlled entities is contained in Note 25 to the financial statements.

b. New accounting standards and interpretations

New Australian accounting standards applicable for the first time during the period did not have a material impact on the group's results or financial statements.

Accounting standards issued but not yet effective

Australian Accounting Standards Board (AASB) 17 Insurance Contracts

AASB 17 Insurance Contracts replaces AASB 1023 General Insurance Contracts. AASB 2022-9 Amendments to Australian Accounting Standards - Insurance Contracts in the Public Sector modifies AASB 17 for public sector entities and defers its effective date to annual reporting periods beginning on or after 1 July 2026. As the Group is a public sector entity, the Group will adopt AASB 17 for the year ending 30 June 2027, with restated comparative information for the year ending 30 June 2026.

2. Summary of Material Accounting Policies (continued)

b. New accounting standards and interpretations (continued)

As a public sector entity, the Group is able to aggregate insurance contracts at the portfolio level and is eligible to apply the premium allocation approach. On this basis, the Group does not expect a material change to the measurement of its insurance-related balances on adoption of AASB 17.

AASB 17 will change the presentation of insurance-related balances recognised in the balance sheet, and insurance-related transactions in the income statement. The Group is currently assessing the disclosure requirements on its financial statements, with the changes to be reflected in the financial statements for the year ending 30 June 2027.

c. Income tax

The Group, and its related entities, is exempt from income tax under the *Income Tax Assessment Act 1997*.

d. Financial instruments

Recognition and derecognition

Purchases and sales transactions of financial assets are recognised on trade-date, the date on which the group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the group has transferred substantially all the risks and rewards of ownership.

Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through Other Comprehensive Income (OCI) or through the statement of surplus/(deficit)),
- those to be measured at amortised cost

The classification depends on the Group's business model for managing financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in Statement of Surplus/(Deficit) or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI). The group reclassifies debt investments when and only when its business model for managing those assets changes.

Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through Statement of Surplus/(Deficit) (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in the Statement of Surplus/(Deficit). Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its financial assets:

2. Summary of Material Accounting Policies (continued)

d. Financial instruments (continued)

- Amortised cost: assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost.
- FVOCI: Assets that are held for collection of contractual cash flows and for selling financial assets, where the assets' cash flows represent solely payment of principal and interest are measured at FVOCI.
- FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in the Statement of Surplus/(Deficit) and presented net within other gains/(losses) in the period in which it arises.

Impairment

The Group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade receivables, the Group applies the simplified approach, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

e. Impairment of non-financial assets

At the end of each reporting period the Group determines whether there is evidence of an impairment indicator for non-financial assets. At each reporting date, the Group reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Statement of Surplus/(Deficit).

Where it is not possible to estimate the recoverable amount of an individual asset, the consolidated entity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

f. Capital Management Policy

The Group's objective when managing capital is to safeguard their ability to continue as a going concern, so that they can continue to provide services to members.

In order to maintain or adjust the capital structure, LGA may adjust the amount of contribution received from its members, adjust the excess surplus to its members via special distributions or enter into debt agreements.

LGA monitors capital on the basis of the total accumulated surplus. A special distribution may be made to its members where the total accumulated surplus exceeds the LGASA Mutual's targeted surplus.

g. Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables in the statement of financial position are stated inclusive of GST.

2. Summary of Material Accounting Policies (continued)

g. Goods and services tax (GST) (continued)

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

h. Classification of Mutual Risk Products

The Schemes are Mutual Risk Products as defined by the Australian Securities and Investment Commission and are neither authorised under, nor subject to, the provisions of the Insurance Act. The Schemes are not a product regulated by the Australian Prudential Regulation Authority.

The Schemes are self-insured products where Members agree to Scheme Rules and whereby the Schemes agree to accept significant risk from the Members by making discretionary decisions on whether to compensate the Members for future claims.

Relevant reinsurance is purchased by the Schemes as a mechanism to protect the Scheme and Members. In respect to the LGAMLS, it is further protected through the backing of the Treasurers Indemnity.

i. Unexpired Risk Liability

At each reporting date the Schemes assess whether the unearned members' contribution liability is sufficient to cover all expected future cash flows relating to future claims against current contracts. This assessment is referred to as the liability adequacy test and is performed separately for each group of contracts subject to broadly similar risks and managed together as a single portfolio.

Provision is made for unexpired risks arising from general business where the expected value of claims and expenses attributed to the unexpired periods of policies in force at the balance date exceeds the unearned members' contribution liability in relation to such policies.

If the present value of the expected future cash flows relating to future claims plus the additional risk margin to reflect the inherent uncertainty in the central estimate exceeds the unearned members' contribution liability then the unearned contribution liability is deemed to be deficient.

The entire deficiency, gross and net of reinsurance, is recognised immediately in the Statement of Surplus/(Deficit) or loss and other comprehensive income. As the Schemes do not have any intangible assets or deferred acquisition costs, the deficiency would be recorded in the statement of financial position as an unexpired risk liability.

j. Outwards Reinsurance

Premiums credited to reinsurers are recognised as outwards reinsurance premium expenses in accordance with the pattern of reinsurance service received over the membership or indemnity periods based on time.

2. Summary of Material Accounting Policies (continued)

k. Claims

The liability for outstanding claims is measured as the central estimate of the present value of the expected future payments for claims incurred at the reporting date, with an additional risk margin to allow for the inherent uncertainty in the central estimate.

Claims expense and a liability for outstanding claims are recognised as losses occur. The liability for outstanding claims includes claims reported but not yet paid, claims incurred but not yet reported (IBNR) and the anticipated direct and indirect cost of settling those claims. Claims outstanding are assessed by reviewing individual claim files and estimating settlement costs of not reporting claims using statistics based on past experience and trends.

Excess amounts recoverable from a Scheme member are payable and are treated as a contribution towards the settlement of a claim.

Outstanding claim provisions were determined taking into account an actuarial review of the Schemes by Cumpston Sarjeant Pty Ltd.

The liability for outstanding claims is measured as the present value of the expected future payments, reflecting the fact that all claims do not have to be paid out in the immediate future. The expected future payments are estimated on the basis of the ultimate cost of settling claims, which is affected by factors arising during the period to settlement such as normal inflation. The expected future payments are discounted to present value at balance date using a risk free rate.

l. Catastrophe Margin

The Workers Compensation Scheme has recognised the likelihood of future claims in relation to asbestos related illnesses. The provision is reviewed annually and the Scheme takes guidance from the Actuary in setting the amount provided.

m. Special Distribution to Members

The Mutual Liability Scheme and Workers Compensation Scheme set maximum levels of accumulated funds that should be held each year. When funds exceed the maximum level, a distribution of funds is provided to member councils.

2. Summary of Material Accounting Policies (continued)

n. Asset Backing General Insurance Liabilities

LGASA Mutual's investment strategies manage the funds invested with the Local Government Finance Authority of South Australia.

LGASA Mutual has determined that all assets are held to back its insurance liabilities and their accounting treatment is described below. As these assets are managed on a fair value basis, they have been valued at fair value through the Statement of Surplus/(Deficit).

The accounting policies applying to assets held to back LGASA Mutual's activities are:

Financial Assets

LGASA Mutual's value financial assets and any assets backing risk activities at fair value through the Statement of Surplus/(Deficit). Details of fair value for the different types of financial assets are summarised below:

Cash assets and bank overdrafts are carried at face value of the amounts deposited or drawn. The carrying amounts of cash assets and bank overdrafts approximate to their fair value. For the purposes of the statement of cash flows, cash includes cash on hand, call deposits and deposits where maturity is less than 3 months, net of bank overdrafts.

Fixed interest securities are recorded at amounts based on valuation using rates of interest equivalent to the yields obtainable on comparable investments at balance date.

Receivables

Contributions due from members and amounts due from reinsurers under the reinsurance program are initially recognised at face value, being the amounts due. They are subsequently measured at fair value that is approximated by taking the initially recognised amount and reducing it for impairment as appropriate.

A provision for impairment of receivables is established when there is objective evidence that the Scheme will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows. The discount is calculated using the original effective interest rate. Where there is impairment a charge is recognised in the Statement of Surplus/(Deficit) and other comprehensive income.

2. Summary of Material Accounting Policies (continued)

o. Right of Use Assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the consolidated entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any re-measurement of lease liabilities.

The consolidated entity has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to the Statement of Surplus/(Deficit) as incurred.

p. Lease Liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the consolidated entity's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to the Statement of Surplus/(Deficit) if the carrying amount of the right-of-use asset is fully written down.

3. Critical accounting estimates and judgements

The group makes estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

Valuation of land and buildings

Land and buildings are recognised at fair value based on annual valuations by external independent valuers, less subsequent depreciation for buildings. A revaluation surplus is credited to reserves in equity. Detailed information about this estimate and judgement is included in Note 14.

3. Critical accounting estimates and judgements (continued)

Investment Property

Investment properties are initially recognised at cost and are subsequently measured at fair value with any changes therein recognised in statement of surplus/(deficit). For policy on transfers between Property, plant and equipment and investment property to Note 14. For recognition and measurement policy refer to Note 15b.
At each balance date directors update their assessment of the fair value, taking into account external independent valuations. These valuations include a number of estimates and judgements as detailed in Note 15 .

Actuarial Assumptions and Methods - LGAMLS and LGAWCS

Actuarial Assumptions

The following assumptions have been made in determining the outstanding claims liabilities.

Description	MLS 2026 %	MLS 2025 %	WCS 2026	WCS 2025
Case estimate development	(25.00)	(25.00)	-	-
Wage inflation	3.75	3.50	3.75	3.50
Superimposed inflation	2.00	2.00	2.00	2.00
Discount rate	4.50	3.50	4.50	3.25

3. Critical accounting estimates and judgements (continued)

The process used to determine actuarial assumptions

A description of the processes used to determine the above key actuarial assumptions is provided below.

In the independent actuary review for 30 June 2026 for the LGAMLS and LGAWCS, which was completed on 31 July 2026, the actuary was provided with claims data on claims incurred net of excesses and anticipated recoveries to reduce the liability of members. The actuary allowed for:

- Developments in case estimates on reported claims based on an explicit case development parameter or Project Case Estimates method;
- Claims incurred but not reported and potential recoveries were all estimated by an inflation adjusted Payment per Claim Incurred method based on ultimate non-zero claim numbers projected by a Chain Ladder method and 5-year averages of late reported claims;
- Cost of claims likely to be reopened were estimated by an inflation adjusted Payment per Claim Incurred method based on ultimate non-zero claim numbers projected by a Chain Ladder method and 5 year average of reported claims;
- Expected investment earnings by applying a fitted payment pattern to the undiscounted sum of the above components and then discounts at the assumed discount rate;
- There were no recoveries either due or expected from reinsurance contracts.

Case estimate development

LGAMLS development in net case estimates applied to open claims was -25.00% (2025 -25.00%) for all accident years.

Claim administration expense

The independent actuary has not made an allowance for claim administration expenses on open claims as the amount of fees already represents approximately 3% of payments. A fixed fee of $209,036 is charged by the Scheme Manager for this expense. The amounts allowed are comparable to those normally made by the public liability and professional indemnity insurers.

3. Critical accounting estimates and judgements (continued)

Wage inflation

The actuary assumed wage inflation of 3.75% per annum (2025:3.50%), based on recent inflation levels of South Australia.

Superimposed inflation

The actuary assumed future superimposed inflation, the rate at which claims increase in excess of wage inflation, at 2.00% per annum (2025:2.00%). Superimposed inflation occurs due to non-economic effects such as court settlements increasing at a faster rate than wages or CPI inflation. Though there is no discernible trend of superimposed inflation in inflated claims insured, the independent actuary determined it is appropriate to include a nominal allowance for such inflation in future claims.

Discount rate

The estimates of the outstanding claims liabilities were discounted to allow for future investment income gains attributable to the liabilities. The estimates of reinsurance recovery assets were discounted to allow for future income losses attributable to the assets. The independent actuary assumed a discount rate based on current medium-term bond yields.

Sensitivity Analysis

The outstanding claims liability included in the reported results is calculated based on the key actuarial assumptions as disclosed above. The movement in any of the above key actuarial assumptions will impact the performance and total accumulated funds of the Schemes.

The table below describes how a change in each of the assumptions will affect the outstanding claims liabilities.

Wage inflation	Expected future payments are inflated to take into account inflationary increases. An increase or decrease in the assumed level of economic inflation would have a corresponding impact on claims expenses, with particular reference to longer tail claims.
Superimposed inflation	In addition to the general economic inflation rate an amount is superimposed to take account of non-economic inflationary factors, such as increases in court awards. Such rates of superimposed inflation are specific to the model adopted. An increase or decrease in the assumed levels of superimposed inflation would have a corresponding impact on claims expense, with particular reference to longer tail claims.
Discount rate	The outstanding claims liability is calculated by reference to expected future payments. These payments are discounted to adjust for the time value of money. An increase or decrease in the assumed discount rate will have an opposing impact on total claims expense.
Case Estimate Development	Case estimates are initially established in accordance with established guidelines and by reference to the known facts. Where new information becomes available the initial case estimates will change. This development movement applied to open claims and will have a corresponding impact on claims expense.

3. Critical accounting estimates and judgements (continued)

(i) LGAMLS

Variable	Movement in variable %	Movement by applying variable gross of reinsurance $	Net of reinsurance $	Total Accumulated Funds $
Wage inflation	3	1,043,239	15,458	(15,460)
	(3)	(930,343)	(14,545)	14,544
Superimposed inflation	3	1,062,233	15,733	(15,734)
	(3)	(945,419)	(14,787)	14,786
Discount rate	3	(1,089,134)	(20,102)	20,102
	(3)	1,296,445	22,651	(22,652)
Case - estimate development	5	244,236	859	(859)
	(5)	(237,175)	(792)	791

(ii) LGAWCS

Variable	Movement in variable %	Gross of reinsurance $	Net of reinsurance* $	Total Accumulated Funds $
Wage inflation	3	648,302	-	(648,302)
	(3)	(530,445)	-	530,445
Superimposed inflation	3	660,631	-	(660,631)
	(3)	(538,673)	-	538,673
Discount rate	3	(1,308,762)	-	1,308,762
	(3)	1,573,348	-	(1,573,348)

*The LGAWCS holds reinsurance arrangements, however expected recoveries fall below the recognition threshold and no reinsurance asset has been recognised. The gross and net of reinsurance amounts disclosed above are consequently the same.

4. Mutual Risk Products - Risk Management (LGAMLS and LGAWCS)

Risk management objectives and policies for mitigating risk

LGAMLS and LGAWCS are established by legislation contained in the Local Government Act 1999. Membership is available to local government councils and prescribed bodies. LGAMLS and LGAWCS operate in South Australia to provide a claims management service to members in respect of their potential and actual liabilities. A member may seek indemnity from the Schemes in respect of a claim.

Under the rules, the LGA may, in its sole and absolute discretion, determine whether indemnity will be granted in respect of a claim. Should indemnity be granted, the LGAMLS and LGAWCS offers unlimited cover.

Actuarial models, using information from management information systems are used to confirm contributions and monitor claim patterns. Past experience and statistical methods are used as part of the process.

In respect to both Workers Compensation and Civil Liability risk events, they are by nature, random, and the actual number and quantum cost of the event during any one-year may vary from those using estimated statistical techniques.

Objectives in managing risk arising from mutual risk products and policies for mitigating those risks

The Schemes have an objective to control risk thus reducing the volatility of its operating surplus. In addition to the inherent uncertainty of workers compensation and civil liability risks, which can lead to variability in the loss experience, operating surpluses can also be affected by external factors such as competition and movements in asset values.

LGAMLS and LGAWCS rely on a strong relationship with its members and actively encourages them to adopt practices of risk management that reduce the incidence of claims to the Schemes.

Reinsurance strategy

LGAMLS and LGAWCS adopt a conservative approach towards the management of risk and did this by utilising various risk transfer options. The Board of the Schemes determine the level of risk, which is appropriate for the LGAMLS and LGAWCS having regards to ordinary concepts of prudence and regulatory constraints. The risk transfer arrangements adopted by the Schemes include the utilisation of commercial reinsurance arrangements and the negotiation of an indemnity agreement with the South Australian State Government Treasurer. These risk transfer arrangements assist the Schemes to limit its liability on single large claims and catastrophic events. These programs are regularly reviewed each year to ensure that they continue to meet the risk needs of LGAMLS and LGAWCS.

In the past ten years, LGAMLS and LGAWCS have managed their reinsurance program and risk transfer arrangements so that the exposure to each claim has been markedly reduced. LGASA Mutual has maintained its Treasurer's Indemnity on a long-term basis with an expiry in 2028.

Terms and conditions of membership

Membership to LGAMLS and LGAWCS is offered to eligible bodies and renewed annually on 30 June. Payment of the annual contribution confirms continuation of membership. Termination of membership is subject to at least 90 days written notice of intention as laid out by the rules. Once a claim is accepted and indemnity granted each claim is handled individually on the circumstances peculiar to the claim.

Product features (Mutual Liability Scheme)

The Scheme operates in South Australia. Should a claim be accepted the scheme provides indemnity to the member in respect of their civil liabilities for an unlimited amount, subject to any excess for any claim incurred anywhere throughout the world.

4. Mutual Risk Products - Risk Management (LGAMLS and LGAWCS) (continued)

Operating surpluses arise from the total contributions charged to members less the amounts paid to cover claims and the expenses incurred by the Scheme.

Product features (Workers Compensation Scheme)

LGAWCS operates in South Australia, whereby the LGA is a group self-insurer which enables the scheme to operate under a delegated authority as described in the Return to Work Act 2014 (RTW Act). Should a claim be accepted, the scheme provides indemnity to the member in respect of their workers' compensation liabilities for amounts and benefits detailed in the RTW Act.

Operating surpluses arise from the total contributions charged to members less the amounts paid to cover claims and the expenses incurred by the Scheme.

Management of risks

The key risks that affect LGAMLS and LGAWCS are contribution risk and claims experience risk.

Contribution risk is the risk that the Schemes do not charge contributions appropriate for the indemnity cover they provide. LGAMLS and LGAWCS partially manage contribution risk through their proactive approach to risk management that addresses all material risks both financial and non-financial. There are no specific terms and conditions that are expected to have a material impact on the financial statements.

Claims experience risk is managed through the non-financial risk assessment and risk management and reinsurance management process. Claims experience is monitored on an ongoing basis to ensure that any adverse trending is addressed. LGAMLS and LGAWCS are able to reduce the claims experience risk of severe losses through the reinsurance program, and by managing the concentration of risks.

Concentration of risks

Risks are managed by taking a long term approach to setting the annual contribution rates that eliminates price fluctuations, appropriate investment strategy, reinsurance and by maintaining an active state-wide risk management profile. It is vital that the LGAMLS and LGAWCS keep abreast of changes in the general economic, legal and commercial environment in which it operates.

Interest rate risk

The reinsurance indemnity contracts contain no clauses that expose LGAMLS and LGAWCS directly to interest rate risk. The reinsurance contracts are long term arrangements, reviewed and payable annually.

Credit risk

LGAMLS and LGAWCS are exposed to credit risk on contracts as a result of exposure to reinsurers. The credit risk to reinsurers is managed through the Schemes regularly monitoring the financial rating of the reinsurers both prior to and during the reinsurance program.

In relation to the reinsurance and other receivables disclosed in Note 13 in relation to the LGAMLS, the credit risk exposure is equal to the undiscounted aggregate value of claims. As at 30 June 2026 this amounted to $17.62 million (2025: ($16.52) million).

5. Financial risk management

The main risks the Group is exposed to through its financial instruments are credit risk, liquidity risk and market risk relating to interest rate risk.

Financial instruments used

The principal categories of financial instrument used by the Group consists mainly of deposits with banks, local money market instruments, short-term investments, trade receivables, trade payables, loans to and from related parties, bills and leases.

Financial assets	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Held at amortised cost				
Cash and cash equivalents	40,688,233	43,012,165	28,844,276	23,812,505
Trade and other receivables	25,469,249	26,936,140	8,573,903	11,111,268
Term deposits	52,906,735	43,429,903	-	-
Total financial assets	119,064,217	113,378,208	37,418,179	34,923,773

Financial liabilities	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Trade and other payables	30,532,123	26,077,418	27,911,036	23,881,656
Borrowings	5,490,056	8,098,378	5,490,056	8,098,378
Total financial liabilities	36,022,179	34,175,796	33,401,092	31,980,034
	36,022,179	34,175,796	33,401,092	31,980,034

a. Objectives, policies and processes

The Group does not have any derivative financial instruments as at 30 June 2026 (2025: nil).

b. Liquidity risk

The Group manages liquidity risk by monitoring forecast cash flows and ensuring that adequate unutilised borrowing facilities are maintained.

The table below reflects the undiscounted contractual maturity analysis for financial liabilities.

5. Financial risk management (continued)

b. Liquidity risk (continued)

Financial liability maturity analysis

Consolidated	Within 1 Year 2026 $	Within 1 Year 2025 $	1 to 5 Years 2026 $	1 to 5 Years 2025 $	Over 5 Years 2026 $	Over 5 Years 2025 $	Total 2026 $	Total 2025 $
Financial liabilities								
Trade and other payables	(30,532,123)	(26,030,031)	-	(47,387)	-	-	(30,532,123)	(26,077,418)
Borrowings	(2,698,422)	(2,608,322)	(2,791,634)	(5,490,056)	-	-	(5,490,056)	(8,098,378)
Total financial liabilities	(33,230,545)	(28,638,353)	(2,791,634)	(5,537,443)	-	-	(36,022,179)	(34,175,796)

Parent	Within 1 Year 2026 $	Within 1 Year 2025 $	1 to 5 Years 2026 $	1 to 5 Years 2025 $	Over 5 Years 2026 $	Over 5 Years 2025 $	Total 2026 $	Total 2025 $
Financial liabilities								
Trade and other payables	(27,911,036)	(23,881,656)	-	-	-	-	(27,911,036)	(23,881,656)
Borrowings	(2,698,422)	(2,608,322)	(2,791,634)	(5,490,056)	-	-	(5,490,056)	(8,098,378)
Total financial liabilities	(30,609,458)	(26,489,978)	(2,791,634)	(5,490,056)	-	-	(33,401,092)	(31,980,034)

The timing of expected outflows is not expected to be materially different from contractual cash flows.

c. Credit risk

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets, is the carrying amount, net any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements.

The Group does not have any material credit risk exposure to any single receivable or group receivables under financial instruments entered into by the Group.

The average credit rating of the Scheme's reinsurance companies is 'A'. However, the Schemes do recognise that there may be the likelihood of a reinsurance company failing to meet its obligations. A reinsurer default provision has been raised to cover this.

d. Market risk

The Group's main interest rate risk arises from financial assets at fair value through the Statement of Surplus/(Deficit) and short term deposits with banks. Investments at variable rates expose the Group to cash flow interest rate risk. Investments at fixed rates expose the Group to fair value interest rate risk. All investments are held with Local Government Finance Authority. The Group has no formal policy in respect of the percentage of investments at fixed rates. Investments at fixed rates are made as and when opportunities arise.

5. Financial risk management (continued)

d. Market risk (continued)

The following table illustrates sensitivities to the Group's exposure to changes in interest rates. The table indicates the impact on how profit and equity values reporting at the end of the reporting period would have been affected by changes in the relevant risk variable that management considers to be reasonably possible. These sensitivities assume that the movement in a particular variable is independent of other variables.

Consolidated	+1.00% 2026 $	-1.00% 2026 $	+1.00% 2025 $	-1.00% 2025 $
Cash and cash equivalents	7,979	(7,979)	9,987	(9,987)
Investment in Term Deposits	335,717	(335,717)	369,062	(369,062)
Current Investments	292,054	(292,054)	234,187	(234,187)

6. Fair value hierarchy

This section explains the judgements and estimates made in determining the fair values of the assets that are recognised and measured in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the group has classified its assets into three levels prescribed under the accounting standards. An explanation of each level follows underneath the table.

The table below shows the assigned level for each asset and liability held at fair value by the Group:

Consolidated 30 June 2026	Level 2 $	Level 3 $
Financial assets	52,906,735	-
Land and freehold buildings	-	12,682,500
Investment property	-	15,817,500

Consolidated 30 June 2025	Level 2 $	Level 3 $
Financial assets	43,429,903	-
Land and freehold buildings	-	12,682,500
Investment property	-	15,817,500

Parent 30 June 2026	Level 3 $
Land and freehold buildings	12,682,500
Investment property	15,817,500

6. Fair value hierarchy (continued)

Parent 30 June 2025	Level 3 $
Land and freehold buildings	12,682,500
Investment property	15,817,500

There were no transfers between levels 1 and 2 for recurring fair value measurements during the year.

Level 1	The fair value of assets is measured using reference to an active market where trades are freely made at arms length between willing and suitably invested partners.
Level 2	The fair value of assets that are not traded in an active market is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an asset are observable, the asset is included in level 2.
Level 3	If one or more of the significant inputs is not based on observable market data, the asset is included in level 3.

Valuation techniques used to determine fair value

Specific valuation techniques used to value financial instruments include:

Term deposits - The fair value of term deposits is calculated as the present value of the estimated future cash flows based on observable government bond rates.

Land, Freehold Buildings and Investment Property - The Group's land and buildings were revalued at 30 June 2026 by independent valuers Knight Frank Valuation & Advisory South Australia. Valuations were made on the basis of open market value. Movement during the year relates to depreciation on the building.

7. Revenue

	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Member contributions				
Gross earned contributions	66,192,215	64,438,407	-	-
Rebate to members	(22,488,101)	(21,985,897)	-	-
Total Member contributions	43,704,114	42,452,510	-	-
Other revenue				
Administrative charges	1,834,361	1,760,520	3,111,252	2,994,232
Rent	1,505,075	1,418,815	1,505,075	1,418,815
Outgoings	853,159	679,285	853,158	679,285
Member service rebates	1,438,623	1,608,344	6,144	12,088
Consultancies	217,632	289,583	354,421	-
Other revenue	2,417,686	2,903,982	2,302,318	2,665,606
Total other revenue	8,266,536	8,660,529	8,132,368	7,770,026

7. Revenue (continued)

Revenue is measured either at a point in time, or over time, depending on the recognition criteria of AASB 15 Revenue from Contracts with Customers. All revenue is stated net of the amount of goods and services tax (GST).

Member contributions

Member contributions comprise amounts charged to members of the schemes for liability protection, net of amounts returned to members as bonuses. Member contribution revenue is recognised in the Statement of Surplus/(Deficit) and other comprehensive income which has been earned. The proportion of members' contributions received or receivable not earned is recognised in the statement of financial position as an unearned member contribution liability.

Member contributions are treated as earned from the date of attachment of risk. The pattern of recognition over the period of cover is based on time, which is considered to closely approximate the pattern of risks underwritten.

Grants

Grant income is recognised in accordance with AASB 1058 Income for Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate. In cases where there is an enforceable contract with sufficiently specific performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied. In all other cases grant income is recognised in accordance with AASB 1058.

Subscriptions

Revenue from the provision of council subscriptions is recognised in the accounting period in which the related performance obligations are satisfied.

Other revenue

Other revenue comprises fees and charges received from Councils for services undertaken, rental and outgoings from the rental of space at LG House and rebate income from panel supplier contracts. Revenue is recognised when the related performance obligations are satisfied, including for fixed-price contracts where revenue is recognised over time based on the proportion of services provided to the end of the reporting period relative to the total services to be provided.

Finance income

Interest is recognised on a proportional basis taking into account the interest rates applicable to the financial assets. Finance income is taken into account on an accrual basis and includes any changes in the net market value of investments during the financial year.

8. Grant expenditure

Outlined below are the projects where expenditure was incurred during the reporting period:

	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
LG Research and Development Scheme	482,771	792,196	482,771	792,196
SA Climate Ready Coasts Program	2,034,240	426,000	2,034,240	426,000
Other grants	262,481	33,588	262,481	33,588
	2,779,492	1,251,784	2,779,492	1,251,784

Grant expenditure includes project expenditure paid to Councils or other recipients to deliver programs or activities for the benefit of the South Australian local government sector. Expenses are recognised as they are incurred.

9. Net claims expense

Direct Business

Current period claims relate to risk borne in the current financial year. Prior period amounts relate to a reassessment of the risk borne in all previous financial years.

			2026
Consolidated	**Current year $**	**Prior years $**	**Total $**
Claims expense			
Claims and related expenses - undiscounted	(19,805,979)	(54,395)	(19,860,374)
Claims and related expenses - discounted	1,229,419	(244,507)	984,912
Claims and related expenses - net	(18,576,560)	(298,902)	(18,875,462)
Reinsurance and other recoveries revenue			
Reinsurance and other recoveries revenue - undiscounted	5,224,598	(659,652)	4,564,946
Reinsurance and other recoveries revenue - discounted	(667,994)	83,934	(584,060)
Reinsurance and other recoveries - net	4,556,604	(575,718)	3,980,886
Claims incurred net of recoveries	(14,019,956)	(874,620)	(14,894,576)

9. Net claims expense (continued)

2025

Consolidated	Current year $	Prior years $	Total $
Claims expense			
Claims and related expenses - undiscounted	(18,041,780)	(2,145,798)	(20,187,578)
Claims and related expenses - discounted	937,856	(1,516,402)	(578,546)
Claims and related expenses - net	(17,103,924)	(3,662,200)	(20,766,124)
Reinsurance and other recoveries revenue			
Reinsurance and other recoveries revenue - undiscounted	5,382,153	(1,437,039)	3,945,114
Reinsurance and other recoveries revenue - discounted	(519,145)	752,860	233,715
Reinsurance and other recoveries - net	4,863,008	(684,179)	4,178,829
Claims incurred net of recoveries	(12,240,916)	(4,346,379)	(16,587,295)

Reinsurance and other recoveries revenue

Reinsurance and other recoveries paid on claims, reported claims not yet paid and IBNR (claims incurred but not yet reported) are recognised as revenue.

Reinsurance recoveries receivable on outstanding claims liabilities are measured as the present value of the expected future receipts calculated on a similar basis as the liability for outstanding claims.

Other recoveries receivable are recognised when certainty exists as to recovery from a third party and are measured at the present value of the expected future receipts calculated on the same basis as the liability for outstanding claims.

A provision for reinsurer default has been raised. The credit rating of the major current and historical reinsurance companies has been assessed. The actuary has assessed the appropriate provision based on the Australian and New Zealand cumulative default rates.

Workers compensation claims

Claims incurred expense and liability for outstanding claims are recognised in respect of direct claims by workers. The liability covers claims incurred but not yet paid, incurred but not yet reported claims and the anticipated costs of settling those claims. Claims outstanding are assessed by reviewing individual claim files and estimating unmodified claims and settlement costs using statistical and actuarial techniques. The liability for outstanding claims is measured as the present value of the expected future payments reflecting the fact that all the claims do not have to be paid out in the immediate future. The expected future payments are estimated on the basis of the ultimate cost of settling claims, which is affected by factors arising during the period to settlement such as normal inflation and 'superimposed inflation'.

Super imposed inflation refers to factors such as trends in court awards, for example, increases in the level and period of compensation for injury. The expected future payments are then discounted to a present value at the report date using discount rates based on investment opportunities available to the organisation on the amounts of funds sufficient to meet claims as they became payable.

Note 3 details the average inflation (normal and superimposed) rates and discount rates used in measuring the liability for outstanding claims.

10. Cash and cash equivalents

	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Cash at bank and in hand	40,340,763	42,383,482	28,844,276	23,812,505
Short-term deposits	347,470	628,683	-	-
	40,688,233	43,012,165	28,844,276	23,812,505

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and subject to an insignificant risk of change in value.

Reconciliation of result for the year to cashflows from operating activities

	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Net surplus	958,830	2,404,397	494,406	2,306,564
Cash flows excluded from profit attributable to operating activities	-	-	-	-
Adjustments for:	-	-	-	-
Depreciation	597,713	569,728	581,993	552,547
Net gain on disposal of property, plant and equipment	(8,766)	(12,983)	-	(11,033)
Net (gain)/loss on disposal of investments	-	-	-	(935,555)
Special distributions to members	150,308	(892,104)	-	-
Fair value movement in investments (net)	206,263	-	-	-
(Gain)/loss on revaluation of investment property	-	(1,077,012)	-	-
Changes in assets and liabilities:	-	-	-	-
(Increase)/decrease in trade and other receivables	601,628	2,827,204	2,537,365	3,117,020
(Increase)/decrease in prepayments	278,764	270,638	(44,083)	131,323
Increase/(decrease) in trade and other payables	4,454,706	6,022,988	4,029,387	6,035,545
Increase/(decrease) in outstanding claims and unearned contributions	2,764,881	3,571,010	-	-
Increase/(decrease) in employee benefits	67,043	236,679	130,027	117,207
Cash flows from operations	10,071,370	13,920,545	7,729,095	11,313,618

11. Trade and other receivables

Current	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Trade receivables	1,590,742	1,368,766	1,029,308	856,612
Accrued Revenue	2,446,491	2,097,231	722,393	572,235
Accrued income related to grants	1,200,446	1,545,647	1,332,146	1,584,043
State Local Govt Infra Partnership Receivable	2,698,422	2,608,322	2,698,422	2,608,322
Member contribution receivable	14,741,514	13,826,118	-	-
	22,677,615	21,446,084	5,782,269	5,621,212

Non-Current	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
State Local Govt Infra Partnership Receivable	2,791,634	5,490,056	2,791,634	5,490,056
	2,791,634	5,490,056	2,791,634	5,490,056

Trade and other receivables

Trade receivables are amounts due from members for services performed in the ordinary course of business. They are generally due for settlement within 30 days and therefore are all classified as current. Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, then they are recognised at fair value.

The Group holds the trade receivables with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest method.

All outstanding receivables are paid within the Group's normal trading terms.

Accrued income

Accrued income includes revenue earned for services undertaken but that have not yet been invoiced. Accrued income also includes grants and contribution revenue not invoiced but is due to be paid to the Group in accordance with a pre-existing agreement or government legislation.

Impairment

The Group applies a simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets. To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and days past due. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the other receivables.

11. Trade and other receivables (continued)

The expected loss rates are based on the payment profiles of sales over a period of 36 months before 30 June 2026 respectively and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group expected credit loss is nil (2025: nil).

Loss allowance

Trade and other receivables are written off when there is no reasonable expectation of recovery. Impairment losses on trade and other receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

State Local Government Infrastructure Partnership (SLGIP) receivable

State Government grant payments being made to the Group to reimburse costs attributable to the administration of the SGLIP program. The receivable is in accordance with the future receipts being received from the State Government as per the funding deed.

Member contribution receivable
Amounts due the LGAMLS and LGAWCS but not yet received from members for contributions for liability protection. Member contribution receivable is recognised at fair value.

12. Financial assets

CURRENT	Consolidated 2026 $	Consolidated 2025 $
Term deposits	52,906,735	43,429,903

NON-CURRENT	Parent 2026 $	Parent 2025 $
Shares in controlled entities (at amortised cost)	1	1

Term deposits are cash investments held with Local Government Financing Authority (LGFA) with maturity of more than three months. Term deposits held with a maturity of less than or equal to three months are held in cash and cash equivalents.

13. Reinsurance and other recoveries receivables

CURRENT	Consolidated 2026 $	Consolidated 2025 $
Reinsurance recoveries on paid claims	406,786	515,257
Reinsurance recoveries receivable	3,959,125	3,928,865
Reinsurer default provision	(24,942)	(24,752)
	4,340,969	4,419,370

NON CURRENT	Consolidated 2026 $	Consolidated 2025 $
Reinsurance recoveries on paid claims	12,540,990	11,007,281
Reinsurance recoveries receivable	(2,058,834)	(1,474,773)
Reinsurer default provision	(66,039)	(60,055)
	10,416,117	9,472,453

Assets arising from reinsurance contracts were estimated for each accident year, from the payments to date and estimated outstanding claims history at 30 June 2026, taking into account the reinsurance terms applying to that accident year. In calculating the present value of reinsurance recoveries on the outstanding claims liability, allowance was made for an average recovery delay of three months, as assumed by the independent actuary. Although all relevant insurers are solvent, a provision for the failure of an insurer to pay has been raised. The reinsurer default provision is $90,981 (2025 $84,807) calculated at a rate of 0.63% (2025 0.63%) on the discounted value of the total reinsurance recoveries.

14. Property, plant and equipment

Consolidated 2026	Freehold land & buildings $	Capital works in progress $	Furniture, fixtures and fittings $	Motor vehicles $	Total $
Opening net carrying amount	12,682,499	-	1,122,225	170,567	13,975,291
Additions	-	84,000	5,000	60,068	149,068
Disposals/Transfers	-	-	-	(36,415)	(36,415)
Revaluation gain/(loss)	228,062	-	-	-	228,062
Depreciation	(228,062)	-	(213,328)	(55,063)	(496,453)
Closing net carrying amount	12,682,499	84,000	913,897	139,157	13,819,553

Consolidated 2025	Freehold land & buildings $	Furniture, fixtures and fittings $	Motor vehicles $	Total $
Opening net carrying amount	11,347,500	1,325,688	144,046	12,817,234
Additions	584,870	-	110,564	695,434
Disposals/Transfers	-	8,326	(33,177)	(24,851)
Revaluation gain/(loss)	955,942	-	-	955,942
Depreciation	(205,813)	(211,789)	(50,866)	(468,468)
Closing net carrying amount	12,682,499	1,122,225	170,567	13,975,291

Parent 2026	Freehold land & buildings $	Capital works in progress $	Furniture, fixtures and fittings $	Motor vehicles $	Total $
Opening net carrying amount	12,682,500	-	1,121,862	123,542	13,927,904
Additions	-	84,000	5,000	-	89,000
Revaluation gain/(loss)	228,062	-	-	-	228,062
Depreciation expense	(228,062)	-	(213,237)	(39,434)	(480,733)
Closing net carrying amount	12,682,500	84,000	913,625	84,108	13,764,233

Parent 2025	Freehold land & buildings $	Furniture, fixtures and fittings $	Motor vehicles $	Total $
Opening net carrying amount	11,347,500	1,325,233	53,754	12,726,487
Additions	584,871	10,000	110,564	705,435
Disposals/Transfers	-	(1,674)	(7,000)	(8,674)
Revaluation gain/(loss)	955,943	-	-	955,943
Depreciation expense	(205,813)	(211,698)	(33,776)	(451,287)
Closing net carrying amount	12,682,501	1,121,861	123,542	13,927,904

14. Property, plant and equipment (continued)

Accounting policy

Depreciation

Land and buildings are recognised at fair value based on annual valuations by external independent valuers, less subsequent depreciation for buildings. A revaluation surplus is credited to reserves in equity.

Each year, the difference between depreciation based on the revalued carrying amount of the asset charged to Statement of Surplus/(Deficit) and the depreciation based on the asset's original cost, is reclassified from the property, plant and equipment revaluation surplus to retained earnings.

All other property, plant and equipment is recognised at historical cost less depreciation.

Depreciation is calculated using a straight-line method to allocate cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

Fixed asset class	Useful life
Buildings	2.50%
Furniture, fixtures and fittings	7.50 - 33.00%
Motor vehicles	25.00%
Building improvements	10.00%
Right-of-use assets	over the lease term

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the Statement of Surplus/(Deficit) and other comprehensive income. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

1. Transfer to/from investment property

When the use of land or buildings changes from operational to investment property, the property is remeasured to fair value and reclassified as an investment property. Any gain arising on remeasurement is recognised directly in the asset revaluation reserve.

When the use of investment property changes to owner-occupied or operational purposes, the property is measured at fair value as per directors' valuation and reclassified as prepaid operating lease.

15. Investment properties

	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Opening Balances	15,817,500	14,152,500	15,817,500	14,152,500
Additions or/(transfers)	-	729,445	-	729,445
Gain / (loss) on revaluation of investment property	-	935,555	-	935,555
Balance at end of year	15,817,500	15,817,500	15,817,500	15,817,500

(a) Nature

Investment property is comprised of land and buildings intended to be leased to third parties and are not occupied by the Group. Land or buildings reclassified from Plant, Property and Equipment to Investment Property; or Land and buildings reclassified from Investment Property to Property, Plant and Equipment is described in Note 14.

(b) Recognition and measurement

Investment properties are initially recognised at cost and are subsequently measured at fair value with any changes therein recognised in the Statement of Surplus/(Deficit).

At each balance date, an external independent Full Scope valuation of the building is undertaken to determine the fair value of the Investment Property. The Full Scope valuation process incorporates a site inspection with building price indices, inflation, interest rates and other factors which may impact market values. The independent valuation was conducted by Knight Frank in June 2026 for 30 June 2026.

In undertaking the valuation Knight Frank has undertaken the Capitalisation of Net Income and Discounted Cash Flow (DCF) approach with adoption of the Net Lettable Area and rental calculation in accordance with the lease.
The fair value hierarchy used in calculating fair value has been classified as level 3 on the basis that there are significant inputs that are not observable market data. Unobservable inputs include Capitalisation rate, Discount rate and annual net property income per square metre.

(c) Leasing arrangements

The investment properties are leased to tenants under long term leases with rental payments monthly.

16. Intangible assets

Parent	Computer software $	Total $
Year ended 30 June 2026		
Balance at the beginning of the year	296,311	296,311
Amortisation	(101,261)	(101,261)
Closing value at 30 June 2026	195,050	195,050

16. Intangible assets (continued)

Parent	Computer software $	Total $
Year ended 30 June 2025		
Balance at the beginning of the year	397,571	397,571
Amortisation	(101,260)	(101,260)
Closing value at 30 June 2025	296,311	296,311

Consolidated	Computer software $	Total $
Year ended 30 June 2026		
Balance at the beginning of the year	296,311	296,311
Amortisation	(101,261)	(101,261)
Closing value at 30 June 2026	195,050	195,050

Consolidated	Computer software $	Total $
Year ended 30 June 2025		
Balance at the beginning of the year	397,571	397,571
Amortisation	(101,260)	(101,260)
Closing value at 30 June 2025	296,311	296,311

The group amortises intangible assets with a limited useful life using the straight-line method over the following periods

IT development and software 8 years

Costs associated with maintaining software programmes are recognised as an expense as incurred. Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads. Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

Intangible assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

17. Trade and other payables

CURRENT	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
GST Payable	1,352,420	1,268,148	-	-
Accrued expenses and other payables	3,090,657	4,311,030	2,575,326	3,430,803
Revenue and grants received in advance	26,089,046	20,450,853	25,335,710	20,450,853
	30,532,123	26,030,031	27,911,036	23,881,656

All amounts, apart from grants received in advance, represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. These amounts are unsecured non-interest bearing and are usually paid within 30 days of recognition.

Grants received in advance represent amounts received before the year end that are contractually due for payment to the grantee in subsequent financial years.

The carrying amount of trade and other payables are considered to be the same as their fair values, due to their short term nature.

18. Employee benefits

CURRENT	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Long service leave	561,773	562,771	537,057	463,513
Annual leave	538,382	508,075	418,386	379,264
	1,100,155	1,070,846	955,443	842,777

NON-CURRENT	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Long service leave	238,256	200,522	150,250	132,888

18. Employee benefits (continued)

Short term obligations

Provision is made for the Group's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled plus related on costs. No liability for sick leave is recognised. The liabilities are presented as current employee benefit obligations in the balance sheet.
Based on past experience, the Group does not expect all employees to take the full amount of accrued leave or require payment within the next 12 months. The following amounts reflect leave that is not expected to be taken or paid within the next 12 months for the Group $542,003 (2025: $501,131) and the parent, LGA $420,186 (2025: $395,569).

Long term obligations

A liability for employee long service leave is recognised and is measured as the present value of expected future payments to be made in respect of services provided by employees to the reporting date. Consideration is given to expected future wage and salary levels and period of service. Expected future payments are discounted using interest rates on national government guaranteed securities with terms to maturity that match, as closely as possible, the estimated future cash outflows. The obligations are presented as current liabilities in the balance sheet if the Group does not have an unconditional right to defer settlement for at least 12 months after the reporting period, regardless of when the actual settlement is expected to occur.

19. Borrowings

CURRENT	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Other Loans	2,698,422	2,608,322	2,698,422	2,608,322
	2,698,422	2,608,322	2,698,422	2,608,322

NON-CURRENT	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Other loans	2,791,634	5,490,056	2,791,634	5,490,056
	2,791,634	5,490,056	2,791,634	5,490,056

Borrowings are recognised at fair value. Borrowings are reduced in the balance sheet when the obligation specified in the loan agreement is discharged. The loan is a fixed interest loan and is due to be repaid in January 2028.

20. Unearned member contribution

Member contribution revenue is recognised as earned from the date of attachment of risk. The pattern recognised over the period of a year is based on time, which is considered to closely approximate the pattern of risks underwritten.

A liability of $13,375,253 (2025: $12,461,517) for contributions billed in advance has been recognised. These amounts offset equivalent amounts in contributions owing.

21. Outstanding claims liability

	Consolidated 2026 $	Consolidated 2025 $	Parent 2026 $	Parent 2025 $
Central Estimate	38,664,272	35,959,722	-	-
Discount to present value	(4,227,129)	(3,242,217)	-	-
	34,437,143	32,717,505	-	-
Risk margin	4,043,166	3,911,657	-	-
Gross outstanding claims liability	38,480,309	36,629,162	-	-
Gross claims incurred	42,707,438	39,871,379	-	-
Current	14,330,884	13,609,715	-	-
Non-Current	24,149,425	23,019,447	-	-
	38,480,309	36,629,162	-	-

Outstanding claims

A provision of $38,480,309 (2025: $36,629,162) has been made for the estimated cost of claims notified but not settled at year end and for the cost of claims incurred by year end but not reported until after that date. This amount has been based on a methodology by consulting actuaries which incorporates the claims history of the scheme's prior year of operation.

Risk Margin

The risk margin is an additional allowance for uncertainty in the ultimate cost of claims. The Board determines the overall margin adopted after considering the uncertainty in the portfolio, industry trends and the Scheme's risk appreciation.

To determine the margin adopted for LGAWCS, the actuary concluded that a risk margin of 20% would be reasonable if the Scheme was to have approximately 75% probability of claim provisions proving reliable.

To determine the margin adopted for LGAMLS the actuary concluded that a risk margin of 25% of net outstanding claims would be reasonable and considered this appropriate given the relatively higher volatility of older accident years and the greater proportional uncertainty that arises from a highly reinsured portfolio.

The risk margin is added to the central estimate of net outstanding claims liability reduced by the appropriate reinsurance recoveries provided.

21. Outstanding claims liability (continued)

Risk margin applied

The risk margins applied for 75% level adequacy are as follows:

	2026 %	2025 %
LGAMLS	25.00	25.00
LGAWCS	20.00	20.00

Reconciliation of movement in discounted outstanding claims liability:

	Gross 2026 $	Recoveries 2026 $	Net 2026 $
Balance at 1 July 2025	36,629,162	(13,891,823)	22,737,339
Current year claims incurred	18,576,560	(4,556,604)	14,019,956
Previous years claims incurred	298,902	575,718	874,620
Incurred claims in income statement	18,875,462	(3,980,886)	14,894,576
All claims paid during the year	(17,024,315)	3,115,622	(13,908,693)
Balance at 30 June 2026	38,480,309	(14,757,087)	23,723,222

22. Reserves

Asset revaluation reserve

The asset revaluation reserve records fair value movements on property, plant and equipment held under the revaluation model.

Project reserves

The project reserve records funds received by the Local Government Association of South Australia from external providers. These funds are then distributed as per the relevant funding agreements. Also included within the reserve are LGA funded projects with carry forward balances.

Risk incentive reserve

The risk incentive reserve comprises accumulated retained earnings from the schemes which are set aside to support councils' risk mitigation projects.

23. Liability Adequacy Test

The liability adequacy tests conducted by the independent actuary has identified a surplus.

LGAMLS

The liability adequacy test identified the central estimate of the present value of future cash flows for future claims to be $6,173,000 (2025: $5,207,000) with an additional component of present value of expected future cash flows in relation to risk margin, net of reinsurance, to be $39,000 (2025: $33,000).

In performing this test a risk margin of 25% (2025: 25%) was used to secure a 75% (2025: 75%) probability of adequacy.

The probability of adequacy for the outstanding claims liability is set at a level that is appropriate and sustainable to cover the Scheme's claims obligations after having regard to the prevailing market environment and prudent industry practice.

LGAWCS

The liability adequacy test identified the central estimate of the present value of future cash flows for future claims to be $15,016,000 (2025: $12,772,000) with an additional component of present value of expected future cash flows in relation to risk margin to be $2,503,000 (2025: $2,129,000).

In performing this test a risk margin of 20% (2025: 20%) was used to secure a 75% (2025: 75%) probability of adequacy.

The probability of adequacy for the outstanding claims liability is set at a level that is appropriate and sustainable to cover the Scheme's claims obligations after having regard to the prevailing market environment and prudent industry practice.

24. Contingencies

In the opinion of the directors, the Group did not have any contingencies at 30 June 2026 (2025: None).

25. Interests in subsidiaries

Subsidiaries	Principal place of business/ country of incorporation	Percentage owned* 2026 %	Percentage owned* 2025 %
Local Government Mutual Liability Scheme (1)	Australia	0	0
Local Government Workers Compensation Scheme (1)	Australia	0	0
LGCS Pty Ltd (Trustee for LGCS Trust No. 1) trading as LGA Procurement	Australia	100	100
LGASA Mutual Pty Ltd	Australia	100	100

*The percentage of ownership interest held is equivalent to the percentage voting rights for all subsidiaries.

(1) The Local Government Association of South Australia has the capacity to control the Mutual Liability Scheme and Workers Compensation Scheme pursuant to the Local Government Act 1999 and they have been consolidated on that basis.

26. Key management personnel remuneration

Key management personnel who have responsibility for the strategic direction and management of the Group include members of the Board and Chief Executive Officers. Total remuneration included within employee expenses for the year is shown below:

	2026 $	2025 $
Short-term employee benefits	1,401,829	1,237,957
Long-term benefits	31,359	27,133
Post-employment benefits	144,366	140,507
	1,577,554	1,405,597

Transactions with key management personnel

Related parties of the Group include all key management personnel and their close family members and any entity that is controlled by those persons. Close family members are defined in *AASB 124 Related party disclosures* to include children, spouse or partner, children of the spouse or partner and dependents of the key management personnel and their spouse or partner.

There are no transactions to disclose for key management personnel.

The Group transacts with councils and State Government Agencies of which Board members may be key management personnel on terms which are consistent with the Group's normal commercial arrangements as disclosed in Note 27.

27. Related parties

Key management personnel - refer to Note 26.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

The following entities are considered related parties:

- Local Government Finance Authority

Loans to/from related parties

Unsecured loans are made to/from related parties on an arm's length basis. Repayment and interest terms are set for each loan and the loans are unsecured and repayable in cash.

	Opening balance $	Closing balance $	Interest income/(expense) $	Interest receivable/(payable) $
Loans from related parties				
2026	(8,098,378)	(5,490,056)	(214,013)	(86,745)
2025	(10,619,608)	(8,098,378)	(302,538)	(127,958)
Loans to related parties				
2026	80,998,901	88,329,533	3,908,105	1,281,550
2025	72,963,382	80,998,901	3,782,056	1,218,171

28. Events occurring after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

29. Statutory information

The registered office and principal place of business of the association is:

Local Government Association of South Australia
Local Government House
148 Frome Street
ADELAIDE SA 5000

Local Government Association of South Australia

29. Statutory information (continued)

Statement by Members of the Board

In the opinion of the Board the financial report as set out on pages 5 to 45:

1. Present fairly the results of the operations of Local Government Association of South Australia as at 30 June 2026 and its state of affairs for the year ended on that date in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) of the Australian Accounting Standards Board.
2. At the date of this statement, there are reasonable grounds to believe that Local Government Association of South Australia will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the committee and is signed for and on behalf of the committee by:

President..... Chief Executive Officer.....
Mayor Heather Holmes-Ross Victoria MacKirdy

Dated this.....1..... day of...October..... 2026

6.3 Annual Report on Activities from LGA Committees 2025-2026

LGA Updates

From:	Wade Reynolds, Executive Director Corporate Services
Meeting:	Annual General Meeting 04 December 2026
Strategy:	5.2 Build organisational capacity to drive excellence and adaptability.
ECM:	878844
Attachments:	1. 871969 – GAROC Annual Report on Activities 2025-2026
	2. 873634 – SAROC Annual Report on Activities 2025-2026
	3. 877770 – CEOAG Annual Report on Activities 2025-2026
	4. 880592 – Local Government Research and Development Scheme

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Recommendation

That the Annual General Meeting notes the Annual Reports of the following LGA Committees for the financial year ending 30 June 2026:

a) **Greater Adelaide Regional Organisation of Councils (GAROC)**
b) **South Australian Regional Organisation of Councils (SAROC)**
c) **CEO Advisory Group**
d) **Local Government Research and Development Scheme**

Discussion

GAROC, SAROC and CEO Advisory Group

Two Regional Organisations of Councils are established under Clause 19 of the LGA Constitution, namely GAROC and SAROC. The role of GAROC and SAROC is regional advocacy, policy initiation and review, leadership, engagement and capacity building in the regions.

The 2025-26 Annual Reports of both GAROC and SAROC have been received and approved by the LGA Board of Directors and are provided as attachments for noting by LGA member councils.

The LGA Board of Directors has also established a CEO Advisory Group in accordance with the requirements of the LGA Constitution. A report on activities of the CEO Advisory Gorup for 2025-26 is attached for noting by LGA member councils.

Local Government Research and Development Scheme

Pursuant to the Memorandum of Understanding (MOU) between LGA and the Treasurer, LGA is required to provide an annual report on the activities and finances of the Local Government Research and Development Scheme at the LGA Annual General Meeting. The attached 2025-26 Annual Report for the Local Government Research and Development Scheme was endorsed by the LGA Board of Directors on 1 October 2026 and includes:

- An overview of the Scheme, its operations and outcomes in 2025-26
- Financial allocations for 2025-26, and budget for 2026-27
- Details of projects approved in 2025-26
- Details of projects completed in 2025-26
- Details of current projects as at 30 June 2026
- An overview of the LGR&DS priorities for 2025-26.

Financial and Resource Implications

The LGA Secretariat provides executive and administrative support to the committees established under the LGA Constitution. This activity is anticipated in LGA's work program and resources are available to progress this work.

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GAROC Annual Report of Activities 2025-2026

13 July 2026

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Foreword

The Greater Adelaide Regional Organisation of Councils (GAROC) is established as a committee of LGA and operates under the authority of, and is accountable to, LGA in carrying out its functions.

This GAROC Annual Report on Activities covers the 2025–26 financial year and provides an overview of GAROC's work and activities during that period. It highlights the Committee's role in supporting the objectives of LGA South Australia and its contribution to regional collaboration, engagement, and the consideration of matters of shared interest. The report also demonstrates how GAROC has met its responsibilities under its Terms of Reference (ToR) over the preceding 12 months.

In accordance with clause 9.10.4 of the GAROC ToR, GAROC is required to provide an annual report to the LGA Board of Directors by September each year. This report fulfills that requirement and summarises:

a) *the discharge of GAROC's responsibilities and functions under these Terms of Reference;*
b) *the activities of GAROC during the preceding financial year;*
c) *items of business referred to the Board of Directors or a General Meeting during the preceding financial year; and*
d) *items being considered by GAROC which have not been reported to the Board of Directors and the intended actions in respect of those matters.*

Clause 9.10.4 (a) Discharge of responsibilities and functions

Clause 6.1.2 of the ToR states that GAROC will assist the achievement of LGA's object by:

(a) supporting the activities of the LGA at a regional level;

(b) promoting communication between Members and between Members and the LGA;

(c) advocating in respect of matters which affect the GAROC Regional Grouping;

(d) encouraging engagement of Members within the GAROC Regional Grouping with GAROC and the LGA; and

(e) participating in policy development and implementation.

During the 2025-2026 reporting period, GAROC met on six occasions (July, September, November, January, March and May) delivering its functions through structured engagement, policy development input, advocacy, and communication with member councils.

The following sections provide a more detailed account of GAROC's activities and outcomes, demonstrating how its functions under clause 6.1.2 of the ToR were discharged throughout the reporting period.

Supporting LGA Activities at a Regional Level

- State Budget Submission: GAROC contributed to the identification of local government funding priorities and the development of advocacy positions presented to the State Government.
- State Election Advocacy Campaign: GAROC informed sector messaging supporting community awareness of key issues affecting councils.
- Member Allowances and Support Framework: GAROC contributed to the development of a coordinated sector approach to member remuneration and conditions.
- Climate Change Support Advisor Pilot: GAROC provided feedback on a pilot program designed to strengthen councils' capability in climate risk, governance and adaptation.
- LGA Project Updates (standing item at all committee meetings): GAROC monitored key LGA initiatives including financial sustainability, waste reform and climate-related programs.

Outcome: GAROC ensured metropolitan priorities were reflected in LGA-wide activities and supported consistent implementation across member councils.

Promoting Communication Between Members and between members and LGA

- A combined "LGA Board and Committee Chairs" update was circulated following each formal meeting.
- GAROC members actively encouraged neighbouring councils to submit Items of Business (IoB).
- GAROC members encouraged councils to raise emerging issues and engage with the LGA, either directly or through GAROC representatives, with committee members also tabling matters on behalf of councils during the "Other Business" section of meeting agendas.

Outcome: These actions strengthened communication channels across the GAROC region, fostering collaboration between councils and enhancing engagement with LGA. This improved consistency of information sharing and ensured members were better informed about current and emerging sector issues.

Advocacy on Matters Affecting the GAROC Grouping

- Feedback from GAROC informed a range of advocacy activities, including both targeted metropolitan initiatives and contributions to broader sector policy positions.
- Key GAROC-specific advocacy issues included waste reform (FOGO), SAPN tree compliance, parking, urban greening, planning pressures and the regulation of e-bikes and e-scooters.
- GAROC also provided a metropolitan perspective on broader priorities, including financial sustainability, fuel costs, elected member allowances, CEO remuneration, COP31, algal bloom management, community engagement, strengthening council capability and ESCOSA-related matters.

Outcome: GAROC strengthened coordinated metropolitan advocacy, ensuring regional priorities were clearly articulated and effectively aligned with LGA's broader strategic and advocacy objectives.

Member Engagement within GAROC and between GAROC and LGA

- GAROC Committee members maintained active engagement with the LGA through ongoing discussions on legislative reform, member support and broader sector issues.
- Members contributed constructively to committee discussions on policy and strategic matters throughout the year.
- A dedicated end-of-year check-in was held to reflect on progress, achievements and emerging priorities as the committee entered the final phase of its two-year term (ending December 2026). This included facilitated discussion on overall performance and the intended legacy of the committee.
- Attendance remained consistently strong across the six meetings, with quorum generally achieved and all regional groupings appropriately represented.

Outcome: GAROC strengthened collaboration between the committee and the LGA, supporting effective engagement and shared understanding of sector priorities.

Participating in Policy Development and Implementation

- In addition to contributing to LGA advocacy activities, GAROC hosted a series of guest speakers from relevant organisations and stakeholder groups at its meetings, including:
    - Michael Arman, Director, BRM Advisory – COP31 Business Case
    - Louisa Halliday, Manager Strategy and Performance, Green Adelaide – Urban Greening Strategy
    - Gavin Ashley (Director, Better Cities & Regions) and Paul Himberger (Technical Director, Better Business), HIP V HYPE – Climate Ready Housing Project
    - Jason Bailey, Director Strategic Planning, and Madeleine Parkyn, Planning Officer, Department for Housing and Urban Development – Local Area Planning
    - Matt Romaine, City of Charles Sturt – LGR&DS Funding and Statewide AI Commercialisation Framework
    - David Whiterod, Director, Office of Local Government – Introduction
- These sessions provided Committee members with opportunities to engage directly with subject matter experts across a range of policy and operational areas.
- Members also used these engagements to articulate metropolitan councils' perspectives, challenges and priorities directly to stakeholders.

Outcome: GAROC strengthened the integration of metropolitan perspectives into policy development and implementation, informing LGA positions while also contributing to broader stakeholder understanding and engagement throughout the reporting period.

Clause 9.10.4(b) Activities of GAROC

Membership and meetings

Mayor Moira Were, City of Onkaparinga continued in the role as GAROC chair.

Below is a summary of GAROC membership and meeting attendance:

Member	14 July 2025	22 Sept 2025	24 Nov 2025	19 Jan 2026	16 Mar 2026	4 May 2026
Mayor Gillian Aldridge OAM						
Mayor Dr Heather Holmes-Ross						
Lord Mayor Jane Lomax-Smith AM						
Cr Lucas Jones						
Mayor Moira Were						
Mayor Angela Evans						
Mayor Michael Hewitson						
Mayor Anne Monceaux						
Mayor Amanda Wilson						
Mayor Nathan Shanks						

Key	Attended	Apology	NA (not a member)

Supplementary Election

Following Cr Lucas Jones's resignation from GAROC at the beginning of 2026, councils within the GAROC regional grouping were invited to submit nominations to fill the vacancy.

Two valid nominations were received, resulting in a supplementary election. The ballot count was conducted on 1 May 2026, with Mayor Shanks of the Town of Gawler declared elected. He assumed the role immediately and will serve until the conclusion of the 2026 LGA Annual General Meeting.

Review of LGA Constitution and Ancillary Documents

A review of voting provisions within the LGA Constitution and related governance documents was undertaken following a 2024 IoB from the City of Marion proposing the adoption of preferential voting for the election of the LGA President. This Item was endorsed at the LGA AGM on 22 November 2024.

Consultation with member councils informed proposed amendments to the LGA Constitution and the SAROC and GAROC ToR. While the primary focus was the introduction of preferential voting, the consultation also considered changes to the voting submission process, including the replacement of physical sealed ballot papers with council resolutions. Both proposals received strong support.

Member feedback was formally sought in August 2025 through correspondence supported by a fact sheet and webinars outlining the proposed changes. Following consideration of this feedback, the LGA Board approved the amendments in October 2025. The changes were subsequently endorsed at the AGM on 21 November 2025 and approved by the Minister for Local Government taking effect from 2 February 2026.

The revised voting submission process was first applied during the supplementary election that resulted in the appointment of Mayor Shanks to GAROC.

Clause 9.10.4(c) Items of Business referred to the Board or a General Meeting

The following proposed Items of Business (IoB) were referred to the LGA Annual General Meeting (AGM) on 21 November 2025:

- *City of Prospect - Carried Active Travel Design and Vegetation Management*
- *City of Charles Sturt - Long-Term Parking on Council Roads*

The were no proposed Items of Business (IoB) referred to the LGA Ordinary General Meeting (OGM) on 29 May 2026.

Clause 9.10.4(d) Items of Business not referred to the Board or a General Meeting

The following proposed IoB were not referred through to the 21 November 2025 AGM:

- *City of Port Adelaide Enfield - Council Member Remuneration – GAROC Requested the LGA Secretariat to engage member councils in a sector wide conversation on council member remuneration, council member allowances, and terms and conditions of being a council member.*
- *City of Port Adelaide Enfield - The establishment of a Human Rights Act in South Australia*

The following proposed Items of Business (IoB) were not referred to the LGA Ordinary General Meeting (OGM) on 29 May 2026:

- *City of Burnside - Advocacy for Legislative Reform to Manage Vehicles Left on Public Roads on the grounds that LGA is already progressing this item of business through a motion carried at the November 2025 AGM.*

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SAROC Annual Report of Activities 2025-2026

23 July 2026

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Foreword

The South Australian Regional Organisation of Councils (SAROC) is established as a committee of LGA and operates under the authority of, and is accountable to, LGA in carrying out its functions.

This SAROC Annual Report on Activities covers the 2025–26 financial year and provides an overview of SAROC's work and activities during that period. It highlights the Committee's role in supporting the objectives of LGA South Australia and its contribution to regional collaboration, engagement, and the consideration of matters of shared interest. The report also demonstrates how SAROC has met its responsibilities under its Terms of Reference (ToR) over the preceding 12 months.

In accordance with clause 9.10.4 of the SAROC ToR, SAROC is required to provide an annual report to the LGA Board of Directors by September each year. This report fulfills that requirement and summarises:

a) the discharge of SAROC's responsibilities and functions under these Terms of Reference;

b) the activities of SAROC during the preceding financial year;

c) items of business referred to the Board of Directors or a General Meeting during the preceding financial year; and

d) items being considered by SAROC which have not been reported to the Board of Directors and the intended actions in respect of those matters.

Clause 9.10.4 (a) Discharge of responsibilities and functions

Clause 6.1.2 of the ToR states that SAROC will assist the achievement of LGA's object by:

(a) supporting the activities of the LGA at a regional level;

(b) promoting communication between Members and between Members and the LGA;

(c) advocating in respect of matters which affect the SAROC Regional Grouping;

(d) encouraging engagement of Members within the SAROC Regional Grouping with SAROC and the LGA; and

(e) participating in policy development and implementation.

During the 2025-2026 reporting period, SAROC met on six occasions (July, October, December, January, March and May) delivering its functions through structured engagement, policy development input, advocacy, and communication with member councils.

The following sections provide a more detailed account of SAROC's activities and outcomes, demonstrating how its functions under clause 6.1.2 of the ToR were discharged throughout the reporting period.

Supporting LGA Activities at a Regional Level

SAROC has played an important role in informing and strengthening LGA initiatives by providing regional perspectives, identifying local government needs and supporting initiatives that build sector capability and collaboration.

Key areas of contribution include:

- LGA Strategic Plan 2025-2030: SAROC provided regional input to support development and refinement of the LGA Strategic Plan ensuring the priorities and challenges facing regional councils were reflected in the future direction.
- Disability Outcomes Framework Submission: SAROC contributed regional insights to inform LGA's submission to Department Human Services, supporting a more inclusive and accessible approach across local government.
- Climate Change Support Advisor Pilot: SAROC provided feedback on a pilot program designed to strengthen council capability in managing climate risks, adaptation planning and building resilience within communities.
- Strengthening Council Capability Program: SAROC supported initiatives focused on improving council capability, governance practices and workforce capacity recognising the unique challenges and opportunities experienced by regional councils.
- Council Elections and Education Initiatives: SAROC was informed on, and contributed to, initiatives supporting council elections, including election education campaigns, behavioural surveys and council engagement activities aimed at strengthening participation and understanding of local government.
- LGA Project Updates: Through a standing agenda item at each SAROC meeting, members received updates on key LGA priorities and initiatives including financial sustainability, waste reform, and climate-related programs.
- Regional Collaboration and Engagement: SAROC explored opportunities to strengthen regional collaboration, including initiatives such as holding a Regional Mayors Forum to enhance coordination, shared learning and collective advocacy across regional councils.

Outcome: SAROC ensured regional perspectives were reflected in LGA programs, policies and submissions, supporting effective implementation across rural and regional councils.

Promoting Communication Between Members and between members and LGA

- A combined "LGA Board and Committee Chairs" update was circulated following each formal meeting.
- SAROC members actively encouraged neighbouring councils to submit Items of Business (IoB).
- Drought updates and updates from regional LGAs were included as standing agenda items to facilitate ongoing communication.
- SAROC members encouraged councils to raise emerging issues and engage with the LGA, either directly or through SAROC representatives, with committee members also tabling matters on behalf of councils during the "Other Business" section of meeting agendas.

Outcome: These actions strengthened communication channels across the SAROC region, fostering collaboration between councils and enhancing engagement with LGA. This improved consistency of information sharing and ensured members were better informed about current and emerging sector issues.

Advocacy on Matters Affecting the SAROC Grouping

- Feedback from SAROC informed a range of advocacy activities, including both regional priorities and contributions to broader sector advocacy positions.
- Key SAROC advocacy issues included regional roads funding and assessment, access to early childhood education and care, school community library funding, and fuel cost impacts.
- SAROC also contributed to advocacy on broader sector priorities, including financial sustainability, elected member allowances, CEO remuneration, ESCOSA-related matters, aged care reform, climate change, and algal bloom management.
- Guidance was provided on advocacy priorities for the 2026 State and Federal Election campaigns, ensuring regional issues were clearly articulated.

Outcome: SAROC strengthened coordinated regional advocacy, ensuring rural and regional priorities were effectively represented and aligned with LGA's broader advocacy agenda.

Member Engagement within SAROC and between SAROC and LGA

- SAROC Committee members maintained active engagement with the LGA through ongoing discussions on legislative reform, member support and broader sector issues.

- Members contributed constructively to committee discussions on policy and strategic matters throughout the year.
- A dedicated end-of-year check-in was held to reflect on progress, achievements and emerging priorities as the committee entered the final phase of its two-year term (ending December 2026). This included facilitated discussion on overall performance and the intended legacy of the committee.
- Attendance remained consistently strong across the six meetings, with representation from each regional grouping generally achieved.

Outcome: SAROC strengthened collaboration between the committee and the LGA, supporting effective engagement and shared understanding of sector priorities.

Participating in Policy Development and Implementation

- In addition to contributing to LGA advocacy activities, SAROC hosted a series of guest speakers from relevant organisations and stakeholder groups at its meetings, including:
    - Mr. James Carroll, KinSpark – Preferential Voting
    - Mr. Michael Arman, Director, BRM Advisory, COP 31 Business Case discussion
    - The Hon Joe Szakacs, Minister for Local Government
    - Mr. Gavin Ashley, Head of Better Cities & Regions, HIP V HYPE – Climate Ready Housing
    - Mr. Paul Himberger, Technical Director Better Business, HIP V HYPE – Climate Ready Housing
    - Mr. Ben Murphy, Planning officer, Department for Housing and Urban Development – Local Area Planning
    - Ms. Madeleine Parkyn, Planning Officer, Department for Housing and Urban Development – Local Area Planning
    - Mr. David O'Loughlin, Member, State Planning Commission – Local Area Planning
    - Mr. David Whiterod, Director, Office of Local Government - Introduction
- These sessions provided Committee members with opportunities to engage directly with subject matter experts across a range of policy and operational areas.
- Members also used these engagements to articulate regional councils' perspectives, challenges and priorities directly to stakeholders.

Outcome: SAROC strengthened the integration of regional perspectives into policy development and implementation, informing LGA positions while also contributing to broader stakeholder understanding and engagement throughout the reporting period.

Clause 9.10.4(b) Activities of SAROC

Membership and meetings

Mayor Jo-Anne Quigley, Lower Eyre Council continued in the role as SAROC chair.

Below is a summary of SAROC membership and meeting attendance:

Member	24 July 2025	2 Oct 2025	4 Dec 2025	25 Jan 2026	26 Mar 2026	14 May 2026
Mayor Darryl Houston						
Mayor Moira Jenkins						
Mayor Dean Johnson						
Mayor Lynette Martin						
Mayor Caroline Phillips						
Mayor Jo-Anne Quigley						
Mayor Rodney Reid						
Mayor Linley Shine						
Mayor Leon Stephens						
Mayor Simone Bailey						
Mayor Liz Goossens						
Mayor Roslyn Talbot						

Key	Attended	Apology	NA (not a member)

Review of LGA Constitution and Ancillary Documents

A review of voting provisions within the LGA Constitution and related governance documents was undertaken following a 2024 IoB from the City of Marion proposing the adoption of preferential voting for the election of the LGA President. This Item was endorsed at the LGA AGM on 22 November 2024.

Consultation with member councils informed proposed amendments to the LGA Constitution and the SAROC and GAROC ToR. While the primary focus was the introduction of preferential voting, the consultation also considered changes to the voting submission process, including the replacement of physical sealed ballot papers with council resolutions. Both proposals received strong support.

Member feedback was formally sought in August 2025 through correspondence supported by a fact sheet and webinars outlining the proposed changes. Following consideration of this feedback, the LGA Board approved the amendments in October 2025. The changes were subsequently endorsed at the AGM on 21 November 2025 and approved by the Minister for Local Government taking effect from 2 February 2026.

Clause 9.10.4(c) Items of Business referred to the Board or a General Meeting

The following proposed Items of Business (IoB) was referred to the LGA Annual General Meeting (AGM) on 21 November 2025:

- *The Rural City of Murray Bridge - Transfer of Landscape Levy Collection Responsibility from Local Government to State Government*

The following proposed IoB was referred to the LGA Ordinary General Meeting (OGM) on 29 May 2026:

- *Unfair burden of the Construction Industry Training Fund (Miscellaneous) Amendment Act 2024 on rural councils and communities (District Council of Streaky Bay)*

Clause 9.10.4(d) Items of Business not referred to the Board or a General Meeting

The following proposed IoB were not referred through to the 21 November 2025 AGM:

- *City of Victor Harbor - Making Local Government More Attractive – SAROC requested LGA to engage member councils in a sector-wide conversation on Remuneration, member allowances, and terms of conditions of being a council member.*
- *City of Victor Harbor - Review the mechanism – Stamp Duty "Exemption" is applied (multi-generational residential parks)*
- *City of Victor Harbor - Review the mechanism – Stamp Duty "Exemption" is applied (standard lodgment fees)*

The following IoB were not referred to the LGA Ordinary General Meeting (OGM) on 29 May 2026:

- *Adelaide Plains Council - Advocacy for the supply of potable water and sewage through the growth areas identified under the Greater Adelaide Regional Plan*
- *City of Victor Harbor - Local Government Council Member Union*

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CEO Advisory Group Annual Report of Activities 2025-2026

16 September 2026

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Foreword

The CEO Advisory Group (CEOAG) is established as a committee of LGA and operates under the authority of, and is accountable to, LGA in carrying out its functions.

The CEOAG Annual Report on Activities covers the 2025–2026 financial year and provides an overview of the advisory group's work and activities during that period. It highlights the CEOAG's key areas of contribution including their effectiveness in providing a member perspective to inform the LGA Secretariat on various matters, as well as providing considerations to the LGA Board.

The report also demonstrates how the CEOAG has met its responsibilities under its Terms of Reference (ToR) over the preceding 12 months.

In accordance with clause 7.8.2 of the CEOAG ToR, the CEOAG is required to provide an annual report to the LGA Board of Directors by September each year. This report fulfills that requirement and summarises:

a) *the discharge of CEOAG's responsibilities and functions under these Terms of Reference;*
b) *the activities of CEOAG during the preceding financial year;*
c) *issues referred to the Board of Directors and whether or not each issue was resolved; and*
d) *issues being considered by CEOAG which have not been reported to the Board of Directors and the intended actions in respect of those matters.*

Clause 7.8.2(a) Discharge of responsibilities and functions

Clause 6.1of the ToR states that the CEOAG will provide advice to the LGA Board on the design and delivery of policy and services to members. Key considerations for the CEOAG are:

(a) assessing the value and validity of the services offered by the LGA to its Members;

(b) considering proposals for the further development of existing or new services by the LGA; and

(c) the effectiveness of operational policies adopted by the LGA in connection with Member Services.

The following sections provide a more detailed account of the CEOAG's activities and outcomes, demonstrating how its functions were discharged throughout the reporting period.

Key areas of contribution include:

- SA Power Networks and Non-Compliant Trees: The CEOAG was informed on the issue of enforced removal of trees that had been declared non-compliant by SAPN. The CEOAG endorsed the use of LGA's flowchart reference guide which provided guidance to councils on their interactions with SAPN on this program.
- Enterprise Bargaining Agreement: The CEOAG provided feedback on the strategic, industrial and financial implications of the proposed idea of collective Enterprise Bargaining Agreement for local government.
- Emergency Management: The CEOAG was informed on, and contributed recommendations to support the work the LGA Emergency Support team (EST) are undertaking, recognising the challenges for the EST with a wide-ranging group of stakeholders. To support the LGA Chief Executive Officer in their role as a member of the State Emergency Management Committee (SEMC), the CEOAG captured the committee's discussion and concerns in its meeting minutes for consideration through appropriate SEMC channels.
- Climate Change Support Advisor Pilot: The CEOAG played a critical role in the development of sector-wide Directions Paper: *Climate Risk Governance and Reporting Readiness.* The CEOAG acted as the primary reference group, ensuring that the work is credible, practical and useful.
- LGA Corporate Plan 2026-2028: The CEOAG provided operational input to support development and refinement of the LGA Corporate Plan highlighting the value of aligning LGA projects with emerging State Government priorities and encouraged LGA to seek opportunities to strengthen the shared service offerings.

Other discussion items include:

- HR Shared Service Project
- LGA Internal Governance Review
- Local Government Election Costs
- Community Engagement Charter
- Remuneration Tribunal CEO Determination
- New CEO Induction Program
- New Financial Sustainability Program and ESCOSA Framework and Approach
- Fuel Security, data collection and advocacy
- Strengthening Council Capability Program – Elected Member Behaviour Review

Clause 7.8.2(b) Activities during the financial year

In accordance with clause 4.1 of the CEOAG ToR, the CEO Advisory Group members are appointed by the LGA Board and comprise four Chief Executive Officers from the SAROC and GAROC regional groupings, with no more than one CEO from the same regional grouping.

Tony Harrison, Chief Executive Officer – City of Marion remained in the role of Chair of the CEOAG during the reporting period.

In 2025, Bridget Mather resigned as Chief Executive Officer of Coorong District Council, (effective from January 2026), which made her ineligible to remain on the CEOAG. The eighth position on the committee has remained vacant since her resignation.

Below is a summary of CEOAG membership and meeting attendance:

Member	7 Aug 2025	13 Nov 2025	12 Feb 2026	7 May 2026
Tony Harrison				
Heather Barclay				
Mario Barone				
Ben Gower				
Darren Starr				
Mark Withers				
Chris White				
Bridget Mather				

Key	Attended	Apology	No Longer Member

Clause 7.8.2(c) Issues referred to the Board

The CEOAG meeting minutes are presented to the LGA Board following each CEOAG meeting. During the 2025-2026 reporting period no issues were referred to the LGA Board for further consideration or action.

Clause 7.8.2(d) Issues not referred to the Board

During the reporting period, CEOAG provided advice and feedback on a range of matters. While no specific actions arose directly from CEOAG recommendations, its input informed the Secretariat's work and contributed to broader consultation processes, with decisions progressed through standard administrative and LGA Board approval channels.

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2025-26 Annual Report

Local Government Research and Development Scheme

lga South Australia

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The LGA Board of Directors adopted the 2025-26 Annual Report on 1 October 2026.

Background

The Local Government Research and Development Scheme (LGR&DS) was created in 1998. It's a unique scheme that the Local Government Tax Equivalent Fund funds. This fund was established under the Local Government Finance Authority Act.

The principles and purposes of the Scheme are formalised in a Memorandum of Understanding (MOU) between the LGA and the Treasurer.[1] According to the MOU, the LGA is required to provide a report to the LGA Annual General Meeting and the Treasurer on the Local Government Research and Development Scheme (LGR&DS).

This report provides an overview of the LGR&DS operation and outcomes in 2025-26 and how LGA is meeting its responsibilities under the MOU.

The appendices contain:

1. Financial allocations 2025-26 ending 30 June 2026, and budget for 2026-27
2. Approved competitive grant projects 2025-26
3. Current competitive grant projects as of 30 June 2026
4. Completed competitive grant projects during 2025-26
5. Approved projects regional capacity building allocations 2025-26

[1] The MOU was last updated in August 2023and is available through LGA website https://www.lga.sa.gov.au/__data/assets/pdf_file/0034/1284676/MOU-signed-by-the-Treasurer-14-August-2023.pdf

LGR&DS Advisory Committee

The LGR&DS Advisory Committee[2] assists LGA in managing the Scheme. It provides independent and objective advice to the LGA Board of Directors on LGR&DS governance and operations, including oversight of funded projects and recommendations on applications.

In 2025-26, seven Advisory Committee meetings were held.

As of 30 June 2026, membership of the Advisory Committee comprised:

- Lord Mayor Jane Lomax-Smith, City of Adelaide (Chair) (LGA Board)
- Mayor Lynette Martin, Mount Gambier (LGA Board)
- Mayor Moira Jenkins, City of Victor Harbor (LGA Board)
- Matt Pears, City of Mitcham (Metropolitan CEO)
- Andrew Cameron, Yorke Peninsula Council (Country/Regional CEO)
- David Whiterod, Office of Local Government (Minister nominee)
- Professor Emma Baker, Adelaide University (SA Universities)
- Ella Waters, Australian Services Union (Union Representative)
- Karen Teaha, Interim CEO (LGA CEO)

During 2025-26, the following committee memberships concluded:

- Chris Cowley, City of Gawler
- Alex Hart, Office of Local Government
- Professor Ian Goodwin-Smith, Flinders University
- Cleofe Vinas-Wilson, Australian Workers Union
- Clinton Jury, LGA CEO

The LGA would like to thank the members for their contributions to the Scheme.

[2] https://www.lga.sa.gov.au/members/financial-sustainability/grants/research-and-publications/lg-research-and-development-scheme-advisory-committee

Overview of Activities

In 2025-26, the LGR&DS allocated over $2,6 million in funding to projects of strategic benefit to local government via two competitive grant rounds, one non-competitive grant round, a regionally based grant round, a local government awareness raising campaign and strategic projects initiated by the LGA Board of Directors.

The allocations were approved by the LGA Board and informed by the LGR&DS Advisory Committee's advice.

Funding was allocated based on the LGR&DS principles and purposes and on the priorities identified in the 2025-26 Annual Business Plan.

The priorities included:

- Climate and Environment
- Planning and Infrastructure
- Financial Sustainability
- Community Wellbeing and Inclusion
- Building Sector Workforce Capacity
- Strengthening the Capability of Councils

Appendices 2 to 5 contain an overview of the projects funded by grant rounds, noting that:

- Nine competitive grant round projects totaling $1,589,545 were approved in 2025-26 (*Appendix 2*).
- There are currently eleven active competitive grant projects, and it is anticipated that eight of these projects will be completed in 2026-27 (*Appendix 3*).
- Fourteen competitive grant projects were completed in 2025-26 (*Appendix 4*).
- Nine projects led by regional LGAs totaling $200,000 were approved in 2025-26 *(Appendix 5*)

Funding Allocations 2025-26

The financial report in *Appendix 1* outlines the Scheme's financial position as of 30 June 2026 and the 2026-27 financial year budget, which the LGA Board of Directors approved in May 2026.

The total revenue received in 2025-26 was $2,739,859, comprising $2,520,155 in Taxation Equivalent Regime (TER) Funding from Local Government Finance Authority (LGFA) and $219,704 in returned surplus funds from internally funded project allocations.

The LGR&DS allocated a total of $2,685,252 in 2025-26. The Scheme funded a range of projects providing benefits to Local Government as a whole. The funding was distributed as follows:

- 46% ($1,234,455) was allocated to LGA-managed projects for the benefit of the sector, including support for elections, climate change, planning and shared services.
- 15.2% ($407,500) was allocated to the LGA Board as a Strategic Allocation to support innovative strategic initiatives for the benefit of the local government sector.
- 13.2% ($355,090) funded externally managed projects supporting work in financial sustainability and coastal adaptation.
- 8.6% ($230,907) was used to administer the Scheme.
- 7.4% ($200,000) supported the Local Government Awareness Campaign.
- 7.4% ($200,000) was allocated to regional LGAs to support capacity building.
- 1.1% ($30,000) was allocated through the CEO Allocation to support road funding advocacy for South Australian councils and their communities.
- 0.7% ($17,718) funded previously committed milestones.
- 0.4% ($9,581) supported the strategic review of grant rounds.

Competitive Grant Round Projects

The section below provides an overview of projects funded through the competitive grant rounds of the Local Government Research and Development Schemes. More information regarding these projects is available through the LGA Research Library.[3]

Approved Projects

A detailed overview of the approved projects for 2025-26 is available in *Appendix 2.*

Over the two grant rounds, the LGR&DS Advisory Committee assessed 58 applications requesting over $ 5.4 million in funding. The applications were assessed against the assessment criteria set out in the annual guidelines, which included links to the Scheme's principles and purposes, and to the priorities set out in the Annual Business Plan.

The LGA Board of Directors approved the Committee's recommendations.

Completed Projects

An overview of projects completed in 2025-26 is provided in *Appendix 4*.

In 2025-26, 14 completed projects received $1.10 million in grant funding. They attracted a further $988,539 in partner contributions, including $733,982 in co-funding and $254,557 in in-kind support from councils, universities, government agencies and industry partners.

These projects delivered new research, practical tools, sector-wide resources and initiatives that strengthened planning, climate resilience, workforce capability, infrastructure management, public health and community wellbeing across South Australia.

Key highlights included:

- 48 councils gained access to advanced urban growth modelling tools.
- 34 coastal councils received support through climate adaptation and coastal resilience initiatives.
- The Green Infrastructure Management Guide was downloaded more than 2,684 times in its first six months.
- 19 councils joined the Rainbow Council Network.
- More than 265,000 usage events were analysed to improve outdoor fitness infrastructure planning.
- The enhanced Careers in Council platform generated more than 152,000 page views.

[3] https://www.lga.sa.gov.au/member-services/financial-sustainability/grants/research-and-publications/research-library (Please search for the project number to access any of the projects.)

Annual Allocations

In 2025-26, just under 40% of the LGR&DS funding was allocated to annual allocations, which included the administration of the scheme, strategic board allocation, local government awareness campaign and regional capacity building.

In 2025-26 several improvements were made to the scheme's annual allocations. These improvements were made by an independent review of LGR&DS and aimed at creating greater transparency and strategic alignment with the local government sector.

Funding for the Greater Adelaide Regional Organisation of Councils (GAROC) and the South Australian Regional Organisation of Councils (SAROC) was replaced by strategic initiatives led by the LGA Board, and funding for Regional Capacity Building allocations was moved to a non-competitive grant round.

Strategic Board Allocations

In 2025-26 a total of $407,500 was allocated by the LGA Board through its strategic allocations. The funds were allocated to the following projects, which the LGA Board will monitor:

- Financial Sustainability ($200,000)
    - Development of tools, resources and strategic initiatives to improve long-term financial sustainability, revenue diversification and financial management.
- COP Business Case ($50,000)
    - To ensure that the local government sector was prepared to enhance opportunities if there was a successful COP bid in South Australia.
- Community Centre Funding ($50,000)
    - Planning and funding readiness for future community centre development and upgrades to support growing community needs.
- Jetties Strategic Plan ($45,000)
    - Development of a strategic plan to guide the management, maintenance and future investment in local jetties.
- Sustainable Procurement ($37,500)
    - Support a coordinated sector-wide approach to sustainable procurement, strengthening collaboration and delivering environmental and economic benefits.
- Climate Action Week Sponsorship ($25,000)

Carryover funding - SAROC and GAROC Activities

A total of $149,699 in carryover funding was used for a range of GAROC- and SAROC-led pre-committed strategic projects that were completed in 2025-26 and reported separately to the LGA Board. This included the following:

- Support for native vegetation reform
- Development of tools and resources to improve financial sustainability
- Planning and Development of Local Government through contribution to the Greater Adelaide Regional Plan
- Childcare and Education Toolkit - Developed guidance tools for councils providing childcare services

Regional Capacity Building Allocations

The Regional Capacity Building Allocations are distributed to regional groupings to support local government development at the regional level, thereby contributing to sector development. In 2025–26, the regional capacity-building allocations were delivered through a non-competitive grant round, and five regional LGAs received a total of $200,000 for nine projects benefiting their regions.

The funding was delivered through a range of priorities, including waste and resource recovery, with $140,000 directed to related projects. Other allocations supported regional trails and livability ($60,000), roads and regional advocacy ($40,000), public health ($26,323), township activation ($15,000), and road safety ($5,000).

Carry over funds

Murraylands and Riverland LGA used a further $91,323 in carried-over funding to complete three regional waste and public health initiatives

A further $30,000 allocated in 2024-25 through the LGA CEO allocation was used by Northern and Yorke to address the childcare gap in their region.

An overview of all funded projects is included as *Appendix 5.*

Local Government Awareness Campaign



The Scheme allocates $200,000 annually to the Local Government Awareness Program, an always-on initiative that strengthens public understanding of South Australian councils and the essential services, infrastructure and support they provide.

Guided by a statewide survey of more than 1,000 residents, the 2024–25 program addressed knowledge gaps through media partnerships, digital content, and website improvements that showcase locally relevant council services, projects, and careers.

By combining consistent messaging with trusted media platforms and relatable storytelling, the campaign is bridging the gap between community perceptions and the full scope of council responsibilities.

It is also driving action by encouraging community members to engage with council services, attend local events, and explore employment opportunities within the sector.

Key outcomes

- Increasing public understanding by relatable stories demonstrating the breadth and value of council services and assets.
- Local government visibility through media partnerships with outlets like In Daily, City Mag, SA Life and South Aussie with Cosi, which has enabled councils
- Community engagement through television, editorial, digital and social content reached diverse audiences, with practical local topics generating the strongest response.
- Workforce awareness careers content and graduate expos promoted local government employment and built a talent pipeline through job alerts.

Scheme Administration

The LGA uses these funds to administer the Scheme, including covering the salary costs for the LGA Secretariat's management of the Scheme and expenses associated with the online grant management system.

Strategic Review of Grant Delivery

The LGR&DS continues to strengthen compliance to ensure the funding benefits South Australian councils and their communities.

In 2025-26, the Scheme engaged an independent expert to work alongside the Advisory Committee to strategically improve the impact and delivery of the scheme's grant rounds. The review was conducted to support the findings of Deloitte's independent review in 2024-25, which highlighted the scheme's value to the sector and made recommendations for future improvements to the Scheme's effectiveness, strategic focus, and long-term impact.

The improvements will be implemented throughout 2026-27 and include:

- Strategically focus the scheme through clear and limited strategic research priorities clearly linked to LGAs strategic priorities.
- Improving program structure through the delivery of one annual grant round, which will be open to both sector-led and LGA-led projects.
- Improved sector collaboration by including clearer criteria for engagement with councils.
- Improved and more efficient application process
- Improved dissemination of impact:
    - Improvement of reporting of the project outcomes.
    - Enable opportunities for grant recipients to share findings and transfer knowledge to the sector.

Priorities for 2026-27

In 2026-27, the LGR&DS will continue to strengthen compliance, improve strategic alignment and ensure Scheme funding delivers clear benefits for South Australian councils and their communities.

Over the next 12 months, the Scheme will implement improvements identified through the review to increase strategic impact, simplify the grant process, and strengthen the evaluation and sharing of outcomes across the sector.

Key priorities include:

- Prioritising high-impact projects that align with the Scheme's strategic priorities.
- Streamlining the application process by:
    - shortlisting expressions of interest before requesting full applications
    - using merit-based assessment by the Advisory Committee, supported by expert advice where required; and
    - retaining final funding decisions with the LGA Board.
- Reviewing business planning and assessment processes to ensure approved projects are strategic and deliver strong outcomes for the local government sector.
- Enhancing evaluation processes to better measure project outputs, outcomes and impact.
- Improving the dissemination of project outcomes through stronger reporting and opportunities for grant recipients to share findings and transfer knowledge across the sector.

Appendix 1 - Financial allocations 2025-26 ending 30 June 2026, and budget for 2026-27

Finance Report Full-Year to 30 June 2026	2026-27	2025-26	
	Budget Full Year	Actual Full Year	Budget Full Year
Income			
LGFA TER Project Funding	2,598,900	2,520,155	2,585,400
R&D Funds Returned - LGA Internal	-	219,704	-
Total Income	2,598,900	2,739,859	2,585,400
Project allocations			
Annual Allocation: Administration Fees	230,000	230,907	181,900
Annual Allocation: LGA Board Strategic Allocation	440,000	407,500	440,000
Annual Allocation: CEO Projects	-	30,000	60,000
Annual Allocation: LG Awareness Campaign	200,000	200,000	200,000
Annual Allocation: Regional Capacity Building	240,000	200,000	240,000
Competitive Grant Round	1,390,000	-	-
Secretariat / Internal Projects	-	1,234,455	1,239,455
Externally Managed Projects	-	355,090	1,159,446
LGA managed: Strategic Review of Grant Rounds	-	9,581	-
Previously Committed Milestones	-	17,718	145,359
Total allocations LG R&D SCHEME	2,500,000	2,685,252	3,666,160
Net Surplus/(Deficit) LG R&D SCHEME	**98,900**	**54,607**	**(1,080,760)**
Statement of R&D Reserves			
Opening Reserve Balance	**2,664,259**	**2,609,652**	**2,571,252**
Plus Inflows	2,598,900	2,739,859	2,585,400
Less Outflows	(2,500,000)	(2,685,252)	(3,666,160)
Closing Reserve Balance	**2,763,159**	**2,664,259**	**1,490,491**

Appendix 2 - Approved Projects 2025-26

The following projects were approved through the competitive grant rounds for the benefit of South Australian councils and their communities:

ID	Project Title	Recipient	Funding
2025.115	Planning for Change: Integrating coastal retreat in adaptation planning	URPS	$59,990
2025.98	South Australian Local Government Financial Management Manual	LGiQ Pty Ltd	$295,100
2025.12	PointData Urban Policy Modelling for Growth Management	LGA SA	$150,000
2025.11	Election 2026 campaign - Marketing Campaign	LGA SA	$350,000
2025.10	Model for HR Shared Services for members	LGA SA	$80,000
2025.09	2026 Election Education Program	LGA SA	$194,515
2025.03	Pilot project to provide support for councils in climate change	LGA SA	$329,940
2025.15	Strengthening Council Capability	LGA SA	$50,000
2025.02	Coastal Adaptation Program Management - Stage Three	LGA SA	$80,000
Total Allocated – LGR&DS competitive grant rounds			**$1,589,545**

Appendix 3 - Current projects 30 June 2026

The following competitive grant round projects are currently being delivered to South Australian Councils and their communities.

	Project Title	Recipient	Funding	Project Summary
2025.98	South Australian Local Government Financial Management Manual	LGiQ Pty Ltd	$295,100	Developing a comprehensive Financial Management Manual to strengthen financial management capability and improve the quality and consistency of practice across the sector. *(Anticipated completion date 15/04/2028)*
2025.115	Planning for Change: Integrating coastal retreat in adaptation planning	URPS	$59,990	To support South Australian councils to plan for and manage the complex issue of coastal retreat. The provision of a practical, research-based overview of how retreat can be applied as part of broader coastal adaptation planning. *(Anticipated completion date 1/10/2026)*
2025.11	Election 2026 campaign - Marketing Campaign	LGA SA	$350,000	A statewide marketing campaign to support the council elections. The campaign aims to increase community awareness, encourage candidate nominations and boost voting. *(Anticipated completion date 30/06/2027)*
2025.10	Model for HR Shared Services for members	LGA SA	$80,000	To explore options for developing a centralised HR shared services model for councils with the aim of increasing efficiency and providing consistent, high-quality HR services. *(Anticipated completion date 29/10/2026)*
2025.09	2026 Election Education Program	LGA SA	$194,515	To develop a statewide education program to support council election preparation, candidate education, and mandatory training. The free program will provide consistent, high-quality materials to strengthen council members' and staff's understanding of their roles and responsibilities *(Anticipated completion 29/06/2027)*
2025.03	Pilot project to provide support for councils in climate change	LGA SA	$329,940	The LGA Climate Change Support Advisor Pilot is a two-year initiative designed to respond to priorities identified by councils through the Local Government Climate Change Support Plan. *(Anticipated completion date 1/10/2027)*

	Project Title	Recipient	Funding	Project Summary
2024.03	Supporting councils with financial sustainability	LGA SA	$150,000	A pilot program offering practical support to a cohort of councils that are experiencing financial sustainability challenges. It will trial actions that are tailored to each council, but to establish patterns and develop a longer-term strategy and tools for supporting other councils into the future. *(Anticipated completion date 30/11/2026)*
2023.91	Grow Your Own – Urban and Regional Planners Initiative	Rural City of Murray Bridge	$40,000	Project to address regional skills shortages in SA by working closely with the education sector to enable educating planners locally. *(Anticipated completion 21/08/2026)*
2023.09	Climate Change Policy Pilot	LGA SA	$170,000	To deliver a Climate Change Support Plan (completed) and Sustainable Housing Policy for the local government sector. *(Anticipated completion date 30/06/2027)*
2023.07	Participation and Elections Review - consultation and engagement with the sector	LGA SA	$95,000	This project will support consultation with the state government and local government in preparation for elections. The project will engage an officer to support the review of the *Local Government (Elections) Act*. *(Anticipated completion date 30/09/2026)*
2021.04	Local Government Reform Implementation (branded "LG Equip")	LGA SA	$390,000	A comprehensive and cost-effective program that will provide councils with information, resources and support they will need to successfully implement around 150 new outcomes under the local government reforms. *(Anticipated completion date 01/10/2026)*

Appendix 4 - Completed Projects 2025-26

A list of all completed projects in 2025-26 and a short project summary are available below noting that further information is available through the LGA research library[4].

ID	Project Title	Recipient	Funding
2025.12	PointData Urban Policy Modelling for Growth Management	LGA SA	$150,000
2025.02	Coastal Adaptation Program Management – Stage Two and Three	LGA SA	$160,000
2024.97	Developing a new bait for pest birds of the grains industry	Department for Primary Industries and Regions	$95,000
2024.86	Asset Management for Green Infrastructure	Institute of Public Works Engineering (IPWEA)	$95,000
2024.73	Youth Centres and Loneliness: Developing a youth specific program design and evaluation framework	Flinders University	$49,881
2024.72	Rainbow Council Project	South Australian Rainbow Advocacy Alliance (SARAA)	$49,697
2024.64	Environmental Health Officers Knowledge Base	Flinders University	$42,000
2024.62	Monitoring and optimising outdoor fitness equipment usage in South Australia	Adelaide University	$55,862
2024.53	Implementation of the new Food Safety Standard 3.2.2A	Flinders University	$39,700
2024.50	Addressing the regional EHO shortage by promoting environmental health cadetships	Flinders University	$30,700
2023.74	Greater wellbeing and retention in local government	University of South Australia	$47,000
2023.05	Building Sector Capability	LGA SA	$150,000
2022.12	Coastal Management Council Coordination	LGA SA	$60,000
2020.61	Resilient South Pilot – Incorporating Climate Risk into Asset management.	City of Marion	$78,100
Total funding completed projects		**$1,102,940**	

[4] https://www.lga.sa.gov.au/members/financial-sustainability/grants/research-and-publications/research-library

PointData Urban Policy Modelling for Growth Management (2025.12)

Recipient: LGA SA **Completion date**: *30/06/2026*

Funding: $150,000 (*In-kind funding: $6,000 – LGA)*

Project Summary: Project to procure Point Data's Urban Policy Model (UPM) to support councils in preparing Local Area Plans and implementing South Australia's regional plans.

Project Highlights:

- The Urban Policy Tool was delivered to 48 councils who gained a consistent evidence base for assessing housing capacity, development feasibility and likely growth patterns.
- Independent evaluation recorded an 84% satisfaction rate.
- Central procurement generated estimated sector savings of approximately $1.3 million.

Coastal Adaptation Program Management (2025.02)

Recipient: LGA SA **Completion date**: *30/06/2026*

Funding: $160,000 *(co-funding $80,000 x 2)*

Project Summary: This is successful program, supported by over $3,7 million from state and federal governments. It is supporting 34 coastal councils to address the impacts of climate change.

Project Highlights:

- Secured additional funding to continue the delivery of the program.
- Received Planning Institute of Australia South Australia award for climate *resilience*.
- Delivered Coastal Hazard Adaptation Planning Guidelines
- Released $1.3 million in grants for Coastal Hazard Adaptation

Developing a New Bait for Pest Birds of the Grains Industry (2024.97)

Recipient: Department for Primary Industries and Regions **Completion date**: *30/04/2026*

Funding: $95,000 (*Co-funding: $105,000 – PIRSA*)

Project Summary: This project is beginning development of a new pest-bird bait to reduce grain losses, infrastructure damage, contamination, biosecurity risks and wider social, environmental and economic impacts on councils and primary industries.

Project Highlights:

- Completed a review of candidate toxins for pest-bird baits.
- Conducted workshops and surveys with council and primary-industry stakeholders.
- Prepared stakeholder-impact, pest-bird population and population-reduction scenario modelling.

Asset Management for Green Infrastructure (2024.86)

Recipient: Institute of Public Works Engineering Australasia ***Completion date**: 30/06/2026*
Funding: $95,000 *(Co-funding: $40,000, In-kind funding: $112,586 - PWEA, Green Adelaide, Water Sensitive SA, SA Coastal Councils Alliance, Marion City Council, Landscape Foundation Australia, Living Shorelines Australia, Australasian Green Infrastructure Network, Active Green Services)*

Project Summary: Supported councils in managing green assets by developing a Green Infrastructure Management Guide. The guide covers a range of green infrastructure assets, including street trees, parks and gardens, urban forests and coastal ecosystems.

Project Highlights:

- Over 140 stakeholders contributed to the development of the manual.
- In its first six months since the manual was downloaded over 2,684 times
- Post-project feedback showed early uptake across strategic and asset management plans, climate adaptation, natural disaster planning, and long-term financial planning.

Youth Centres and Loneliness: Developing a Youth-Specific Program Design and Evaluation Framework (2024.73)

Recipient: Flinders University ***Completion date**: 30/06/2026*

Funding: $49,881.00 (*In-kind funding: $24,871 – Flinders University*)

Project Summary: This project developed practical tools to help councils reduce and measure youth loneliness. Developed an open-access toolkit and a Youth Loneliness Scale.

Project Highlights:

- Identified four factors that strengthen connection: opportunities, accessibility, welcoming spaces and authentic relationships.
- Produced a validated loneliness scale and toolkit.

Rainbow Council Project (2024.72)

Recipient: South Australian Rainbow Advocacy Alliance ***Completion date**: 22/12/2025*

Funding: $49,697 (*Co-funding: $5,000 – SA Power Network Employee Foundation)*

Project Summary: This project focused on strengthening LGBTIQA+ inclusion across the local government sector by council network and a toolkit.

Project Highlights:

- Over 19 councils became members of the Rainbow Council Network.
- Developed a council toolkit which included practical ways of embedding inclusion, including case studies, templates and other relevant resources.

Environmental Health Officers Knowledge Base Update (2024.64)

Recipient: Flinders University ***Completion date**: 01/12/2025*

Funding: $42,000

Project Summary: This project modernised the Environmental Health Knowledge Base. This online resource is for Local Government Environmental Health Officers (EHOs) and provides templates, legal tools, and guidance documents.

Project Highlights:

- Improved access to accurate, practical tools and legislative information.
- Strengthened collaboration across councils through mentoring and shared resources.

Monitoring and Optimising Outdoor Fitness Equipment Usage in South Australia (2024.62)

Recipient: Adelaide University ***Completion date**: 30/06/2026*

Funding: $55,862 *(In-kind funding: $53,900 – Adelaide University)*

Project Summary: An Outdoor Fitness Equipment Planning Guide has been developed from the monitoring data and community insights across four metro and one regional council.

Project Highlights:

- Continued collected data of more than 265,000 usage events
- Completed in-person observations and intercept surveys.
- Worked with partner councils to shape a practical decision-making guide and toolkit.

Implementation of the new Food Safety Standard 3.2.2A (2024.53)

Recipient: Flinders University ***Completion date**: 01/07/2025*

Funding: $39,700; (*In-kind funding: $2,400 – Flinders University)*

Project Summary: This project evaluated how South Australian councils implemented Food Safety Standard 3.2.2A, identifying effective practices, barriers, workload impacts and opportunities to improve implementation efficiency and community food safety.

Project Highlights:

- Completed the Environmental Health Officer survey and interviews.
- Sought final stakeholder-group feedback before publication through the LGA website and Environmental Health Australia professional network.

Addressing the Regional Environmental Health Officer Shortage by Promoting Cadetships (2024.50)

Recipient: Flinders University **Completion date**: *05/11/2025*

Funding: $30,700

Project Summary: Project to investigate ongoing challenges councils are facing in securing a stable Environmental Health Officer (EHO) workforce.

Project Highlights:

- Established an advisory group of local-government Environmental Health Officers.
- Presentations delivered to councils and regional LGAs
- Information sheets developed

Greater wellbeing and Retention in local government (2023.74)

Recipient: University of South Australia **Completion date**: *07/08/2025*

Funding: $47,000 (*Co-funding: $33,000 - 10 councils)*

Project Summary: This project aimed to understand how councils use reward and recognition and how these are perceived by staff, community and council members.

The study included input from council stakeholders, community members and both the former and current South Australian Ombudsman.

Project Highlights:

- Completed a practical guide on suitable reward and recognition initiatives.
- Delivered a number of findings to enable councils making informed decisions.

Building Sector Capability (2023.05)

Recipient: LGA SA **Completion date**: *31/10/2025*

Funding: $150,000 (*In-kind $54,800 – LGA and LG Professionals)*

Project Summary: This project addressed local government skill shortages through an enhanced web-based careers resource that brings together practical information, tools, case studies and promotional material to attract and retain council employees.

Project Highlights:

- Produced career-promotion flyers and posters for member councils.
- Launched enhanced Careers in Council platform, the success was highlighted by 152,000+ page views, 14,000 users and 521,000 interactions

Coastal Management – Council Coordination (2022.12)

Recipient: LGA SA **Completion date**: *11/06/2026*

Funding: $60,000.00 (Co-funding: *$7,200 – councils*)

Project Summary: Supported a dedicated coastal coordination role to strengthen strategic collaboration between 34 coastal councils. This included building council capacity and advancing long-term social, environmental and economic resilience.

Project Highlights:

- Enabled the development of Strategic Plan and Operational Plan for Adelaide Coastal Councils
- Supported councils responding to the algal bloom through grants, operations, communications and parliamentary submissions.
- Continued collaboration with the SA Coastal Councils Alliance.

Resilient South Pilot – Incorporating Climate Risk into Asset Management (2020.61)

Recipient: City of Marion **Completion date**: *27/01/2026*

Funding: $78,100 (*Co-funding: $383,782 – councils and Commonwealth Government's National Disaster Risk Reduction Fund)*

Project Summary: The pilot explored practical ways to integrate climate risk into everyday asset management

Project Highlights:

- Completed asset risk assessments for 2030, 2050 and 2090 under low- and high-emissions scenarios.
- Identified risk treatments and completed a multi-criteria assessment approach.
- Delivered the Regional Asset Resilience Plan for council consideration.

Appendix 5 - Approved Projects Regional Capacity Building Allocations 2025-26

The following were approved through the 2025-26 noncompetitive grant round for the benefit of regional councils and their communities:

ID	Project Title	Recipient	Funding
2025.6	Regional Waste to Resources	Eyre Peninsula LGA	$40,000
2025.11	Limestone Coast Regional Trails Strategy update	Limestone Coast LGA	$40,000
2025.10	Township Activation Project - Yorke Peninsula	Northern & Yorke LGA	$15,000
2025.7	Waste and Circular Economy Education Program 2025-26	Northern & Yorke LGA	$20,000
2025.9	Speed Radar Trial in School Zones and Danger Hot Spots	Northern & Yorke LGA	$5,000.00
2025.12	Regional road project	Southern and Hills LGA	$15,000
2025.5	Regional Advocacy Plan	Southern and Hills LGA	$25,000
2025.1	Livability Video Campaign	Spencer Gulf Cities	$20,000
2025.2	Waste & Resource Recovery Strategy 2020-25 - Evaluation of Achievements/Opportunities	Spencer Gulf Cities	$20,000
Total allocated – Regional Capacity Building			**$200,000**[5]

[5] Regional Capacity Building Allocations $200,000, CEO Allocation $30,000

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lga South Australia

Helping local government build stronger communities.

6.4 LGA Mutual Annual Report 2025–2026

Reports for Noting

From:	Nathan Petrus, Chief Executive Officer - LGA Mutual
Meeting:	Annual General Meeting 04 December 2026
Strategy:	5.2 Build organisational capacity to drive excellence and adaptability.
ECM:	878847
Attachments:	Link: LGA Mutual | LGA South Australia

Recommendation

That the Annual General Meeting receives and notes the LGA Mutual Annual Report for the year 2025-26.

Discussion

LGA Mutual is responsible for the management of the Mutual Liability Scheme and the Workers Compensation Scheme on behalf of LGA. We achieve this through the leadership of our independent skills-based Board, with day-to-day services provided via our long-standing contractor, JLT Risk Solutions, trading as Local Government Risk Services (LGRS).

Key activities during 2025-26

LGA Mutual's achievements during 2025-26 are discussed in the LGA's 2025-26 Annual Report and described in more detail in the LGA Mutual Annual Report, which will be made available to members in hard copy form at the AGM and Conference. In summary, those achievements included:

- Finalising the implementing LG Safe, supporting members with over 400 modernised and streamlined WHS resources and toolkits.
- Completing risk reviews for waste management facilities in the Eyre Peninsula, South-East and Riverland and Murraylands regions, supporting members to identify and effectively manage risks in these facilities.
- Partnering with councils on the Eyre Peninsula and in the Flinders region, to commence a pilot program aimed at aligning WHS systems across councils and funding shared WHS resources.
- Finishing our first year of the Psychosocial Support Program, where we supported 24 members to manage psychosocial hazards, based on their own needs.

- Achieving strong financial results, with the LGA Mutual Liability Scheme and LGA Workers Compensation Scheme delivering greater surpluses than budgeted.
- Contributions remained low and stable across both schemes in 2025–26, with Mutual Liability Scheme contributions increasing by 5% and Workers Compensation Scheme net average contributions decreasing from 2.48% to 2.41%.

Other current focus areas

In addition to the above activities, we are currently working with ReturnToWorkSA on its evaluation of LGA's Workers Compensation Self Insurance Licence, supporting member councils through their on-site evaluations. The current four-year licence was scheduled for renewal on 30 September 2026, but has been extended for three months to provide further time for ReturnToWorkSA to complete its evaluation. Retaining the Self-Insurance licence is of strategic importance to local government and there is an ongoing program of work being delivered to support the sector's compliance with the Performance Standards for Self-Insured Employers and Code of Conduct.

LGA Mutual is currently working closely with LGA to integrate our existing Behavioural Standards Risk Management Service into LGA's proposed new Early Intervention Advisory Service, to commence from April 2027. This integrated service aims to provide a clear and practical pathway for members to seek support with prevention, informal intervention and managing formal complaints in response to council member behavioural risks when they arise.

Closing comments

LGA Mutual extends its thanks to all members for their engagement during 2025-26 and to the LGRS team, who continue to deliver all our services to members, consistently achieving high member satisfaction.

The LGA Mutual 2025-26 Annual Report (including abridged financial statements) will be available on the LGA's website prior to the Annual General Meeting.

6.5 LGA Procurement Annual Report 2025-2026

Reports for Noting

From:	Simon Blom, Chief Executive Officer
Meeting:	Annual General Meeting 04 December 2026
Strategy:	5.2 Build organisational capacity to drive excellence and adaptability.
ECM:	882988
Attachments:	Link: LGA Procurement Annual Report 2025-26

Recommendation

That the Annual General Meeting receives and notes the LGA Procurement Annual Report for the year 2025-2026.

Discussion

LGA Procurement (LGAP) delivers best value purchasing and procurement services to the local government sector. We offer free resources, purchasing advice, specialised training, and access to hundreds of pre-qualified suppliers to help councils deliver the services and programs that matter to their communities in an efficient and effective way.

In 2025-26 our ongoing support of Councils' energy needs included negotiating access for South Australian councils to an aggregated gas supply contract through an interstate counterpart as part of the National Procurement Network.

LGAP continues to manage a comprehensive suite of supplier arrangements spanning operational, corporate, infrastructure and professional services categories. Key panel and market activity included:

- Launch of the LGAP 25076 Plant, Machinery and Equipment Panel from 1 January 2026, consolidating and replacing multiple legacy arrangements and including both traditional and electric vehicles and machinery.
- Ongoing refresh and management of established categories including office supplies, ICT and software, community wastewater management systems, fleet and passenger vehicles, training services, civil works, and infrastructure-related panels.
- An innovative approach to major projects by introducing rebate caps on both the Bitumen Surfacing and Associated Roadworks panel, and the Civil Construction and Maintenance Services panel.

- The Supply, Delivery and Fitment of Tyres and Associated Services Panel was launched as a new arrangement based on broad demand across council fleet types. The panel covers supply, fitment, emergency callouts, disposal and recycling.

Approximately $77 million in procurement activity was facilitated through LGAP special contracts and our procurement platform during 2025-26. The published savings methodology indicates procurement savings and efficiencies in the order of $3.5 million to $5 million for councils across over 2,400 individual transactions.

Additionally, through its Advisory service, LGAP procured, or is in the process of procuring, $60M in goods and services on behalf of councils through over 60 advisory service interactions.

Training and capability development continued through a mix of face-to-face workshops, online modules, and bespoke in-council sessions. The five e-learning modules launched in 2024 remained available to strengthen the capability and risk management skills of staff responsible for public expenditure.

LGAP introduced complimentary monthly Unimarket, previously trading as Vendor Panel, training, with additional training available on request where councils are making strategic procurement decisions or onboarding new personnel.

We have begun delivering the Insight Series; free online training for council staff to learn from procurement professionals and legal practitioners about real-world issues and how to manage them. Virtual sessions are curated around questions councils have raised with LGAP directly, featuring recognised experts from law, audit, commercial practice, sustainability and the broader procurement profession, who share their insights and what it means for the sector.

The full LGAP Procurement 2025-26 Annual Report is available on the LGA Procurement website: https://www.lga.sa.gov.au/lgaprocurement/about-us/corporate-documents

Financial and Resource Implications

This activity has been anticipated in the LGA's work program and resources are available to progress this work.

6.6 SA Local Government Financial Indicators Report 2026

Reports for Noting

From:	James Holyman, Manager Policy
Meeting:	Annual General Meeting 04 December 2026
Strategy:	2.2 – Facilitate collaboration and shared knowledge across the sector.
ECM:	884225
Attachment:	1. 884228 - SA Local Government Financial Indicators Report 2026 – Financial Year 2024-25

Recommendation

That the Annual General Meeting notes the report.

Discussion

The *SA Local Government Financial Indicators Report 2026* is submitted to the Annual General Meeting showing the latest values, history and comparisons of key financial sustainability indicators for the sector.

The report presents analysis of the most recent SA Local Government Grants Commission Database Reports 2024-25 and demonstrates ongoing progress in both the financial performance and financial position of the sector.

It is important to understand that the current financial condition of individual councils varies substantially. The analysis presented is sector-wide and not reflective of individual councils. This is reflected in the Essential Services Commission of South Australia's full first cycle findings from the Local Government Advice Scheme where it was found that 68% of councils were found to be sustainable or mostly sustainable and 32% were found to be currently unsustainable.

In 2024-25:

- Adjusted **operating surplus ratio was 6.8%,** showing that existing levels of income were sufficient to cover this year's expenditure. Overall, the sector's income exceeded expenses by almost $231 million. This varied from an adjusted operating deficit of 28.6% through to surplus of 24.7%.
- The sector's adjusted **net financial liabilities ratio was 33%,** showing overall debt levels remain modest relative to annual income. The sector's net amount owed to

others of around $1,093 million as at 30 June 2025 is also very low when put in the context of infrastructure and other physical assets valued at over $36 billion. This is up $3 billion on the previous financial year. Councils ranged from minus 124% to a high of 116%.

- The sector's **asset renewal funding ratio was 98%**. While most councils are renewing and replacing their assets in either a satisfactory or optimal way, there are some councils that could improve the capital spending needed to cost-effectively maintain desired and affordable service levels from their assets. At the lower end, a council recorded an asset renewal ratio of 24% through to a high of 814%.

By way of comparison, the table below shows the sector's results from 2022-23 compared with 2023-24:

Ratios	2024-25		2023-24	
	Result	Range	Result	Range
Adjusted Operating Surplus	6.8%	-28.6% to +24.7%	-4.4%	-57.3% to +11.6%
Net Financial Liabilities	33%	-124% to +116%	42%	-103% to +174%
Asset Renewal Funding	98%	+24% to +814%	104%	+32% to +578%

Sustaining good financial and asset management practices and seeking to continually enhance them are critical success factors for councils as they seek to improve the services they provide to their local communities. This is why financial sustainability is the number one issue for the LGA Board of Directors.

Financial and Resource Implications

This activity has been anticipated in the LGA's work program and resources are available to progress this work.

Helping local government
build stronger communities.

SA Local Government Financial Indicators Report 2026

Financial Year 2024-2025

lga South Australia

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Executive Summary

The SA Local Government Financial Indicators Report 2026 provides an outline of the current financial performance and position of the local government sector in South Australia. LGA has undertaken analysis of the most recent SA Local Government Grants Commission Database Reports, which relate to the 2024-25 financial year.

While the report focuses on the financial performance and financial position of the local government sector, it does not provide an outline of specific councils. As the financial condition of individual councils varies, this report presents some analysis that highlights these variations. In terms of individual councils, it is relevant to note that the first cycle of the ESCOSA Local Government Advice Scheme ('the Scheme') found 46 councils were sustainable or mostly sustainable while 22 councils were found to be currently unsustainable.

Overall, the Local Government Grants Commission data shows that the South Australian local government sector recorded more income than expenses during the year and this indicates that, in general, councils collectively remain in a strong financial position, with low indebtedness and generally sound asset management practices.

In 2024-25:

- adjusted **operating surplus ratio was 6.8 per cent,** showing that existing levels of income were sufficient to cover this year's expenditure. Overall, the sector's income exceeded expenses by almost $231 million. This varied from an adjusted operating deficit of 28.6 per cent through to surplus of 24.7 per cent.
- the sector's adjusted **net financial liabilities ratio was 33 per cent,** showing overall debt levels remain modest relative to annual income. The sector's net amount owed to others of around $1,093 million as at 30 June 2025 is also very low in the context of infrastructure and other physical assets valued at over $36 billion. This is up $3 billion on the previous financial year. Council ratios ranged from minus 124 per cent to a high of 116 per cent.
- the sector's **asset renewal funding ratio was 98 per cent**. While most councils are renewing and replacing their assets in either a satisfactory or optimal way, there are some councils that could improve the capital spending needed to cost-effectively maintain desired and affordable service levels from their assets. At the lower end, one council recorded an asset renewal ratio of 24 per cent through to a high of 814 per cent.

Background

South Australian councils collectively manage an annual budget (Total Operating Income) of over $3.3 billion and maintain infrastructure and other physical assets worth around $36 billion.

Taxation revenue raised by councils (from general and other rates on property) was $2,324 million in 2024-25, an increase of approximately 164 million from last year. Together with other own-source funding (mainly user and statutory charges), approximately 84 per cent of local government operating revenue is from its own sources. The remaining revenue comes from grants from federal and state governments. Total rates revenue is 69.5% pf the total operating income in 2024-25.

The rates collected by councils nationally are 2.92 per cent of the total taxes paid by Australians.[1]

South Australian councils manage their finances conservatively under difficult constraints. Local government can raise only one type of tax (council rates), has very low indebtedness, receives the lowest per capita level of grants from other levels of government in the nation, and relies on an ongoing extension of the Supplementary Local Roads Program to ensure a fair share of federal government grant funding.

These constraints are reflected in the findings from the first cycle of the ESCOSA Local Government Advice Scheme (Scheme), where all 68 councils were assessed and it was found that:

- 67.6% or 46 councils were found to be sustainable or mostly sustainable; and
- 32.4% or 22 councils were found to be currently unsustainable and were mostly regional councils.

Cost shifting from state to local government continues to apply pressure to council budgets. Research undertaken by SGS Economics and Planning conservatively estimated that in 2024 the total cost to the South Australian local government sector of cost shifting was $253.9 million, or an average of $3.7 million per council and an average per rateable property cost of $271, noting that this figure will vary by council[2]. Key cost shifting pressures include short falls in cost recovery (e.g. solid waste levy, food safety services, local nuisance and litter control), statutory planning, and library services.

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[1] *Taxation Revenue, Australia, 2024-25 financial year | Australian Bureau of Statistics*

[2] South Australian Local Government Cost Shifting Survey, January 2025, SGS Economics and Planning

Within this context, South Australian councils are doing a lot with a little and often providing an increased range or level of services to a high standard.

In 2019, the South Australian Productivity Commission undertook an Inquiry into Local Government Costs and Efficiency. The Inquiry found that in comparison with each other, most councils achieved high levels of relative efficiency.

Sustaining good financial and asset management practices and seeking to continually enhance them are critical success factors for councils as they seek to improve the services they provide to their local communities.

Local government financial sustainability

Financial sustainability has, for many years, been identified by council CEOs and General Managers as the number one risk facing local government[3]:

> '*Financial sustainability remains the foremost risk for Australian councils, primarily driven by funding challenges. Cost shifting from higher levels of government and insufficient rate revenue exacerbate this issue. Many councils face the ongoing challenge of prioritising various risks that impact financial sustainability while striving to maintain service delivery and community well-being*.'[4]

There are, however, many different underlying factors that can impact on councils' sustainability. They include issues around the cost of replacing or upgrading infrastructure, the ability to appropriately manage assets as an ongoing concern and the growth in volume, scope and quality of legislated and non-legislated services (often linked to population growth)[5].

Many of the factors that drive sustainability are outside the control of local government. They include:

- impacts of natural disasters and other external environmental factors that impact directly on council services and divert resources from other necessary council services
- expansion of the roles and requirements placed on councils by federal and state governments, increasing their costs without commensurate revenue to support them

[3] JLT Public Sector Risk Report 7th Edition

[4] JLT Public Secor Risk Report 7th Edition, page 1

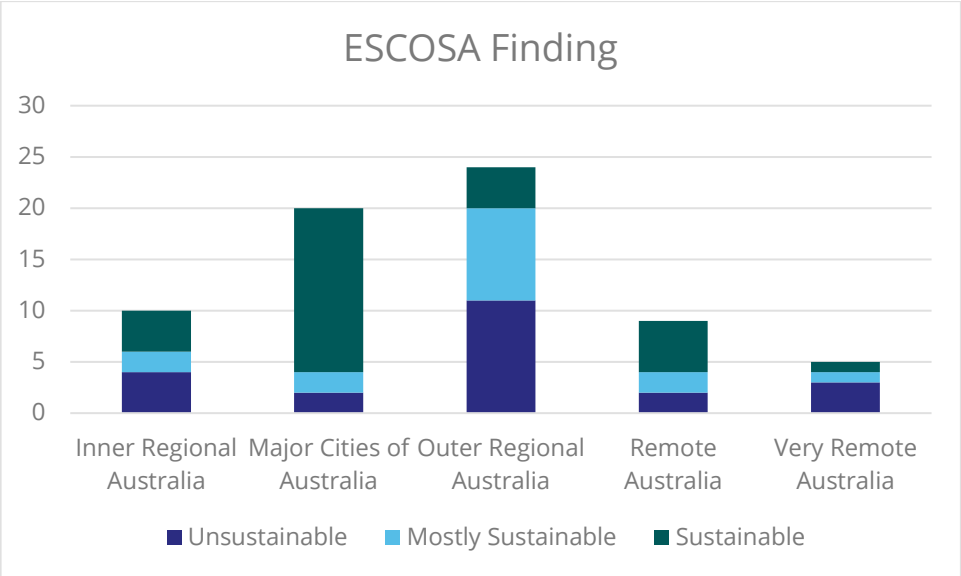
[5] South Australian Productivity Commission 2019, *Inquiry into Local Government Costs and Efficiency – Final Report,* November 2019, page 10

- cost pressures faced by councils that exceed CPI, such as increases in the cost of building and maintaining infrastructure.

Added to this is that many councils have limited capacity to raise revenue through rates and there are excessive rate exemptions, concessions and fee limits set by the State Government that prevent councils from fully recovering their costs.

Further, the Scheme has generated council-level data across all 68 South Australian councils, providing an independent and comprehensive picture of the sector's financial position. As part of the assessment, it is acknowledged that local government is managing increasing responsibilities, rising infrastructure expectations, increased cost shifting, a decline in Commonwealth funding and unanticipated natural disasters like fires, floods and drought. Councils are dealing with these challenges while they strive to deliver financially sustainable services for ratepayers and their communities.

Using the Australian Bureau of Statistics (ABS) remoteness classifications, the ESCOSA findings also highlight differences in financial sustainability across council types, as shown in the chart.



All council groupings include at least some councils assessed as unsustainable, indicating that financial sustainability pressures are not confined to a single part of the state. However, the challenges are more pronounced in more remote areas. It also shows that there are councils in each category that have been assessed as sustainable.

The core themes across all four years identified by the Scheme are:

Working well

In the Scheme's view, councils that are performing well generally have in place robust and effective behaviours, strategies and practices in relation to:

- governance and compliance with the requirements of the *Local Government Act 1999*
- understanding their asset base and renewal needs
- alignment of Long-Term Financial Plans and Infrastructure and Asset Management Plans
- clear and transparent planning input assumptions that are reviewed annually
- cost control and a strategic approach to revenue
- balancing the use of cash and debt
- community consultation.

Areas of recurring concern

Challenges the Scheme has observed include:

- historical underfunding of asset renewal and replacement, resulting in backlogs that are generating increasing future cost pressures
- inadequate alignment between Infrastructure and Asset Management Plans and Long-Term Financial Plans
- insufficient understanding of current asset values, condition, and remaining useful lives
- directing spending toward new or upgraded assets while the renewal and replacement of existing assets remains under-funded, which can lead to councils over-extending themselves financially and finding themselves unable to maintain services for their communities
- weak asset data, infrequent revaluations, and misalignment between depreciation charges and renewal expenditure.

The Scheme has also seen instances of:

- a lack of annually reviewed long-term financial plans or maintenance of a 10-year planning horizon, and inadequate alignment between financial plans and infrastructure and asset management plans

- council challenges in fully complying with the requirements of the *Local Government Act 1999* in their financial management and governance practices
- financial forecasts that project expense growth below historical levels or below CPI without demonstrating how those constraints will be achieved, masking structural cost pressures
- sustained rates growth above CPI that, while sometimes justified, can also signal inadequate cost control and over time may place pressure on ratepayer affordability
- over-accumulation of cash reserves without a clearly articulated purpose, which can be skewed where asset renewal is deferred or rates have been increased to accumulate cash.

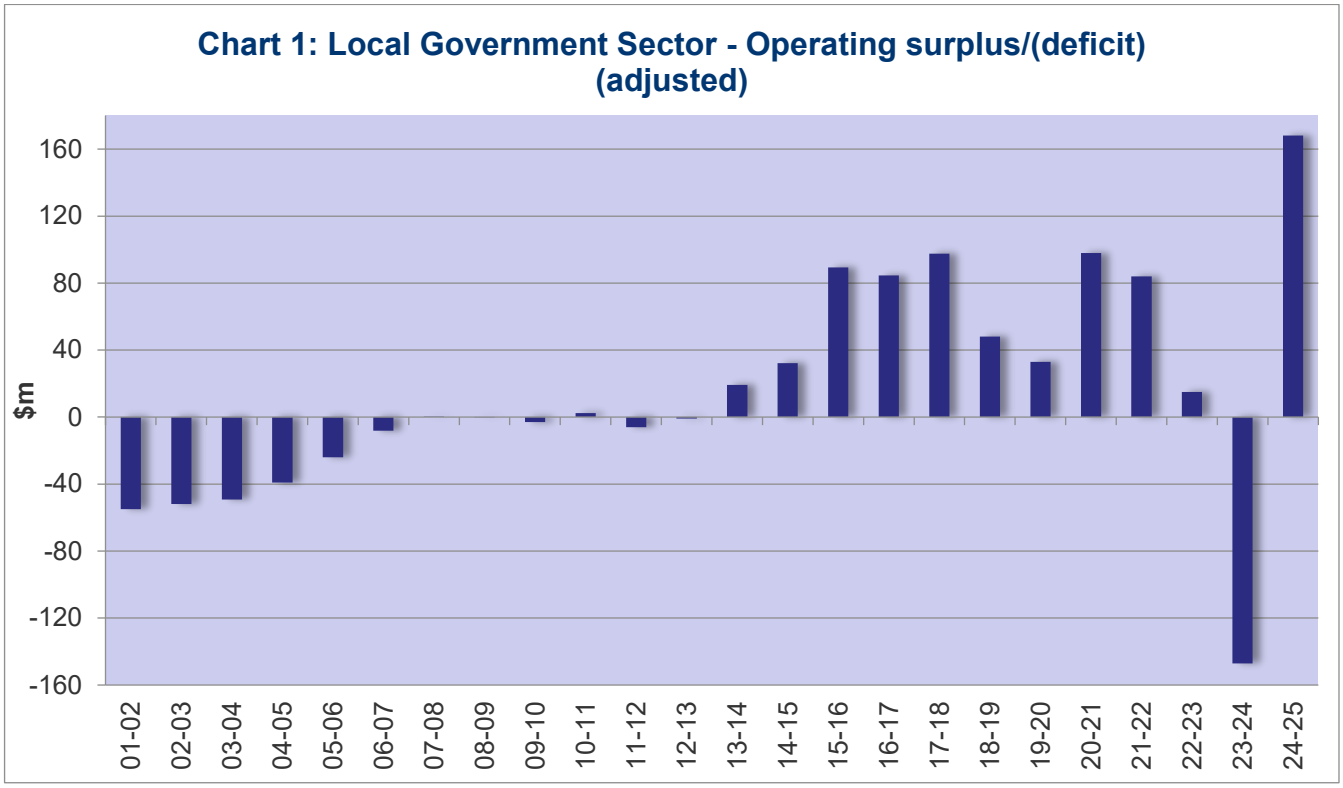
Measuring Long-Term Financial Performance

In the short term, the most important measure of local government financial performance is the annual operating result which measures the difference between day-to-day income and expenses for a financial year.

Historically, the aggregate level of local government's annual operating deficit reduced steadily from 2000-01 (when expenses exceeded income by $75 million) until 2007-08 (when the operating deficit was eliminated). Subsequently, an approximate 'break even' operating result was recorded for five years up until 2012-13. Between 2013-14 and 2022-23 there were operating surpluses. In 2023-24 the overall result for the sector is an operating deficit of $127 million. However, in 2024-25, overall, the sector is operating in surplus of $231 million. The average for the last 10 years across the sector is $62 million per annum.

87% of councils (59 councils) have recorded operating surplus in 2024-25 with the two councils recording significant operating surplus of $19 million and $20 million. This is vastly different compared to the previous year that recorded 75% of the councils (50 councils) in operating deficit and only 25% (17 councils) in operating surplus.

Chart 1 (next page) provides aggregate data from 2000-01 until 2024-25 covering the sector's operating surplus/(deficit). The data has been adjusted to remove the distortion otherwise caused by the irregular timing of receipt of Federal financial assistance grants (FA Grants) received in some years.



Financial Indicators

The following information provides an update on the latest values, history and comparisons of key financial indicators for the local government sector as a whole. LGA appreciates the assistance of the SA Local Government Grants Commission in providing this data.

There are three key indicators covering SA local government's financial performance (operating surplus ratio), financial position (net financial liabilities ratio) and asset management performance (asset sustainability ratio or asset renewal funding ratio).

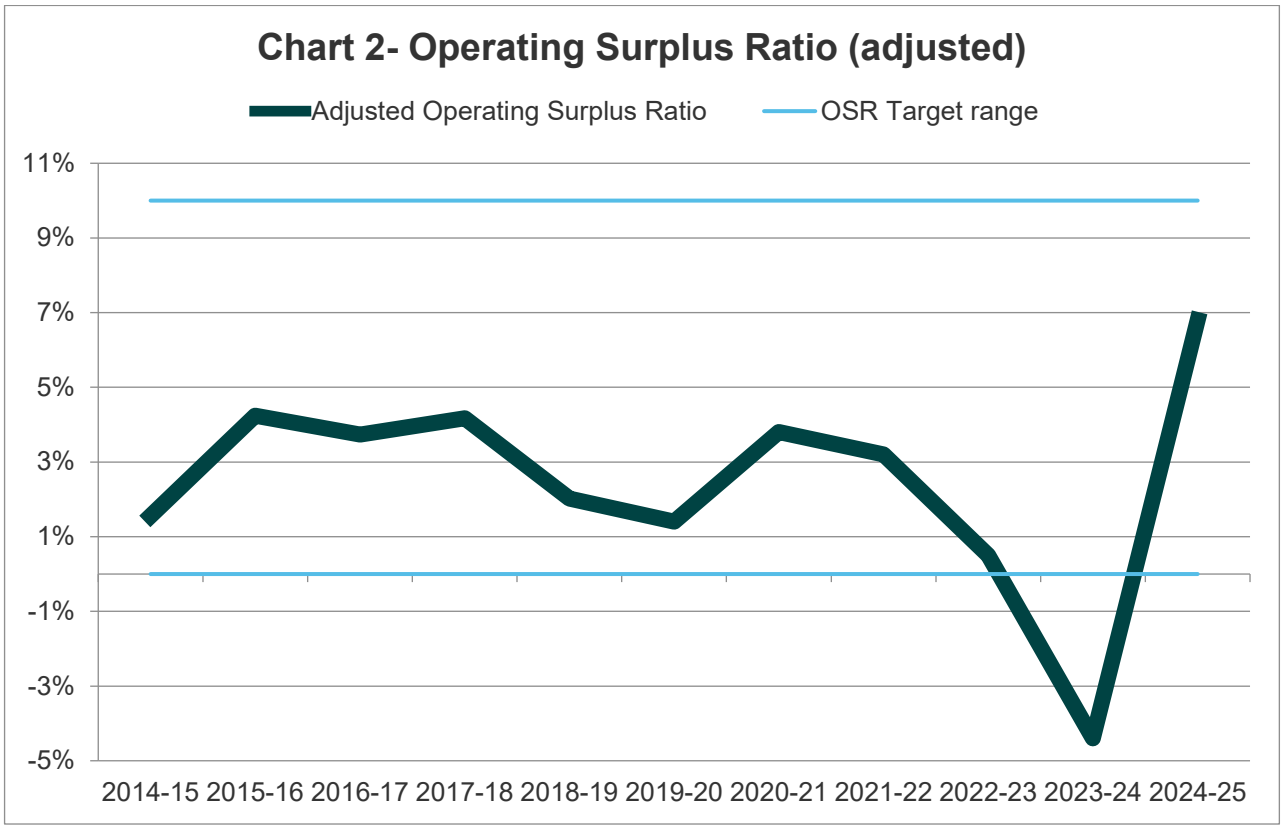
Indicator 1: Operating Surplus Ratio

The operating surplus ratio is calculated as the percentage by which the annual operating surplus or deficit varies from total operating income. Just like any household or other organisation, a council's long-term financial sustainability is dependent upon ensuring that, on average over time, its expenses are in line with associated income. In essence this requires current day citizens to fully meet the cost of services provided for them by their council.

Guidance material provided to councils under LGA's Financial Sustainability Program suggests that councils generally should seek to achieve, on average over time, a target range

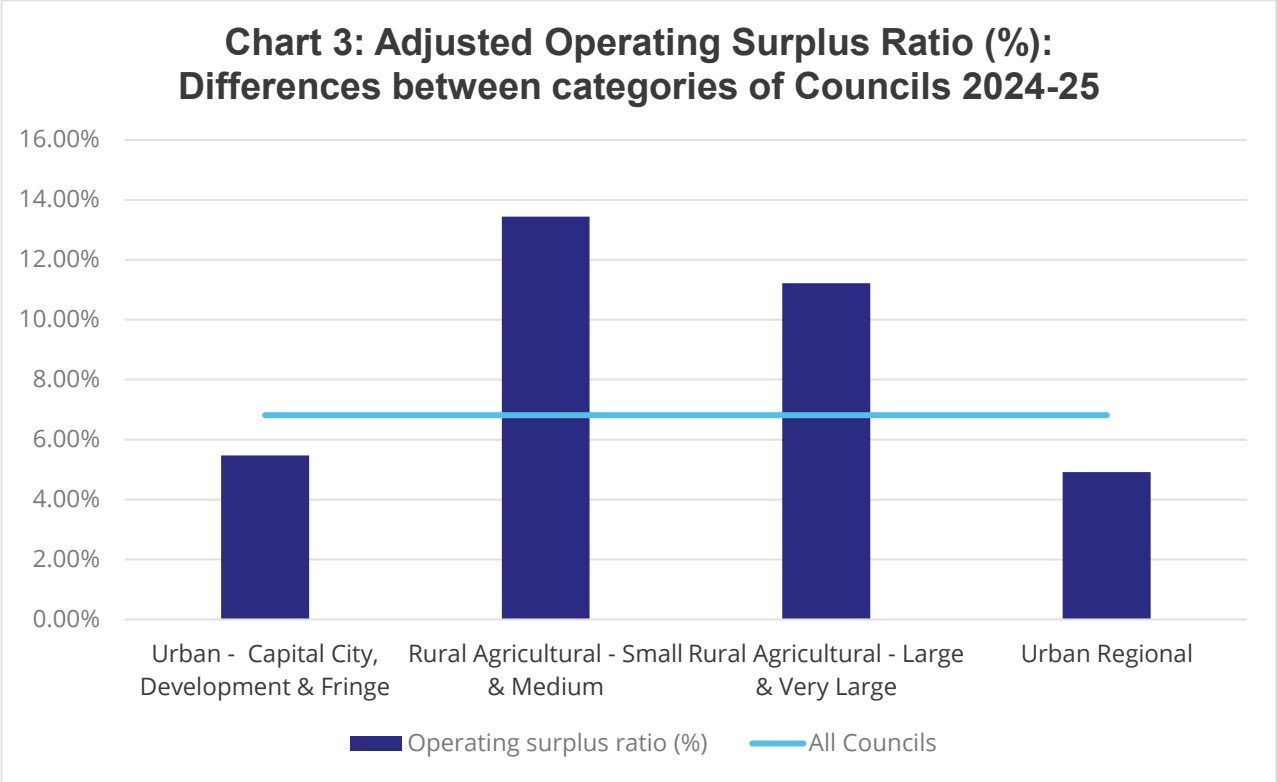
for an operating surplus ratio of between zero per cent and 10 per cent. This is because if a council consistently achieves a modest positive operating surplus ratio and has soundly based projections showing that it can continue to do so in future, having regard to asset management and its community's service level needs, then it is financially sustainable.

Chart 2 below provides aggregate data on operating surplus ratio for the last decade (from 2013-14 until 2023-24). Again, the data has been adjusted to remove the distortion otherwise caused by the irregular timing of receipt of Financial Assistance Grants in some years.



As shown in **Chart 2**, the local government sector's operating surplus ratio in 2024-25 was 6.8 per cent. The adjusted operating surplus in 2024-25 of $231 million can be compared with the sector's average operating surplus for the past 10 years of $62 million.

Chart 3 below shows the differences in the operating surplus ratios between categories of councils recorded in 2024-25.



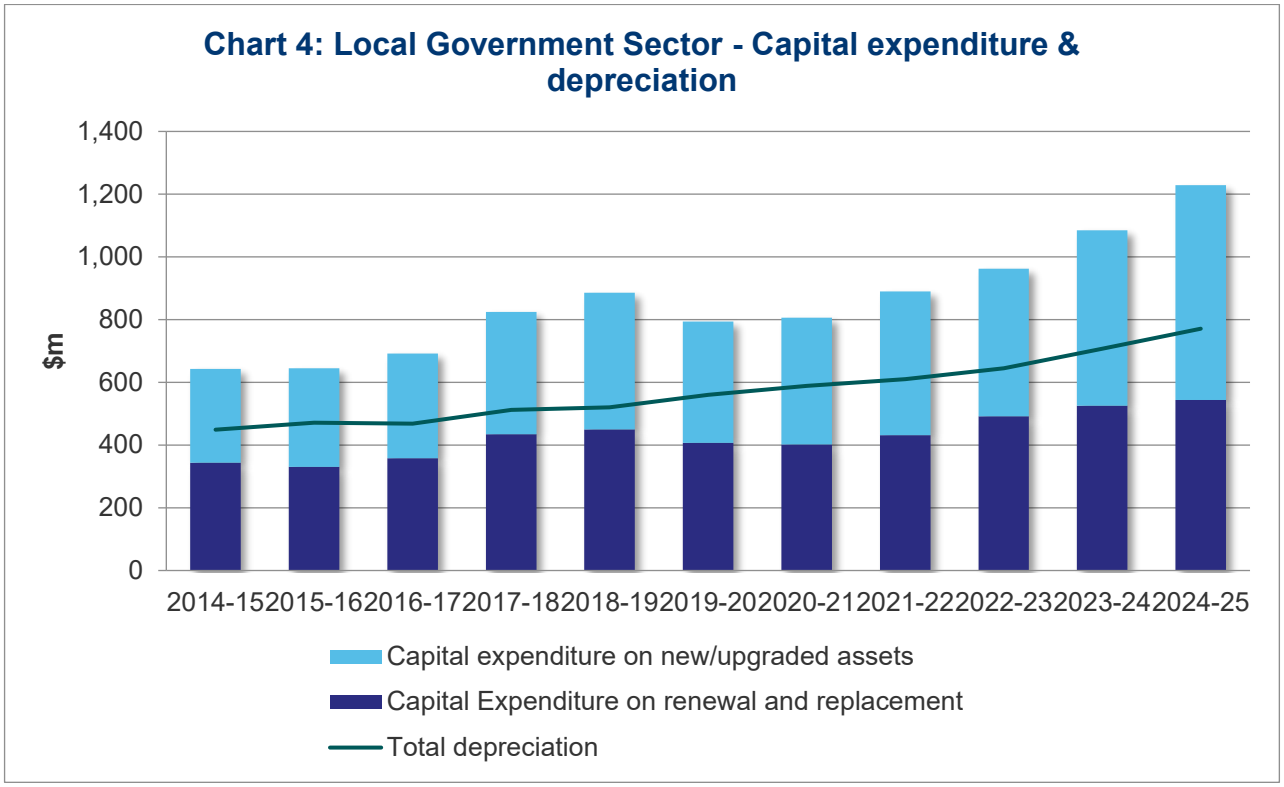
As shown in **Chart 3**, all categories of councils in 2024-25 have adjusted operating surplus ratio in surplus. The average adjusted operating surplus ratio for Rural Agricultural small and medium being the highest of 13.44% and Rural Agricultural- large and very large being 11.21%.

Capital Investment Expenditure

Overall, capital expenditure in 2024-25 was $1,231 million, made up of $545 million on renewal and replacement of existing assets and $686 million on new and upgraded assets.

The Scheme findings have included the requirement for councils to have a greater focus on capital investment expenditure on renewal and replacement of existing assets rather than new assets.

Chart 4 shows the level of capital expenditure over the past ten years on renewal/replacement of existing assets on one hand and expenditure on new/upgraded assets on the other. This shows an increased expenditure on renewing and replacing existing assets in most years.



Indicator 2: Net Financial Liabilities Ratio

Net financial liabilities represent the amount of money owed by councils to others less money held, invested or owed to councils. It is the most comprehensive measure of the indebtedness of a council as it includes items such as employee long service leave entitlements and other amounts payable as well as taking account of the level of a council's cash and investments.

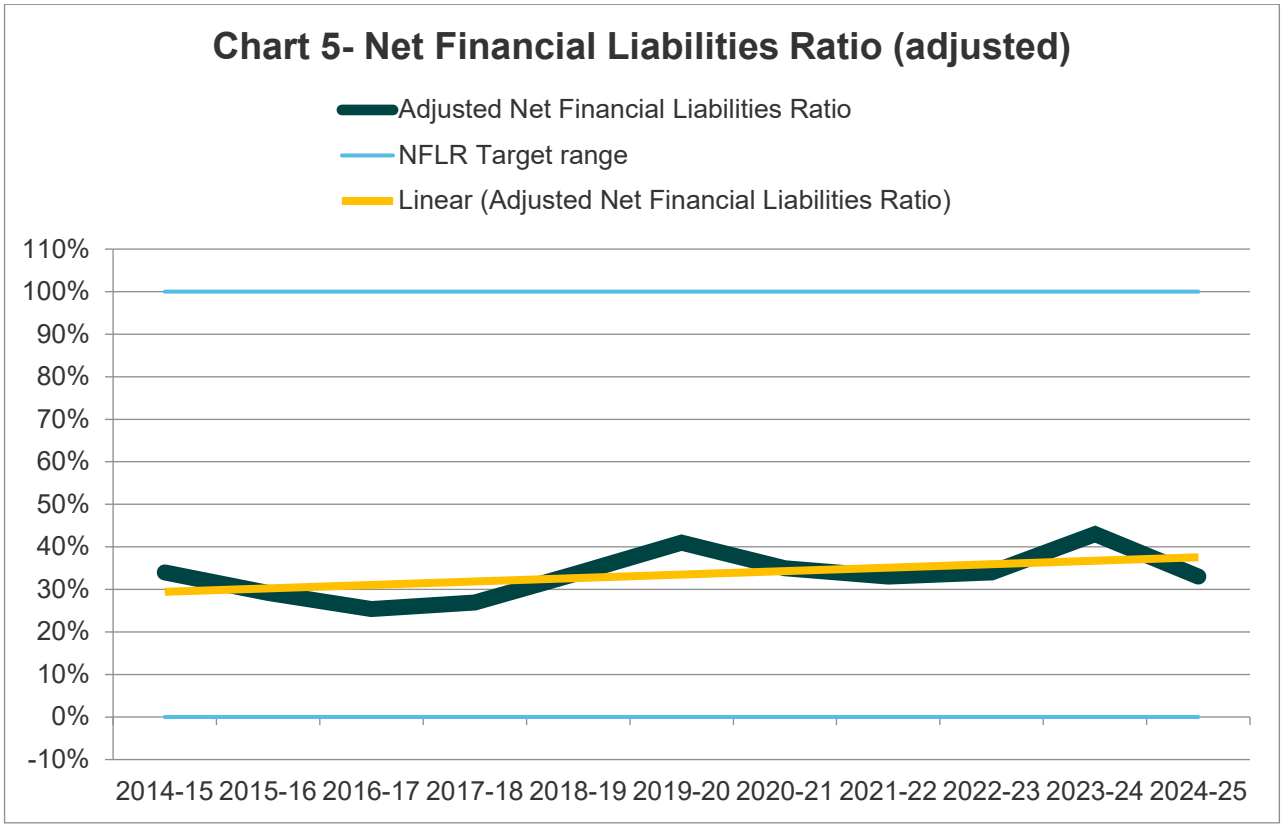
At 30 June 2025, the level of net financial liabilities was around $1,093 million. This is very low when put in the context of local government infrastructure and other physical assets valued at around $36 billion.

The net financial liabilities ratio is a measure of the significance of the net amount owed at the end of a financial year compared with income for the year.

There is no optimal single number or even narrow range for this indicator. What is important is that each council understands and is comfortable with its ratio and that it has been determined based on future community needs and long-term financial sustainability. Councils generally seek to achieve a target range of between zero and 100 per cent, but higher than 100 per cent may be appropriate in some circumstances. A target range should be set by a council having regard to the target for its operating surplus ratio and the needs

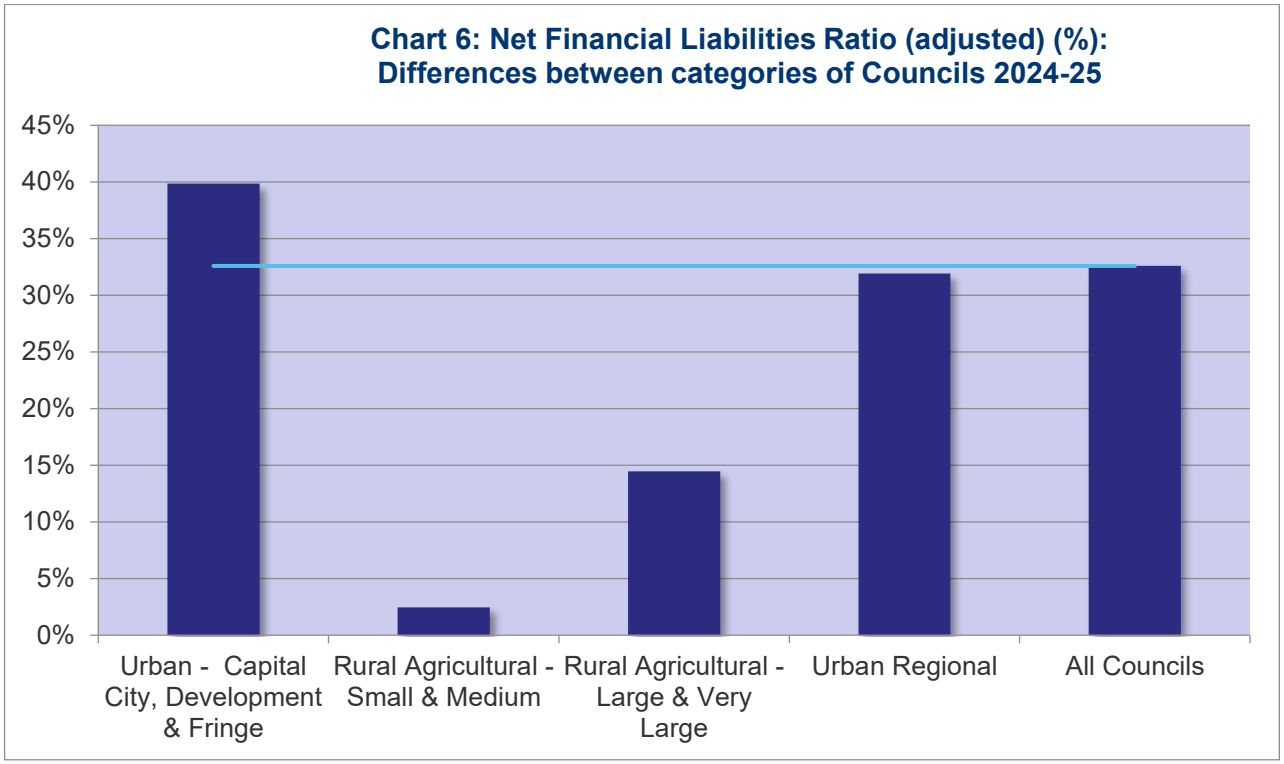
that are identified in its long-term financial plan and its infrastructure and asset management plan.

Chart 5 below provides aggregate data on net financial liabilities ratio for the last decade (from 2014-15 until 2024-25). Again, the data has been adjusted to remove the distortion otherwise caused by the irregular timing of receipt of FA Grants in some years.



As shown in **Chart 5**, the adjusted net financial liabilities ratio for the local government sector in 2024-25 was 33 per cent. The ratio has consistently landed between 25 to 45 percent (i.e. around the middle of the suggested target range) over the past decade.

Chart 6 below shows the differences in the net financial liabilities ratios between categories of councils recorded in 2024-25. The chart highlights that some councils, particularly in Rural Agricultural – Small and Medium areas, are averse to incurring debt to help finance the cost of infrastructure. This may lead to these councils under-investing in infrastructure relative to what their operating revenue streams will allow. Their asset service levels will be lower as a result. Also, it could be that some councils believe they do not have the capacity to fund debt.



Provided sustained operating deficits are avoided, there appears to be considerable scope for some councils to increase their level of borrowings (or liquidate some of their large stock of cash and investments, which is equivalent to borrowing) to finance capital expenditure. Such borrowings could be undertaken for renewal or replacement of existing assets where a council's Infrastructure and Asset Management Plan suggests that it is optimal to do so. For example, it may be a financially better option for a council to borrow money to undertake the reseal of a deteriorating road sooner than originally planned and thus avoid having to fully reconstruct the road within a few years at a cost two or three times the cost of the timely reseal.

Of course, where a council is not achieving an underlying operating surplus, or trending towards doing so in the medium term, then generally any capital expenditure on upgrading or expanding infrastructure needs to be modest and targeted, because it will normally lead to additional maintenance and depreciation costs, i.e. reflected in the operating result.

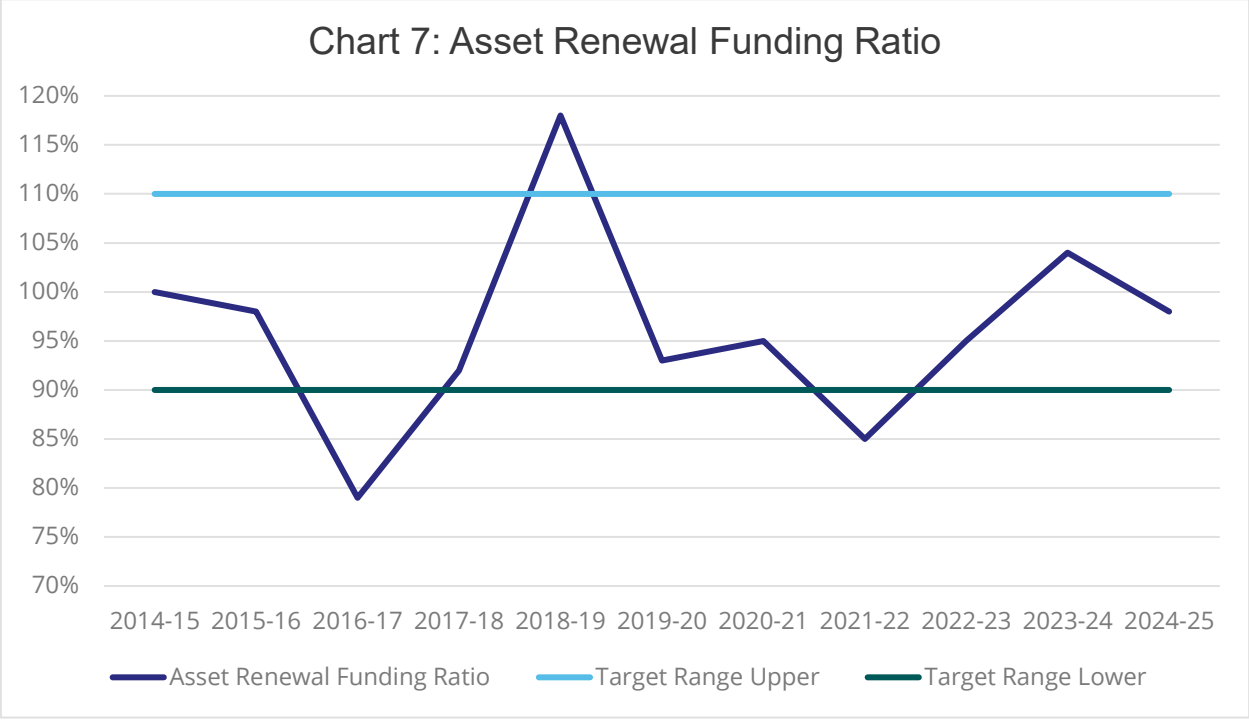
Indicator 3: Asset Renewal Funding Ratio

A third financial indicator adopted by the sector in recent years covers the asset management performance of councils. The asset renewal funding ratio represents the level of capital expenditure on renewal and replacement of assets relative to the level of such expenditure identified as warranted in a council's infrastructure and asset management plan.

This indicator is a measure of whether a council is accommodating asset renewal and replacement in an optimal and cost-effective way from a timing perspective, relative to the risk it is prepared to accept, and the service levels it wishes to maintain. If capital expenditure on renewing or replacing existing assets is at a level consisted with proposed in a soundly prepared Infrastructure and Asset Management Plan (i.e. close to 100 per cent over the medium term of the Long Term Financial Plan) that is based on long-run affordable service levels, then it is likely that a Council is reasonably optimising timing of asset renewal activity. Any material underspending on renewal and replacement over the medium term is likely to adversely impact on the cost-effective achievement of preferred, affordable service levels and could potentially progressively undermine a council's financial sustainability. For example, additional maintenance costs associated with assets that have exceeded their economic life might be higher than costs that would be associated with renewal or replacement. Eventually a Council will be confronted with failed assets, and potentially significant renewal and replacement expenditure needs that cannot be accommodated without sudden large rate increases

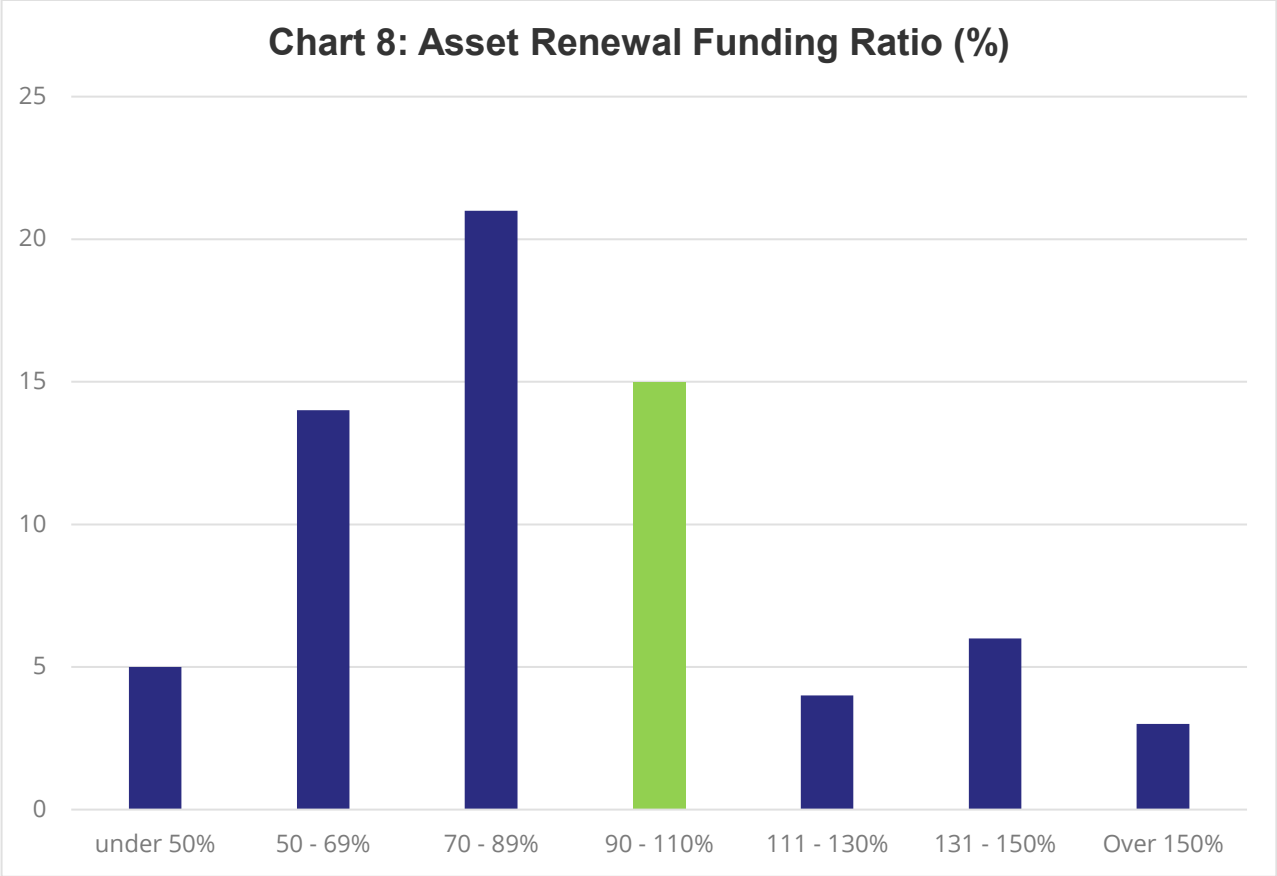
There are operational and other reasons why the asset renewal funding ratio result may vary between years. This may not necessarily detract from asset management performance if a council's target is achieved over the medium term (e.g. over a rolling 3- or 5-year average).

Chart 7 below provides the sector's annual asset renewal funding ratio from 2014-15 through to 2024-25.



Across the sector, the asset renewal funding ratio for 2024-25 is within the target range. The average across the 10 years in the graph above is 95%.

Chart 8 below provides summary information for the asset renewal funding ratio in 2024-25.



For 2024-25, 13 councils (19%) had a ratio above the target range, 15 councils (22%) were within the target range, and 40 councils had an asset renewal funding ratio below the target range. It is important to note that an assessment for each individual council should be made over the medium term, not on an annual basis.

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Helping local government
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7.1 South Australian Independent Commissioner for Agriculture (Naracoorte Lucindale Council)

Proposed Item of Business submitted by Member Council

From:	James Holyman, Manager Policy
Meeting:	Annual General Meeting 4 December 2026
Strategy:	1.1 Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.
ECM:	883742
Attachments:	1. 863621 - LGA General Meeting – Proposed Item of Business – Naracoorte Lucindale Council

Recommendation

That the Annual General Meeting requests LGA to advocate to the State Government to investigate the appointment of an Independent Agriculture Commissioner to provide increased protection for South Australia's primary producers and regional communities.

SAROC Committee's Comments

The SAROC Committee approved the Item of Business (IoB) at its meeting held on 23 July 2026. SAROC agreed that there is value for South Australia in having an independent Commissioner for Agriculture. It was acknowledged that the position needs a clear role statement and the appropriate powers.

LGA Guidelines

LGA Guidelines provide that all proposals will be assessed against the guiding principles, having regard to their strategic importance to local government and LGA, the supporting evidence and alignment with LGA's policy priorities and resourcing requirements. The matter raised in this IoB has been assessed against these guiding principles with the assessment summarised in the following table.

LGA Guiding Principle	Comment
Strategic importance	The item is linked to LGA's Strategic Plan: 1.1.2: Lead a long term advocacy agenda in collaboration with members to secure policy changes and funding aligned with sector needs.
Supporting evidence	NSW appointed an inaugural independent statutory Agriculture Commissioner in February 2025. The initial workplan for the Commissioner is focused primarily on land use conflicts. The work undertaken by South Australia's Commissioner for Drought was well received across all stakeholders and demonstrated the opportunity for an ongoing role to represent the interest of the Primary Industries sector.
Alignment with LGA policy	LGA does not currently have a policy position related to primary production. However, this matter is aligned with LGA Strategic Plan Pillar 1 to lead advocacy and policy influence that advance and promote the interests of local government while strengthening the sector's reputation with partners and the community.
Resourcing	LGA will raise this matter formally with the Minister and the Department to seek their view.

LGA Officer's Comments

(Officer: James Holyman, Manager Policy)

Naracoorte Lucindale Council, with the support of the Murraylands & Riverland and Limestone Coast LGAs, is seeking advocacy for the State Government to investigate the establishment of an independent statutory Agriculture Commissioner. The aim is to strengthen protections for South Australia's primary producers and regional communities. The proposed office would have a specific agriculture and primary production (including farming, horticulture, livestock, forestry, commercial fishing and aquaculture, together with the land, water and marine resources that sustain them) mandate.

Regional South Australia's economic strength is underpinned by primary production, valued at $8.4 billion in 2024-25[1]. The primary industry sector along with its associated processing sectors supported 68,000 jobs in 2024-25. Sustainable management and protection of productive agricultural land, groundwater resources and coastal environments is important to

[1] South Australian Primary Industries Scorecard 2024–25

the long-term economic and social prosperity of South Australia, particularly in regional communities.

Primary production supports employment, local businesses, freight movements, processing, investment and the viability of many regional communities. When production capacity is affected, councils must plan for the resulting changes in their economies, infrastructure and services. For example, this includes significant disruption experienced in recent years beyond traditional emergency events including algal blooms and biosecurity incursions. A Commissioner focused on the long-term sustainability and productivity of primary production could therefore strengthen councils' ability to represent their communities and plan for their future.

During periods of disruption or uncertainty, communities often look to local government as their closest and most accessible level of government for support and advocacy. However, many smaller regional councils face challenges in maintaining the capacity and specialist expertise required to respond effectively to increasingly complex agricultural, environmental and land use issues.

Local government is also directly impacted when there is lack of state coordination during the initial stages of a disruption or emerging issue. They are also impacted when productive primary production land transitions to alternative uses such as large-scale residential development, mining or energy generation and transmission infrastructure. These changes can affect rate revenue, infrastructure demands, environmental management responsibilities and the broader social fabric of communities traditionally centred on primary production industries.

To support regional councils, it has been proposed that a South Australian Commissioner for Agriculture with statutory powers be appointed. The position could provide independent advice to government to enhance productivity, seize new opportunities and overcome challenges faced now and into the future. This could include advice on matters such as land use conflict, food security, disaster resilience, drought preparedness and recovery planning. The role may also champion primary production in SA and ensure the interests of the agricultural sector are appropriately considered in government policy, planning and development.

This proposal aligns with developments in NSW where the State's first independent statutory Agriculture Commissioner was appointed in February 2025. The NSW role was established to provide independent advice to government on strategic agricultural land use matters and to support a more sustainable and productive agriculture industry.

Under NSW legislation, the Commissioner's role includes:

- promoting a coordinated and collaborative approach between the Commonwealth, State and local governments on agricultural matters;
- acting independently and impartially in providing advice, reviews, reports and recommendations;

- publishing reports following reviews, undertaken by the Commissioner;
- requiring Ministers to respond publicly to recommendations within 6 months; and
- requesting specified information from relevant government agencies and executives to support the Commissioner's functions.

The NSW's Commissioner's initial workplan has 4 priorities:

1. provide clarity and consistency for planning decisions and minimise land use conflicts between agricultural producers and rural neighbours
2. develop an ongoing system for defining, identifying and mapping agricultural lands and their use
3. provide input and advice on the challenges and opportunities of delivering critical renewable energy infrastructure for the agriculture sector
4. promote a coordinated and collaborative approach across the Commonwealth Government, the NSW Government and local councils in relation to agricultural matters

It is important to note that the above-mentioned role for NSW might not be comparable for SA, since this overlaps with current State Government's responsibilities within PIRSA.

The benefits identified for local government in SA through the appointment of a Commissioner are:

1. Give local evidence a clearer route into State decisions
   The Commissioner could receive evidence from councils, regional organisations and producers on matters affecting primary production, identify gaps and publish findings. A formal referral pathway and a requirement for relevant agencies to respond would help councils understand how their evidence has influenced decisions and why recommendations have or have not been adopted.
2. Improve access to independent specialist analysis
   Smaller councils cannot maintain expertise across agricultural economics, water resources, fisheries, biosecurity and cumulative impacts. A State-funded office could commission analysis of significant or systemic issues and make relevant findings accessible to councils. Assistance would need transparent eligibility and prioritisation, and the office should not be assumed to provide unlimited technical support for individual applications.
3. Address land-use conflict earlier
   The role could examine recurring conflicts between established primary production and other uses, recommend clearer planning guidance and support fair engagement. It could investigate options for consistent land-access and coexistence standards and voluntary dispute facilitation. Any mediation function would need defined boundaries, appropriate expertise and coordination with existing complaint, appeal and regulatory processes.

4. Connect decisions across portfolios and council boundaries
   Primary production issues can involve planning, water, environment, energy, transport and regional development. The Commissioner could convene the responsible agencies, councils and industry to identify gaps and recommend coordinated action. Regional LGAs could help frame shared concerns that extend beyond a single council area.
5. Make cumulative effects and local costs visible
   Changes affecting farms, water availability, fishing grounds or processing capacity can accumulate across a region. The Commissioner could examine their combined implications for production, employment, supply chains and regional resilience. Within that mandate, it could also identify related road, housing and service pressures and recommend which agencies should address them.
6. Strengthening confidence through transparent reporting
   Independent findings, published recommendations and reports to Parliament could give councils and communities a clearer account of identified risks, government responses and progress. The independent Commissioner would assess evidence impartially, including opportunities for sustainable investment and productivity growth. Credibility requires the ability to reach findings that differ from the preferences of a council, industry group or project proponent.

It is recommended that members should support investigating this role to:

- Strengthen decision making for primary production in South Australia; and
- deliver benefits to councils through stronger evidence, better coordination and clearer accountability for the consequences of those decisions in their communities.

Implications

Financial and resource

This activity is not currently part of LGA's work program. Depending on delivery options, LGA may reprioritise issues within the policy and advocacy plan. Timeframe for commencement will need to be determined having regard to existing workplans and priorities.

Were it to be established, a plan for how LGA could support implementation would be required.

Risk

This activity presents low risk and aligns with the organisation's strategic priorities and existing policies.

LGA General Meeting – Proposed Item of Business

The purpose of this form is to request consideration by SAROC, GAROC or the Board of Directors of an item of business to be included on the agenda of an LGA General Meeting - refer Clause 16.3.1 of the LGA Constitution. Prior to submitting a proposed Item of Business, please refer to the Considering Proposed Items of Business for LGA General Meetings Guidelines.

Council name	Naracoorte Lucindale Council
The body the item is being referred to *Proposals may only be submitted to the ROC of which council is a member, or to the LGA Board of Directors.*	SAROC
Subject of the proposed item of business	South Australian Independent Commissioner for Agriculture
Proposed motion for the General Meeting	That the Annual General Meeting requests the LGA to advocate to the State Government to investigate the appointment of an Independent Agriculture Commissioner to provide increased protection for South Australia's primary producers and regional communities.
Supporting information *Provide a summary of the issue(s), relevant background information, description of the impact on the sector and evidence that this is an item of strategic importance to local government.*	Much of Regional South Australia's economic strength is founded in Primary Production which (at least for the Limestone Coast) continues to provide the region's largest economic output and employment. The Limestone Coast produces over 30 per cent of the state's Agricultural exports from just 2 per cent of the State's land mass. The sustainable management and protection of primary production land, ground water and coast is vital for the long term economic and social prosperity of the Limestone Coast as it is for many regions of SA. Issues of land-use conflict as well as the impacts of natural disasters and drought create challenges for all South Australian regional councils and communities. Regional councils and communities find themselves consistently putting out 'spot fires' each time a new mining or energy development is proposed that may threaten the long-term viability and sustainability of high value primary production land. In some part of the State large scale residential housing developments

	change the social and economic structure of farming communities. At the same time, South Australia's agriculture, forest and fisheries sectors have experienced significant disruptions to food and fibre production and supply in recent years. Drought, bushfires, flood, algal bloom, abalone disease, varroa mite frost and hail damage to name a few. Primary producers contribute both directly and indirectly to Council revenue and seek support from their closest level of Government when challenges arise. While Local Government will always play a role in supporting communities and advocating on their behalf, small regional councils struggle to divert resources and the level of expertise required for navigating the complexity of these challenges. Local Government is also significantly impacted when Primary Production land becomes large scale residential development, energy generation/transmission or mining. It not only impacts rate revenue, infrastructure requirements and environmental policies but the social structure of communities that have traditionally been based in Primary Production. The Naracoorte Lucindale Council – with the Limestone Coast LGA – is proposing the creation of an independent Commissioner for Agriculture with statutory powers. This may be an expansion and extension of the role and function of the current Drought Support Commissioner. This aims to give Agriculture, Forestry and Fishing industries a level of confidence that their economic and social contribution is valued, and that there is expert, independent advice being given to government on matters including productivity, land use conflict and food security as well as natural disaster and drought resilience and recovery. A SA Commissioner for Agriculture would champion primary production in SA and ensure the industry's needs are considered in government policy and planning decisions, particularly concerning competing land use. In July 2023, the NSW Government Commissioned a report investigating options for implementing an independent Agriculture Commissioner for New South Wales. This was an election commitment of the Government. As a result of this report and its recommendations, NSW State Government appointed the State's first independent statutory Agriculture Commissioner in February 2025. The role's primary

	purpose is to provide independent advice to government on strategic agricultural land use issues and support a more sustainable and productive agriculture industry in NSW. The Limestone Coast LGA – of which Naracoorte Lucindale Council is a member – is advocating for the SA Government to investigate options for a South Australian Commissioner for Agriculture. This investigation would examine the potential roles and functions that could be the responsibility of an independent Agriculture Commissioner and considers the practical measures and implications of such a role. The investigation would need to undertake broad consultation with a variety of stakeholders beyond Local Government and as such, it would be imprudent to pre-empt any findings. However, it is useful to note the NSW Legislation that outlines the role, functions and statutory powers of the NSW Commissioner, in particular: • To promote a coordinated and collaborative approach across the Commonwealth Government, the NSW Government and local government in relation to agricultural matters. • The Commissioner must act in an independent and impartial way in relation to the content of the Commissioner's advice, reviews, reports or recommendations. • As soon as practicable after undertaking a review, the Commissioner must prepare a report and [*this is to be*] published on the Commissioner's website. • The Minister to whom the recommendation is made must respond to the recommendation within 6 months after the recommendation is made and make the response publicly available. • The Commissioner may, by notice given to a relevant executive, require the relevant executive to give specified information to the Commissioner. The current Drought Support Commissioner is not a statutory position. It is also unclear if the current role of SA Drought Support Commissioner is intended to be ongoing. Naracoorte Lucindale Council and the Limestone Coast LGA are seeking LGA SA support to advocate for a State Government commitment to investigate options for an ongoing, independent and statutory Commissioner for Agriculture. The precedent set by NSW and the work done prior to that state's appointment in February 2025 provides a case study, reducing the burden of resources on

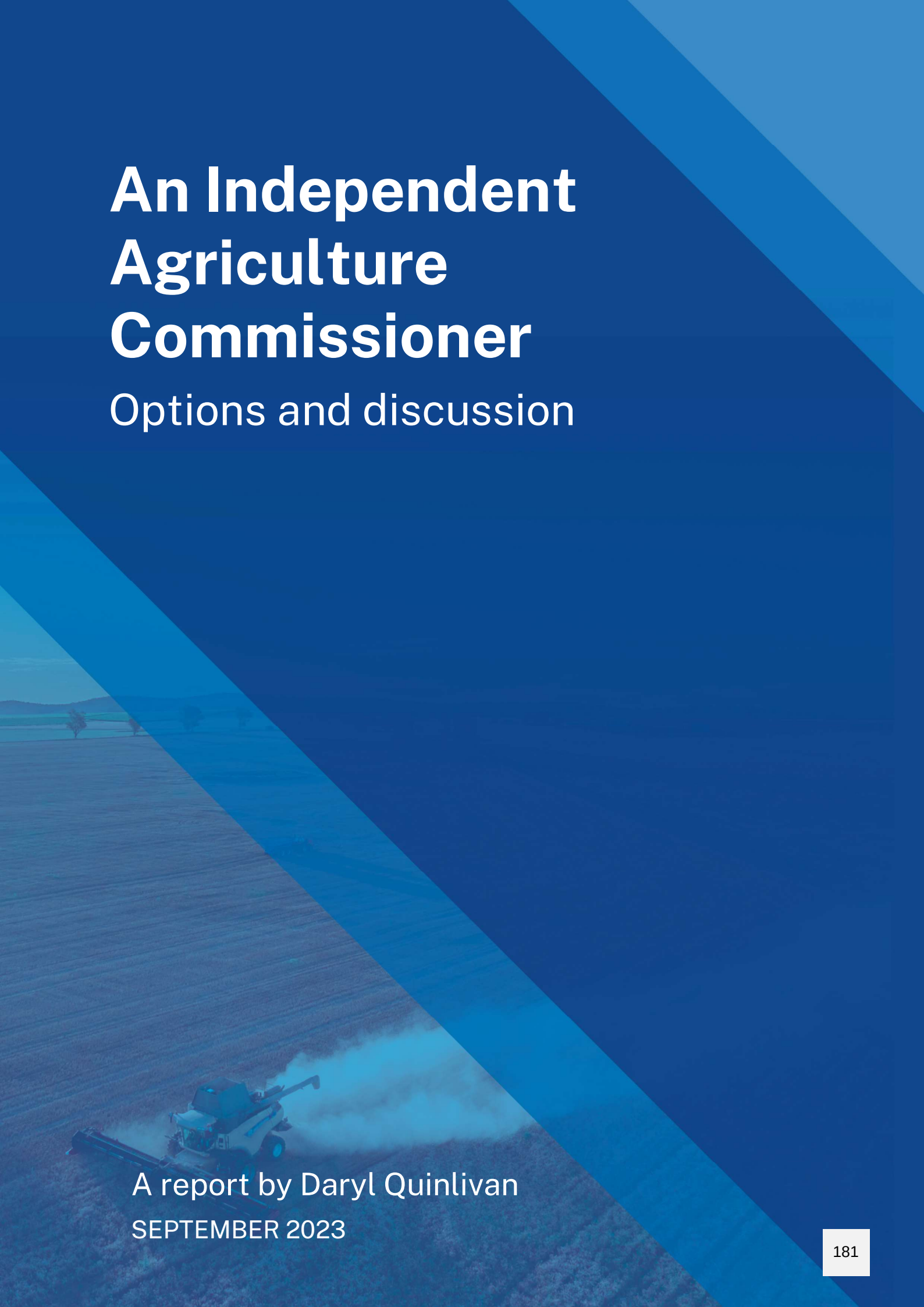
	LGA SA Secretariat. This proposal also has no predicted negative financial implications for the Local Government sector. This proposal aligns with LGA Policy - *2.3.2 State Regional Development Policy Local government recognises that regional economic development strategies should address the specific needs of the regions. Councils, through the LGA, will continue to advocate to federal/ state governments to recognise these specific needs in developing policy, programs and making policy commitments that impact on the regions.*
Regional LGA *(Information requested from councils in SAROC only)* *Advise if this item has been considered by your RLGA and outcome of discussion*	This matter was referred to LCLGA and considered at the 12 December 2025 meeting of the Board. Subsequently the LCLGA has adopted as a key advocacy priority in 2026. Riverland Murraylands LGA has also considered the proposal in February 2026 and resolved: *The MRLGA Board, support (in-principle) the LCLGA proposal to investigate a Commissioner for Agriculture in South Australia, amidst growing challenges facing the regional and rural areas and the need for an expert, independent role to act in the best interest of South Australian Agriculture. Further support would be subject to the scope, powers and functions of the role."* *Moved,* ***Mayor Caroline Phillips, DCKEM*** *Seconded* ***Mayor Peter Hunter, RPC*** ***Carried***
LGA Policy Manual *Does this item require a change to the LGA Policy Manual (new policy or amendment to existing policy)?*	No
LGA Strategic Plan reference	*1.2.3 Partner with organisations, including regional LGAs and other stakeholders with shared priorities, which strengthen the sector's influence.*
Council Contact Officer submitting form	Kelly Westell Chief Executive Officer Naracoorte Lucindale Council Kelly.westell@nlc.sa.gov.au 0400 094 894
Council Meeting minute reference and date of meeting	That Council submits a request to the SA Regional Organisation of Councils seeking its support for an item to be included on the agenda of an LGA General Meeting to advocate to the State Government to investigate the appointment of an Independent

	Agriculture Commissioner to provide increased protection for South Australia's primary producers and regional communities. CARRIED [Minute 207/26]
Date submitted to LGA	26 February 2026

Please return Word version of completed form to lgasa@lga.sa.gov.au.
Refer to LGA OGM/AGM Webpage in respect to deadlines for upcoming General Meetings.

An Independent Agriculture Commissioner

Options and discussion



A report by Daryl Quinlivan

SEPTEMBER 2023

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Foreword

In July 2023, the Minister for Agriculture requested that I prepare a report investigating options for implementing an independent Agriculture Commissioner for New South Wales.

The potential role and functions, and the form the position of the Commissioner should take, has been discussed regularly as I consulted on my first two reports for Government. This report tests the views that have been put to me and assesses their practicality and how they might add value to the system that regulates land use and that is widely considered to need greater policy clarity and consistency in decision making.

In preparing this report I have consulted with stakeholders from the agriculture sector and Government agencies to test the reasoning and conclusions in this advice reflect contemporary thinking. Stakeholders were found to hold common views regarding how and where an independent Commissioner could most effectively improve the overall outcomes for rural land use.

This advice builds on my previous two reports, aligns with my previous findings, and provides a pathway for the Government to act on recommendations that will improve decision making and outcomes. This is a good time to be considering improvements in land use regulation because the strength and diversity of demands for land use change are accelerating and there is every reason to think the readily foreseeable rate and nature of change will severely test the capacities of land use regulators and communities to manage and adapt to this change.

I would like to thank those who have provided feedback, engagement and support as this report was prepared.

Daryl Quinlivan

29 September 2023

Confidentiality Statement

This report is not to be published or otherwise distributed without the permission of the Department of Regional New South Wales (DRNSW).

Executive Summary

The Minister for Agriculture, Regional and Western NSW requested a report identifying options to implement the Government's election commitment to appoint an independent NSW Agriculture Commissioner to provide increased 'protection' for NSW's higher quality farmland, ensure food security and a more sustainable and productive agriculture industry.

The issues that need to be addressed in this report have received extensive attention in recent years and this allowed this advice to be prepared with only limited engagement with stakeholders. These stakeholders provided similar contributions during this process as they have done during previous reviews of agricultural land use regulation and conflict.

The outcomes sought for the community from the activities of an independent Commissioner are a favourable operating and investment climate to support continuing agricultural sector growth, increased knowledge of our rural land assets used by the sector, and improved management of conflicts between producers and their operations and neighbours. These outcomes are sought at a time of increasing competition for rural land because of increasing population and demand for housing, associated demands from industrial and service providers, energy production, increased investment within the sector itself, and a need for land use change to improve carbon and biodiversity outcomes.

This report finds:

- The effectiveness of an Agriculture Commissioner under any option and scenario will largely depend on the Government providing clarity on its preferred approach to the competing priorities for access to agricultural land through an integrated land use policy, which provides consistency and confidence through planning and development decisions implementing this policy. Decisions about powers and resources for the Commissioner will logically follow if this clarity can be achieved.

To achieve this, it is recommended that the NSW Government considers the creation of an Agriculture Commissioner position through a staged process, and with the following functions and capacities:

1. Initially, appoint a Commissioner with a three year term to:

   a. Provide advice to the NSW Government and its agencies on agriculture and land use related matters, and other issues at the request of the Minister for Agriculture.
   b. Assist NSW Government agencies to develop a rural land use policy for Government consideration to address the matters identified in this and previous reports to the Government. The policy should be sufficiently detailed to provide guidance to land use regulators and planners on how to approach competing demands for land use and access from food and fibre producers, residential development, renewable energy developers, public infrastructure, biodiversity recovery and carbon sequestration. This policy should provide a basis for implementing relevant government policies in an efficient way, address potential third party impacts, and maintain the growth trajectory of the States food systems. Stakeholders consider that while these objectives are conflicting there is scope for improvements in all these areas with confident investment based on predictable planning outcomes.

c. Assist the DPI to develop an ongoing system for defining, identifying, and mapping agricultural lands and its use throughout the State, co-ordinated with other State land use mapping processes and products.
d. Assist DPI to design and conduct a pilot of the Farm Practices Panel with a volunteer agricultural industry to test its potential to reduce the growth in conflict between agricultural producers and neighbours on a broader scale.

2. Secondly, during the second half of the Commissioner's term introduce a Bill to the NSW Parliament to:

a. Create a statutory office of the Agriculture Commissioner to give the position greater authority to influence policy and regulation relating to the NSW agriculture sector.
b. Provide the Commissioner with sufficient powers to access information to facilitate the efficient conduct of performance assessments of agencies in implementing the Government's land use policy.

The rationale for recommending a two-step process and dealing with statutory powers in the second step is that this should not precede or be allowed to distract from the matters proposed in the first step.

1. Purpose of this Report

The purpose of this Report is to develop options and assess their merits to inform the NSW Government's implementation of its election commitment *'to ensure a strong and independent NSW Agriculture Commissioner to provide more protection for our best farmland, and ensure food security, and a more sustainable and productive agriculture industry'*.

The paper discusses the potential roles and functions that could be the responsibility of an independent Agriculture Commissioner (Commissioner) and considers the practical measures and implications associated with these options.

The role and functions of a Commissioner need to be considered in the broader context of NSW executive government, and the appropriate roles and functions of established government agencies and offices. Powers, resourcing, skill requirements and organisational arrangements all depend on a coherent role and function definition, and clear differentiation between an independent Commissioner and broader executive government.

It is also important to note that without policy and regulatory changes to the land use planning system, an independent Commissioner, with or without statutory powers, is likely to have negligible impact on land use planning decisions and 'protection' of agricultural land. Moreover, exercising any such powers will depend on the articulation of clear policies those powers are to be used to implement and advance. Therefore, an important consideration is how a Commissioner could be established as part of a broader package of agriculture and land use planning policies that support the Government's election commitment and improved planning outcomes. Agricultural land is necessarily the source of land for other community requirements, and its use cannot be considered or regulated separately from these other policy priorities, some of which are critical to the State's future.

There are a number of key questions that have been considered in developing this Report. Some receive only passing comment within this Report but will require serious scoping work once the Government has determined its preferred model as part of the implementation process. The questions include:

- What outcomes are being sought from the appointment of an independent Agricultural Commissioner?
- What specific functions will the Agriculture Commissioner need to undertake to achieve these outcomes?
- What powers, if any, will be required to enable these functions to be undertaken?
- If the functions and outcomes being sought would rely on changes to existing law governing the relevant planning decisions rather than the Agriculture Commissioner's powers, or require both, what are those amendments to the planning law?
- What skills and resources would the Agriculture Commissioner require to deliver the outcomes?
- What form should the independent Agriculture Commissioner's relationship with the NSW Government, Ministers and Departments take?

2. Background

2.1 NSW Agriculture Commissioner

The NSW Agriculture Commissioner was first appointed in 2020 to provide advice to the Minister for Agriculture and the NSW Department of Primary Industries (NSW DPI) on agriculture and land use conflict matters in accordance with specific terms of reference. The Commissioner's role was created on a contractual basis within the Primary Industries portfolio. The Commissioner, supported by the NSW DPI, has provided various ad hoc advices and two reports on land use conflict and the regulation of agricultural land within the NSW planning system.

The first report, *Improving the Prospects for Agriculture and Regional Australia in the NSW Planning System* (October 2021) looked at the increasing land use conflict caused by urban and industrial growth, and an agriculture sector also experiencing historically buoyant growth prospects. It found that the Planning system has limited capacity to minimise conflict arising from new developments and no direct mechanisms to manage conflict from existing land uses.

The second report, *Renewable Energy Generation and Agriculture in NSW's rural landscape and Economy* (November 2022) found that NSW generally, and the agriculture sector and rural economies, require a stable energy supply and that additional measures are required to improve the acceptance of rural landowners and communities to achieve the rollout of renewable energy and associated facilities/infrastructure that will deliver this stability. As financing does not appear to be a problem, social acceptance may be the most significant impediment to delivery of this energy policy.

2.2 NSW Government commitments

The election commitment is to

> *Ensure a strong and independent NSW Agriculture Commissioner to provide more protection for our best farmland, ensure food security and a more sustainable and productive agriculture industry.*
>
> The Government has advised that this role will include:
>
> - identifying and protecting State significant agricultural land
> - investigating, and providing assistance to Government on, the issues around renewable energy sites in NSW as they relate to food production and distribution systems and the growth of a sustainable agriculture industry in NSW.

Over the last decade, NSW Governments have been asked to consider various proposals for an Agriculture Commissioner with the capacity to influence and even intervene in land use change and conflict matters and decision making. The NSW Farmers Association has been the source of a number of these proposals. The general concern underlying these proposals has been that the Planning System prioritises other land uses over agriculture and that new policy measures and legal mechanisms are required to achieve land use outcomes conducive to ongoing agricultural industry growth.

Ministers considering regulation to reduce the conversion of higher quality agricultural land for other purposes such as industrial and housing development will need to consider the potential risk

to the delivery of other policy priorities. These include the rollout of land based renewable energy facilities and associated infrastructure and increased housing supply, which are largely supported by regional communities and benefit the agriculture sector. Another pressure is the extensive land use change that will be required to achieve carbon emission targets and improved biodiversity outcomes.

A key challenge for government is how to balance these competing objectives as the competition for access to suitable land increases. Agricultural land will necessarily be the source of land for these other requirements for the foreseeable future. It is also likely that future growth in the agriculture sector will be influenced more by access to capital and labour than land, although land is obviously critical for broadacre producers.

There are increased pressures and tensions over land use change within many rural and semi-rural communities, stemming from increasing populations and expanding economic bases in these areas. While individual projects are resisted by some, the underlying policy objectives of long-term regional economic development, diversifying rural economies, increased housing development renewable energy facilities, and other economic/industrial land uses are broadly supported. We do not have a coherent land use policy framework to guide decision making among these competing priorities.

It is not realistic to envisage reducing these pressures and tensions, but we should try to manage the increasing trajectory more effectively (as many governments around the world are trying to do) by protecting the legitimate interests of landowners operating conventional production systems using widely accepted and legal practices. At an individual land use level, the issues range from the capacity of adjacent and nearby landowners to limit land use options on aesthetic and disturbance grounds – in the case of renewable and other industrial projects it is other farming landowners seeking to do this - to urban and semi-rural residential landowners seeking to limit normal farming activities.

Protecting 'higher quality' farmland

There are long standing concerns that agricultural land is seen in the planning system[1] as land "available for development". This has led to calls for improved land use regulation and developing knowledge about the location of our better-quality land that could inform that regulation. There are also concerns that increased regulation of land use would reduce landowners' land use options and

[1] The NSW Planning System

Decisions on most developments on agricultural land are the responsibility of the Local Council. Projects over $30 million will generally be determined by the Minister for Planning as State Significant Developments (SSD). These will include infrastructure projects and major industrial developments, including in the energy sector. In practice, most of these decisions are taken by delegates of the Minister in the Department of Planning etc.

The Independent Planning Commission is the consent authority for those SSD applications:

- that are not supported by relevant council(s), or
- where more than 50 unique public objections are received, or
- that have been made by a person who has disclosed a reportable political donation in connection with the development application.

Commissioners of the IPC are appointed by the Minister for their experience and expertise in a wide range of fields, including board governance, leadership and demonstrated decision making skills. There are currently two Commissioners with an agricultural background.

impair their land values and businesses, and that stronger regulation of agricultural lands will affect the delivery of other policy priorities such as increased housing supply.

Economic development has traditionally occurred through the conversion of the highest quality agricultural land to urban and industrial development – because we have generally settled and then developed the best land first. In NSW, this is most evident in the coastal zone, and many prospective investors in agriculture are now preferring to locate in inland NSW if that is feasible to reduce the risk of exposure to land use conflict.

At present there are limited planning 'protections' for agricultural land in NSW. The primary mechanism is the generic Rural Use planning/zoning arrangements administered by Local Government. These are not consistently applied or enforced across the State. Increased regulation of the use of this land at the property scale would require its definition, identification, and a regulatory regime to limit its conversion to other land uses. At present this mostly means housing development, renewable energy facilities, and other economic/industrial land uses. For some landowners, this also means intensive agricultural operations. More effective planning at a regional or landscape scale would require less precision but still more knowledge and data than is currently available to planners.

This regime and the evidence to support it would need to be in a sufficiently robust form to reliably inform landowners about their permissible land use options and support land use decisions. These decisions will reduce some asset values and impede commercial investments and could be expected to be challenged through the NSW Courts over time.

Data on land characteristics and use and the robust land classifications required for identification at a standard that will withstand reasonable scrutiny do not exist at present. However, the NSW DPI has commenced defining and identifying farmland, including mapping at a landscape level, and drafting a State Significant Agricultural Land Use Policy. This is the initial phase of a process that could be used to regulate rural land use more effectively if the policy and data at the appropriate scale becomes available in future. Land use planners and consent authorities have indicated that they would welcome this resource to improve planning outcomes.

Food security, productivity, and sustainability

NSW has experienced significant disruptions to food production and supply in recent years, with drought, the 2019/2020 bushfires, COVID-19 pandemic, and repeated flooding events across the state. The NSW Legislative Assembly's Committee on Environment and Planning has reported on challenges to food production and supply chains, and the need for planning to improve the reliability of food supply systems.[2] These are mainly whole of government issues outside the agriculture sector (transport, logistics, energy, etc) but the Commissioner could contribute to this work.

While primary producers in NSW operate with the ongoing challenges of seasonal variability and fluctuations in commodity prices, they are also are facing increasing government, community and financial institutional pressures to build natural capital on-farm and better balance primary production with biodiversity and carbon outcomes. At a national level the Australian Government has responded to the Independent Review of the of the *Environment Protection and Biodiversity Conservation Act 1999* by responding with the *Nature Positive Plan: better for the environment,*

[2] NSW Parliament Legislative Assembly Committee on Environment and Planning, 2022. *Food production and supply in NSW,* Report 3/57 NSW Parliament Legislative Assembly Committee on Environment and Planning.

better for business[3]. In NSW, the recent independent review of the *Biodiversity Conservation Act 2016*, led by Dr Ken Henry AC, has found that the Act is failing to achieve its purpose and objectives, and makes a number of recommendations that seek to achieve nature positive outcomes. While these policy developments will present opportunities for primary producers in emerging markets for on-farm nature-based solutions, less agricultural land will be available for production operations in the future. It does not follow that this will have a material impact of state agricultural output and should improve the resilience of rural economies, but communities and businesses will need to plan for this future operating environment to optimise outcomes.

Landowners and primary producers will have a significant role to play in responding to climate change. As recognised in the recent *National Statement on Climate Change and Agriculture*, the sector is 'at the forefront of climate change impact and opportunities'[4] and will be challenged to operate in a low-emissions future. The NSW Government has committed to legislating for a 50 per cent reduction in carbon emissions on 2005 levels by 2030, and to the establishment of a Net Zero Commission. The Commission will be responsible for developing the plan to achieve net zero emissions by 2050, and making recommendations and reporting to government in relation to these targets. The land use sector will figure prominently in this work and an Agriculture Commissioner is well placed to assist in ensuring an informed approach to decision making on these multiple policy objectives. An important objective in responding to climate change and the goal of net zero will be maintaining the industry's historically strong underlying performance. While the agriculture sector may not be required by this plan to achieve net zero emissions itself the scale of the reductions that will be required will be a very formidable challenge.

[3] Department of Climate Change, Energy, the Environment and Water, 2022, *Nature Positive Plan: better for the environment, better for business,* Department of Climate Change, Energy, the Environment and Water, Canberra, December. CC BY 4.0.

[4] Commonwealth of Australia 2023, *National Statement on Climate Change and Agriculture*, Department of Agriculture, Fisheries and Forestry, Canberra. CC BY 4.0. p.i.

3. An independent Agriculture Commissioner

Independence is generally understood to mean separation from executive government and a capacity to make decisions, undertake processes and provide advice without direction. Traditionally, independence has been demonstrated to exist through some form of secure tenure which could be statutory or contractual but is known to the interested public. In some cases, the capacity to initiate work without a specific authority from the government may also be considered important and this may not be seen as feasible under a non-statutory arrangement.

Making public policy cannot be an 'independent' function; it is a core government responsibility. However, its implementation, particularly if it involves regulation of some kind, can often require some level of independence. Access to advice from independent sources has also long been considered important in the development of major policies to assist in balancing interests and priorities where many of the available sources of advice might be self-interested or lacking the capacity to manage the full complexities of an issue.

Independence is therefore a tool that can be used to improve governance and the quality of decision making. It is not an objective or outcome in itself and, on its own, is not guaranteed to add value. It can be established in various ways, and how this should be done, depends largely on the purpose of that independence and the functions the Agriculture Commissioner is to undertake.

The 'powers' that will be required for the Commissioner similarly depend on the desired outcomes and functions of the role. Some powers could be provided through an appropriate authorising environment (i.e., Cabinet / Ministerial / Departmental direction and public statements on independence), while others would require a statutory basis.

The existing arrangement under which the Commissioner operates does not require any legal powers. Policy reviews/inquiries of the kind undertaken to date rely on expert and public participation, and this has generally been enthusiastic and thoughtful. On some matters that have commercial or other sensitive implications, there could be limitations because the Commissioner does not have the ability to compel government or non-government stakeholders to provide information, but this has not been a concern to date.

3.1 Statutory appointment

With an endorsed and publicly available Charter emphasising independence, an Agriculture Commissioner would have the authority to:

- provide policy advice to Parliament, Ministers and Government
- conduct inquiries, including consult with relevant government and non-government stakeholders and collect relevant data and information
- assist the development of strategies and plans, in collaboration with government and non-government stakeholders, and provide advice to local and strategic planning panels
- undertake limited performance assessments and/or reviews of legislative or policy settings that affect the agriculture sector
- provide a dispute resolution service, that is not legally binding.

New law would be required to create a statutory Agriculture Commissioner. The nature of that legislative mechanism would be guided by the government's decision on the Commissioner's functions.

Suggestions on how to provide a better enabling environment for agriculture through land use planning were included in the first report by the Agriculture Commissioner, *Improving the Prospects for Agriculture and Regional Australia in the NSW Planning System* (October 2021).

It is important to note that, if a policy decision were taken to strengthen controls over the conversion of agricultural land, new law/regulation would be required regardless of the role envisaged for the Commissioner. That is, a Commissioner requested by the Government to provide additional 'protection' for agricultural lands would have limited capacity to deliver this outcome regardless of their powers without some changes to way rural land use and change is currently regulated. This would be a major policy task, welcomed by some stakeholders and opposed by others.

A statutory appointment could enhance the role of the Commissioner in undertaking functions under a new policy framework such as:

- performance auditing and monitoring of government agencies on specific matters where agencies could be compelled to engage with and provide information to the Commissioner
- requiring planning agencies (Department of Planning, Housing and Infrastructure and local councils) to consult with the Commissioner. For example, on rural land use planning matters, and the development of strategic and regional plans.
- where analyses require access to commercial or other sensitive information, and it is necessary to be able to compel the provision of certain information. For example, to increase the range and depth of potential inquiries, reviews and/or audits. The use of any such powers would in turn create requirements for legal and administrative assistance which do not currently exist and would need to be resourced for those powers to be exercised responsibly
- providing powers to intervene in decision making processes. For example, in specific development approval processes to enforce prohibitions on incompatible land uses on designated higher value agricultural land
- undertaking dispute resolution services, including mediating and arbitrating, where the Agriculture Commissioner's determinations would be part of the legal framework for resolving issues.

3.2 The roles of Minister, Departments, and an independent Commissioner

Establishing an effective independent Commissioner will require a careful delineation of the intended relationship with executive government. A number of the functions which have been proposed for the Commissioner do not require the existence of an independent Commissioner and are arguably core functions of ministers and departments – such as determining and implementing policy and developing and managing knowledge products to inform decision making.

Advocacy on behalf of particular sectoral interests (agriculture in this case) is a political activity and the domain of industry organisations and those within government assuming that role within the executive – typically Ministers and departments working within a whole of government context. Individuals and organisations providing independent advice and having regulatory responsibilities are able to take the interests of particular sectors into account in their work but are generally required to do so in the context of broader public interests and established decision-making disciplines. Industry advocacy will generally be incompatible with these obligations, but the ability to apply an understanding of sectoral issues and interests to relevant policy and regulatory matters in an impartial way is an important asset in developing and implementing policy.

4. Options

A range of different functions have been proposed for the NSW Agriculture Commissioner. These functions would require different powers, skills, and resources. Some of these proposed functions could readily be accommodated within existing policy, regulatory and organisational frameworks, while others would require substantial changes in these areas.

The options considered in this advice are summarised in Table A. They are not mutually exclusive and there are some logical combinations that could be adopted. Some only make sense as part of a broader package of measures including stronger land use planning policies. While there has been a focus on potential Commissioner functions over the last few years the underlying theme in these discussions is generally more about a more effective land use policy and the role of a Commissioner in its implementation.

The discussion below sets out these separate options so that individual roles and functions can be assessed. These assessments are then drawn together to support a recommendation for the future role and functions of the NSW Agriculture Commissioner.

Note, Appendix A provides a more detailed discussion in relation to the regulatory protection of agricultural land and the potential role of the Commissioner.

Table A.

<table>
<tr><th colspan="3">Provision of advice</th></tr>
<tr><td>Option 1:
Provision of policy advice</td><td>Option 2:
Provision of policy advice and the ability to initiate own work program</td><td>Option 3:
Provision of policy advice,the ability to initiate own work program and information gathering powers to expand the potential areas of investigation</td></tr>
<tr><th colspan="3">Embedded in the planning system</th></tr>
<tr><td colspan="2">Option 4:
Embedded in the planning system with statutory referral and oversight function</td><td>Option 5:
Embedded in the planning system with decision-making powers in relation to a specific class of matters (such as conversion of defined agricultural lands to another land use.</td></tr>
<tr><th colspan="3">Land use dispute resolution</th></tr>
<tr><td>Option 6:
Land use policy dispute resolution and mediation function</td><td>Option 7:
Land use policy dispute resolution, mediation, and arbitration function</td><td>Option 8:
The Farm Practices Panel or some alternative mechanism for defining acceptable farm operating practices to inform dispute resolution, development consent decisions and educate residential communities close to agriculture production systems.</td></tr>
<tr><th colspan="3">A broader approach to regulating agricultural land use</th></tr>
<tr><td colspan="3">Option 9
Provide oversight of planning matters involving agricultural land including implementing and monitoring compliance with State policies on the definition and identification of agricultural land, the regulation of its use and conversion, impact assessment processes for decisions affecting the agriculture sector generally and on the use of this land, and dispute reduction process such as Option 8 above.</td></tr>
</table>

4. 1 Provision of advice

Option 1 – The provision of general policy advice

This option is essentially the current arrangement where the Commissioner provides advice on request to the Minister for Agriculture and department on issues affecting primary production, and to the NSW Government generally through the Minister. This can take the form of inquiries, policy reviews, discussion papers and consultation with relevant internal and external parties. Some of this advice would have public visibility, others would be for internal use including Cabinet processes.

Additional advisory functions could include:

- the Government imposing a requirement on public authorities to seek and consider an opinion from the Commissioner on projects proposed to affect agricultural land – with that assessment/opinion based on a test addressing impact on agricultural industry, broader public interests, and other relevant matters. This approach is similar to existing policy advice role of NSW DPI which currently occurs sporadically.
- Agriculture sector impact assessments could be adopted as an additional requirement for NSW Government decision making processes, as could requirements to consult the Commissioner on specified matters. Requirements to consult are a common feature of internal government processes, and impact assessments on areas of special policy interest are established elements of many Cabinet processes for a range of specific policy concerns across society and the economy.

The effectiveness of requirements along these lines, like that addressing other special policy interests depends largely on the quality of the advice, which in turn depends on capacity and time available to produce influential analysis and advice. This can require significant resources.

A role of this kind would also require clarity about the relationship between the Commissioner's advice and that of the Minister and department, and appropriate co-ordination of advice from the Regional/Primary industries portfolio to the broader Cabinet and Government.

The independence of the Commissioner could be enhanced by a public statement by the Minister and demonstrated by the Commissioner in the execution of their role and delivery of advice to the Minister. Under this option, no specific powers or legislation are required. Resourcing would be provided by the Department of Primary Industries, as it is at present. The lack of powers and independent resourcing has not impaired the operations of the Commissioner's office to date in the provision of advice.

The effectiveness of a requirement along these lines, like that addressing other special policy interests depends largely on the quality of the advice, which in turn depends on capacity and time available to produce influential analysis and advice. This can require significant resources.

A role of this kind would also require clarity about the relationship between the Commissioner's advice and that of the Minister and department, and appropriate co-ordination of advice from the Regional/Primary industries portfolio to the broader Cabinet and Government.

As well as the policy areas for attention identified in the Government's election commitment, it has indicated an intention for the Commissioner to work with the NSW Net Zero Commissioner on relevant issues, such as renewable energy matters. This work is advisory and the type of

activity envisaged in this Option. Given the scale of land use change required to meet emissions reductions targets effective co-ordination with the land use sector will be essential.

Option 2 – The provision of policy advice and the ability to initiate the Commissioner's own work program

Under this arrangement, the Commissioner would have the role and function as described in Option 1, with an additional capacity to initiate work and publish a work program following appropriate public consultation. This additional function would allow the Commissioner to consider and engage in work that stakeholders outside government consider require greater investigation.

This additional function would require no specific powers or legislation, although this could limit the matters the Commissioner could pursue.

Options 1 and 2 would allow the Commissioner to provide advice and make recommendations to the Minister on a wide variety of matters considered important to, and by, the agricultural sector. This might include assessing performance in implementing relevant policies and programs.

Option 2 would allow the Commissioner to work without a specific request from the Minister. While there would be a greater level of independence from the Minister and Department, it would be appropriate for the Commissioner to be required to consult with the Minister and department to co-ordinate priorities and resource allocations.

Option 3 - Policy advice, the ability to initiate own work program and information gathering powers to expand the range of potential areas of investigation

This option builds on Option 2 with the addition of information gathering powers to ensure the Commissioner has the capacity to review and/or investigate a wider range of matters that may have commercial or other sensitive dimensions, and have access to evidence to support effective performance monitoring among other things.

These powers would require new legislation and it would be necessary to define their purpose and the obligations on the Commissioner for the handling of documents and data secured through the use of these powers, as well as the additional processes and resources required if those powers are exercised. In addition to new legislation, protocols for the handling and use of documents and data secured under these powers would be required. An Office of the Commissioner could be established to provide the Commissioner with the resources required to manage this larger role and the obligations that would flow from the use of information gathering powers. Such an Office would require appropriate resourcing.

Assessment of Options 1-3

Some version of the Option 1 advising function seems an essential element of all effective potential Commissioner roles, and this view seems universally shared by stakeholders. The practical questions are therefore what additional functions could be added to enhance the effectiveness of the Commissioner in a cost-effective way, and how the independence of the office can be expressed more clearly.

It is hard to see a strong rationale for the Commissioner operating under a work program independent of the Government/Minister/Department's priorities (Option 2) with one possible exception. The Commissioner has to be useful and relevant so co-ordination of priorities with the Minister/department seems essential. However, if the Commissioner were given an explicit role in monitoring the implementation of policies and programs affecting the agriculture sector there would be a case for the Commissioner having the discretion typically available to auditors in selecting the subjects of those performance assessments.

The same logic would apply to the need for information gathering powers (Option 3). Most of the issues suggested for scrutiny where these powers would be needed involve commercial, industry structure and competition concerns. These are undoubtedly important issues for the agriculture sector but it is doubtful whether a state based Commissioner could add value to the work already undertaken by existing well established and resourced agencies (such as the ACCC) in these areas. However, a strong performance monitoring role requiring co-operation from a range of NSW and Local Government agencies may benefit from access to powers of some kind to encourage open and timely co-operation in providing evidence and documents. There are established models at the state and Commonwealth levels for providing access to documents and evidence.

4. 2 Embedded in the planning system

Many of the objectives and functions proposed for an Agriculture Commissioner are aimed at perceived deficiencies in the handling of agricultural lands and proposals for land use change within the planning system. Some of these proposals have envisaged locating the Commissioner within the Planning Department and system because this is seen as a way of increasing the Commissioner's influence in improving the regulation of agricultural lands.

Option 4 – Embedded in the planning system with statutory referral and oversight function

This option would provide the Commissioner a formal role within the planning system, with powers to oversight the regulation of agricultural land use and development, and provide advice to planning processes.

This role could take several forms, requiring a different legal basis and organisational arrangements depending on the precise function or outcome desired.

There could be an obligation on decision makers to seek advice from the Commissioner on land use planning and development applications which are proposing significant agricultural land use change, above some defined threshold. This would be a significant expansion of the advising function described in earlier options.

This would require the NSW Government to develop a land use policy which would form the basis for this advice, and a capacity for the Commissioner to determine which decision-making matters they would decide to engage with.

For larger developments assessed by the Planning Department and Independent Planning Commission (this would capture all commercial wind, and most solar developments,) there are several practical options that could be considered. To support these options the Commissioner could be located within the Department of Planning and integrated into its administration of the

planning system as part of a specialised agriculture unit. This could include a requirement to seek and consider an opinion from the Agriculture Commissioner on projects proposed to occur on agricultural land – with that assessment/opinion based on a test addressing impact on agricultural industry, broader public interests, and other relevant matters. This approach is similar to existing referrals of development proposals to NSW DPI Agriculture which currently occur sporadically.

Option 5 – Embedded in the planning system with decision-making powers

This option builds on Option 4 by providing the Commissioner with the capacity to intervene in planning processes with some form of decision-making role. This expanded role would rely on an effective policy framework, and most likely result in a capacity for the Commissioner to veto (rather than approve) those proposals not consistent with that policy framework.

Some submissions to the reviews undertaken by the Commissioner have proposed that the Commissioner have the capacity to intervene in planning decision making where required to enforce NSW Government policy on agricultural land use.

If the identification and mapping of higher value agricultural land could advance to the point where it could determine specific land uses, decisions (such as prohibitions on incompatible land uses on designated higher value land) could be a basis for the Commissioner exercising powers to intervene in specific development approval processes to enforce such prohibitions. This would mostly involve overriding decisions by local government authorities. This could only occur if the relevant land use policy and law, and the technical mechanisms to support it (data, mapping etc) were developed to the level necessary for decision making about quite small areas of land.

The requirement for 'concurrence' (a 'concurrent' approval) from the Commissioner on Development Applications based on the government's land use policy has been suggested. This might seem attractive at first glance but has some flaws. If the Commissioner is acting under the same statutory test and assessments as the other decision makers, it is not clear that this would deliver different outcomes. The Commissioner would need to have the capacity to deal efficiently with a large number of cases, and there must be real doubt about how much value would be added for the likely resources required to ensure decision making is not simply slowed by an additional bureaucratic process. Where a concurrence is not issued the development must be refused by the decision maker. The Commissioner could then be called up in legal proceedings as a defendant of that decision so the legal basis for reaching different decisions would therefore need to be clear and robust. Concurrence is not a good governance model in most instances and should be avoided if possible. This model is increasingly being phased out by Government.

Assessment of Options 4-5

There have been regular calls for the Commissioner to play the roles envisaged in these options in recent years but there is little support from stakeholders for these models because their practical difficulties are clearly evident. These options would likely be incompatible with the critical advisory function discussed in earlier options because of the limits of cross portfolio advising and the primary focus on planning. It is also difficult to see how independence and agriculture sector perspectives could be exercised and sustained in these organisational models. There would also be a significant resourcing requirement to ensure the creation of these roles wasn't adding to planning delays.

4. 3 Land use dispute resolution

Land use conflict between agricultural producers and neighbors, and between producers in some cases is a significant and increasing concern. This has led to consistent requests for the Commissioner to provide some form of dispute resolution service, but there is no convergence on a specific approach. There are three main potential options, which were considered in the 2021 advice on improved agricultural land use planning and conflict management

The Commissioner could provide a dispute resolution service in accordance with government land use policy. This could take several forms, requiring different powers, skills, and resources. Apart from the many practical matters these proposals suggest, the mechanisms and the associated legal regimes would need to be scoped to develop these options. There is clearly a demand for a service of this nature from those involved in and concerned about land use disputes.

Option 6 – Land use policy dispute resolution and mediation function

The Commissioner could provide a mediation service for disputes between producers, new project proponents, regulators and affected parties over plans and projects involving agricultural land use change.

There are existing mechanisms for escalation and appeal within the general planning and legal system, and there would need to be greater consideration as to how and at what point the Commissioner would add value to existing process.

Under this option mediation would not be decision making and would rely on goodwill for acceptance and implementation – so the decision-making entities and regulators would need to commit in some way to participating in these mediation processes. The Commissioner would also need to have the capacity to decline to mediate in cases where there is little scope to improve outcomes, and to manage a workflow that did not add to the already significant time pressures in the planning system.

Under this option, the Commissioner would need to have professional mediation experience and likely qualifications, which are very different to policy research and advising so these functions (and options) may be mutually exclusive.

Option 7 – Land use policy dispute resolution, mediation, and arbitration function

The Commissioner could provide an arbitration service for a defined set of matters outlined in Option 6. This option would be a significant escalation on other options on intervening in the planning system, with resulting escalations in the requirement for powers/legislation, resources, and policy clarity.

This would require a new legal regime within the planning system, a policy framework sufficiently detailed to support decision making, and professional skills and appropriate resourcing support.

Further, as decisions by the Commissioner would be appealable in the Courts, it is questionable what capacity there would be for the Commissioner to make determinations diverging from

those taken by regulators under the current law and policy. Expectations for greater protection for agricultural land use might rely more on changes to planning policy/regulation than the interventions of an Independent Commissioner.

Option 8 – Implement the Farm Practices Panel

The Agriculture Commissioner's 2021 report on land use conflict found that this conflict is increasing, and that in the absence of a direct and authoritative mechanism, dispute resolution relies largely on the skills of individual land use planning and local council employees. The Commissioner recommended establishing a process through a Farm Practices Panel to provide authoritative opinions on acceptable farm practices which could be used in resolving disputes and in considering development applications involving or adjacent to agricultural operations.

This recommendation drew on a growing body of experience in Australia and internationally as governments are testing various approaches to reducing the growth in land use conflict. The competition for land for production, industrial and residential uses is a global experience, as is falling public understanding of normal agricultural practices (which involve chemical use and can cause noise, odour, dust etc). Many governments are looking for ways to support the coexistence of production agriculture and other land uses in rural landscapes and at the margins of urban development.

Local Councils are currently responsible for mediating and arbitrating in disagreements about operating practices between agricultural producers and nearby residents. Generally, these nearby residents are residential or peri-urban in nature but are sometimes other primary producers. These disagreements usually relate to the production of noise, dust, odour, and the use of chemicals.

Across the state there are a large of number of these disputes at any point in time, with some concentrations around individual production facilities and industries (such as blueberries on the NSW north coast).

The Commissioner's 2021 report found that the current NSW arrangements do not have a direct mechanism or capacity to address the problem and largely rely on the capacities of individual Council employees to resolve disputes.

While there were some different views and experiences, a number of Councils advised the Commissioner that this was their most troublesome land use planning issue and it is was becoming increasingly difficult to manage as the gulf in understanding between urban residents and agricultural producers grows, and Council employees have become less familiar with production agriculture and its needs and practices.

The Commissioner recommended establishing a Farm Practices Panel to provide a source of authority on what operating practices producers should be able to use without concern about 'nuisance' actions, and what neighbouring residents and producers could reasonably expect. This could be used by Councils in resolving disputes and used as consent conditions for consistency and clarity for all parties.

Assessment of Options 6-8

The evidence for significant and growing land use conflict in NSW is clear and this recognition was the main motivation for the initial creation of the Agriculture Commissioner role. It is also evident

that our current approaches are not limiting the growth in this problem. The 2021 advice considered potential policy responses and in the consultations for this advice stakeholders indicated general support for that advice. Stakeholders accepted that there was limited value in attempting to deal with specific cases through mediation or arbitration and that a system wide approach along the lines of the proposed Farm Practices Panel would be more cost effective and sustainable.

In any case, it is not practical for the Commissioner to provide a dispute resolution service on request. The volume of requests would be overwhelming, and disputes of this kind should be addressed locally wherever possible. However, there could certainly be a role for the Commissioner in overseeing a statewide system like that based on the proposed panel.

4.4 Broader role to promote the interests of the agriculture sector within Government

Option 9 – Agricultural Production and Land Use

Under this Option proposed by a peak industry representative body, the Commissioner would assist the Minister and Department/s in implementing a whole of government policy to address the problems discussed throughout this paper and address impediments to the growth of the sector. The elements of this policy program would be:

- a whole of government vision for the future of the sector to deliver the growth agenda that has been adopted by Australian governments. The Commissioner's role would be to co-ordinate the development of this vision and promote its implementation across government.
- a statutory obligation on decision makers for planning policies and development approvals to take agricultural impacts into account in their decision-making processes. The Commissioner's role would be to provide advice on assessment processes and monitor compliance.
- a statewide system defining, identifying and mapping agricultural lands, and a policy on limiting land use change that would allow targets for preserving land uses to be developed. The Commissioner's role would be evaluation and monitoring implementation progress.
- the Commissioner leading or overseeing the development of a land use dispute resolution process along the lines in Option 8, based on defining and supporting routine farming practices.

The most important aspects of this option are the policy commitments that the NSW Government would make to implement this program. It is common for governments to require advice to Cabinets and Ministers to explicitly assess implications for specific groups in the community (which might include women, first nations citizens, etc) or parts of the broader economy (such as rural economies) where there concerns about the potential for conflicts with broader policy objectives to protect or promote these interests.

It would be feasible to oblige these advices to assess potential implications for the agricultural sector. There are many decisions that need to be made that have unavoidable adverse consequences for the sector and this requirement would ensure those consequences were assessed and taken into account, leading to more fully informed decisions.

Assessment of Option 9

This option would provide a welcome focus on more effective regulation of agricultural lands and a whole of government approach to the interests of the agriculture sector and regional economies in broader decision making.

The main concern with the option is that in developing a balanced approach to agriculture lands and industries the Government would also need to consider and reconcile the broader economic and social interests which themselves are creating many of these competitive tensions. An effective agricultural lands policy could only be implemented in practice as part of a broader integrated land use policy framework which also addresses food and fibre production, housing supply, industrial developments, carbon and broader environmental requirements. In other words, this Option is a useful start for developing a land use policy.

5. Summary of Consultation

Consultation with target stakeholders was undertaken in July and August 2023 and took place via direct meetings and targeted stakeholder webinars where participants were invited to discuss the proposed options and invited to provide feedback either during the meeting or in writing.

The targeted groups included NSW Government agencies, local government, and agricultural industry representatives. Two repeated webinars were held with local government representatives, while one webinar was held with participants from both intensive and extensive agricultural industries. Participants were provided with a briefing paper prior to the webinar, with a presentation further elaborating on key points.

While only targeted consultations were possible given the time available to deliver the report, the content was consistent with feedback provided during the Commissioner's two previous reports, with clear preferences for what stakeholders value and would seek from an independent Agriculture Commissioner model. The main themes and observations are described below.

There is a need to balance competing policy priorities

- Stakeholders identified that food production should be considered on an equal footing alongside other state priorities such as meeting the net zero goal and biodiversity conservation targets.
- Stakeholders understand that these priorities along with housing and industrial development will compete for land, and an independent Agriculture Commissioner would assist in ensuring that sustaining agricultural production and agricultural land use is given sufficient weighting in decision making processes.

There is value in establishing a Farm Practices Panel

- Both local government and agricultural industry stakeholders confirmed their support for some version of a Farm Practices Panel as a means of reversing the growing incidence of land use disputes affecting on producers in some areas.

It is important to have sound land use planning at a local and regional level and implement those plans consistently in making land use decisions in all their various forms

- Agricultural production is increasingly influenced by requirements unrelated to soil and water quality and access to technology and infrastructure need to be considered in planning for future food and fibre production.
- Stakeholders noted that while Regional Plans often recognised the importance of agricultural production to their regions, more effective mechanisms were required to translate this into consistent planning decisions along with regular performance monitoring.

Appendix B includes a list of stakeholders that were consulted in development of this report.

6. Conclusion

There appears to be general support for the objective of providing additional 'protection' within the planning system for higher quality agricultural land.

However, it is obvious that there are some very different ideas about what this should mean in practice, on the strength of this protection, how it might be provided, and the optimal trade-offs with other competing land uses and policy objectives. The most obvious examples of this are increased housing supply, particularly in the coastal zone, and renewable energy facilities and related infrastructure which will generally be built in rural areas. Agricultural lands will also be the source for improved biodiversity and carbon outcomes.

There is also a range of differing views about these policy priorities, and the appropriate weighting of the interests of landowners, neighbours, local and regional communities, and the State generally.

For those wanting to give priority to retention of existing land uses, the outcome of a stronger land use policy would be maintenance of land uses on higher quality land, with the Agricultural Commissioner assisting the Minister and Department to ensure a regime is implemented and maintained to achieve this.

For others, giving higher priority to regional economic development and diversifying those regional economies, planned land use change is essential. In this vision for rural NSW, the role of the Commissioner would be to contribute to improved planning policies and practices and assist in managing the unavoidable land use conflicts so that its impact on individuals, businesses and communities is minimised.

Stakeholders recognise that the starting point for delivering change in this area is a policy framework that is clear, implemented consistently, and its performance monitored regularly.

One of the central roles of government is balancing competing public objectives. The planning system is designed to provide a process for delivering this balance in practice, and in a way that can be applied throughout the state on a project-by-project basis. This is playing out presently as strong and competitive demand from various industries for rural land, looking to make significant and long-term investments. This includes from the agriculture sector itself. To increase the effectiveness of the planning system, clarity is required on the preferred balance and trade-offs in land use decision making processes and how the use of rural and agricultural land is to be regulated.

The effectiveness of the Commissioner under any option and scenario will largely depend on the Government providing clarity on its approach to agricultural land use within the planning system, and the cascading decisions about powers and resources required to reinforce these priority setting decisions.

An independent Agriculture Commissioner

The options identified in this advice are not mutually exclusive and this was clearly evident to stakeholders during consultation. A practical combination of elements among these options is likely to be the most cost effective and practical configuration for a future Commissioner and meet the expectations of what stakeholders see as the value in establishing that office.

In considering this advice the following principles have been used:

- Additional requirements that add time and effort to planning approval decision making processes need to add at least commensurate value to those decisions to be warranted. The NSW planning system is already considered to be overly complex and time consuming and adding to this would require a strong rationale.
- The Commissioner's focus should be on system wide approaches to the problems identified for their attention – engagement on individual cases is not likely to be an effective focus for the Commissioner.
- The Commissioner's work should add to that of the Minister and Department, not duplicate or conflict with those executive and governance functions. This will require clear delineation of the Commissioner's role.
- A statutory basis for the office is necessary for exercising decision-making responsibilities and would add to the authority of advisory and other roles not exercising executive functions, but also requires a strong rationale.
- In delivering the role/functions the Government should avoid duplication of functions undertaken by existing agencies, including at the national level.

During the preparation of this advice stakeholders provided similar feedback on concerns and priorities as they did on matters covered in previous advice by the Agriculture Commissioner to the NSW Government. This has provided reasonable confidence in the advice in this report despite the limited process for its development.

There seems general agreement that more effective regulation of agricultural lands and their use is needed. This has several dimensions:

- The most important is a strong and practical policy framework which provides clear guidance for regulators and landowners on how agricultural lands and land use should be regulated for the longer term. This cannot be a prohibition on land use change and the conversion of agricultural land for residential, public infrastructure and services, and industrial use. This land use change is essential, but it should occur in a more orderly, planned, and predictable way to preserve some landscapes and land uses, minimise the costs of providing infrastructure, etc, for others where land use change is anticipated, and seek to minimise land use conflict. The underlying productivity of land is one of many considerations in this planning and often not the most important.
- Improved regional planning which implements this policy.
- Consistent application of this policy and planning in development approval processes.
- Rigorous definition, identification and mapping of land uses so that the evidence and data available to inform the above processes is widely available to regulators and landowners.
- A more effective mechanism for addressing the conflicts arising from existing and evolving land uses already permitted by development approvals granted over many decades.
- A consistent approach to monitoring outcomes and the performance of land use policies, and of the agencies responsible for their implementation.

This is a challenge governments around the world are working on and how effectively it is addressed over time will influence our success in achieving seemingly incompatible policy objectives. These include adequate housing supply, reliable energy supply, modern and appropriate public services, efficient food production and distribution, and improved carbon and biodiversity outcomes. Improved planning and land use outcomes also implies the loss of some existing landowner rights

and entitlements – through larger lot size requirements and the loss of some dwelling entitlements incompatible with ongoing agricultural operations.

The practical question for this advice is therefore what contribution an independent Agriculture Commissioner can make to this central challenge for the NSW Government. Fortunately, there is a broadly shared view of this among stakeholders despite the range of options that have been proposed in recent years and discussed earlier in this advice.

Most importantly, there is minimal support for the Commissioner becoming a decision maker within the planning system, nor to be involved in individual planning approval cases and disputes. Instead, there is broad support for the Commissioner playing a State and system wide role advising and assisting the operation of that system as it involves agricultural lands, monitoring outcomes and the performance of that system and providing greater public visibility through reporting, etc.

Seen through this lens the range of feasible options narrows considerably, but there remain several choices open to Governments in creating a new office.

There seems universal support for the Commissioner continuing to provide advice on matters requested by the Minister and Department responsible for agriculture and this is the starting point for constructing the Commissioner's role. This means that the Commissioner should continue to be located in the agriculture portfolio.

The Government has identified a number of issues on which it may be seeking advice from the Commissioner including land use and planning, pathways to net zero emissions by 2050, regulation of renewable energy facility developments, and improving natural capital management in the rural landscape. The Commissioner should also have the capacity to advise the Planning Department and other relevant agencies on agriculture related matters.

The provision of advice on these issues should not require access to any legal powers. However, if the Commissioner were asked to monitor and report on the performance of the planning and broader State public policy operations in implementing and delivering agricultural land use policies, it would be desirable for the Commissioner to have a statutory basis to provide appropriate authority, and to have access to limited information gathering powers. Those powers should be limited to documents and data held by NSW Government agencies relevant to these performance assessments. There would be no need for access to private holdings to undertake these assessments.

Similarly, there seems little value in the Commissioner having the capacity to undertake investigations or reviews on matters not agreed with the Minister for Agriculture, with this same exception relating to performance assessments internal to the government. There is a coherent and important work program on the matters already identified for the Commission's attention over the next decade, and many of the other industry performance matters that have been suggested are more properly the responsibility of the NSW Government and Department than a small independent entity.

Stakeholders repeated earlier concerns about the growing incidence of conflict involving (and sometimes between) rural landowners and residential communities and industrial operations. The scale and broadly dispersed nature of this problem means that the Commissioner's engagement in individual cases is not seen as a practical and cost effective response to this problem. Instead, a system and statewide response is seen as necessary, with some mechanism for defining and authorising normal /acceptable/routine production practices, informing community expectations

about those practices, and providing some form of 'protection' for producers using those practices in a responsible way. In the absence of alternative propositions that could have emerged since the Commissioner reported on this issue in 2021, there seems to be strong support for testing the Farm Practices Panel model recommended in that report, possibly through one or more pilot programs before making decisions on its broader application.

Some of the elements of a more effective system for regulating agricultural landuse will require additional resourcing to be successful. The most obvious example of this is the identification and mapping of land used for agricultural production, the nature of that land use and the attributes of the land. This will become increasingly important as the demand for that land for carbon sequestration and restoring biodiversity inevitably increases.

Recommendation

I recommend that that the NSW Government considers the creation of an Agriculture Commissioner position through a staged process, and with the following functions and capacities:

1. Initially, appoint a Commissioner with a three year term to:

   a. Provide advice to the NSW Government and its agencies on agriculture and land use related matters, and other issues at the request of the Minister for Agriculture.
   b. Assist NSW Government agencies to develop a rural land use policy for Government consideration to address the matters identified in this and previous reports to the Government. The policy should be sufficiently detailed to provide guidance to land use regulators and planners on how to approach competing demands for land use and access from food and fibre producers, residential development, renewable energy developers, public infrastructure, biodiversity recovery and carbon sequestration. This policy should provide a basis for implementing relevant government policies in an efficient way, address potential third party impacts, and maintain the growth trajectory of the States food systems. Stakeholders consider that while these objectives are conflicting there is scope for improvements in all these areas with confident investment based on predictable planning outcomes.
   c. Assist the DPI to develop an ongoing system for defining, identifying, and mapping agricultural lands and its use throughout the State, co-ordinated with other State land use mapping processes and products.
   d. Assist DPI to design and conduct a pilot of the Farm Practices Panel with a volunteer agricultural industry to test its potential to reduce the growth in conflict between agricultural producers and neighbours on a broader scale.

2. During the second half of the Commissioner's term introduce a Bill to the NSW Parliament to:

   a. Create a statutory office of the Agriculture Commissioner to give the position greater authority to influence policy and regulation relating to the NSW agriculture sector.
   b. Provide the Commissioner with sufficient powers to access information to facilitate the efficient conduct of performance assessments of agencies in implementing the Government's land use policy.

The rationale for recommending a two-step process and dealing with statutory powers in the second step is that this should not precede or be allowed to distract from the matters proposed in the first step.

Appendix A: Regulatory protection of agricultural land and the role of the Commissioner

There are several options for increasing regulatory protection of agricultural land. These options range from stronger recognition of agriculture in the strategic planning framework, to statutory controls which influence the development application process.

The options for a stronger approach to regulating rural land use in the strategic planning framework start with increased recognition of agriculture in regional plans. Most regional plans that apply to land where agriculture is a prominent land use do recognise the importance of agriculture to the region. The Commissioner could be given a formal role in assessing whether this recognition is comprehensive and effective in draft Regional Plans.

There are specific measures that could be adopted to provide stronger protection for agricultural land against incompatible land uses.

Regardless of how the issue of 'protecting' agricultural land is approached its definition and identification is necessary. In the last few years this has been developing through the concept of State Significant Agricultural Land (SSAL). In time this land could be mapped in Regional Plans with any protections appropriate to deliver these plans. This could include higher thresholds to be met for proposals for land use change. The North Coast Regional Plan identifies Important Farmland and, in so doing, elevates its importance in strategic planning considerations. Other regional plans do not have a similar means of identifying significant farmland and the SSAL Map could provide this mechanism in time. The North Coast Plan does not address the critical issue of policy priorities where there are proposals for potentially conflicting land use change and very likely conflicting policy objectives. The Commissioner could play a role is assisting ministers provide direction to land use regulators on these conflicts.

It would also be possible to make a Ministerial Direction to 'protect' SSAL or create a process for resolving these conflicts more effectively in strategic planning. A Ministerial Direction has been in place for the Important Farmland in the North Coast region since 2007 (Direction 9.4 Farmland of State and Regional Significance on the NSW Far North Coast). It has the effect of preventing Important Farmland from being rezoned for urban purposes through ad hoc proposals and requiring consistency with the regional plan. This is believed to be limiting housing development in this flood free areas so its efficacy depends on your perception of land use priorities.

The current Ministerial Direction for rural land (Direction 9.2 Rural Lands) is more general in nature, dealing with a range of issues that relate to rural land and requiring the consideration of various matters without giving primacy to agricultural production or excluding land uses that are incompatible with agriculture. It is not considered to be effective in resolving policy and regulatory priorities. Responsibility for these mechanisms would not be appropriate for an independent Agriculture Commissioner but could be implemented in a broader package of agriculture and rural land use policy measures that include new Agriculture Commissioner arrangements.

It would also not be practical for the Commissioner to be given the role and capacity to intervene in individual development approval decisions by Local Councils. There are established processes for

dealing with these development approvals and the number and diversity of decisions of this kind that are contested would overwhelm capacity and the Commissioner would likely add little long-term value in any case, regardless of resources. At this level, additional land use preservation requirements could only be implemented effectively by the State Government as an obligation on Councils – once policy is settled and definition/identification and regulatory measures are ready for use.

To achieve a consistent approach across the state, changes to planning controls in either a State Environmental Planning Policy (SEPP) or the Standard Instrument - Principal Local Environmental Plan (SILEP) could be considered. Councils are able to make changes to individual local environmental plans (LEPs), and while local discretion and judgement is important it does lead to the currently variable and diverse approach to regulating agricultural land use. Achieving a more effective state wide system for regulating agricultural lands would require some greater statewide consistency and reduced local discretion. Changes to the planning controls could include:

- prohibitions on certain developments in certain locations such as a prohibition on certain non-agricultural land uses on land mapped as SSAL
- a requirement for consent authorities to consider certain matters prescribed in an environmental planning instrument in the assessment of a proposal
- requirements to consider certain guidance material for development proposals which may have an impact on agriculture
- reducing the range of land uses permitted without development assessment in the rural areas.

Each of these measures could also have negative impacts on investment in regional economies. The adoption of increased regulatory protection would need to be considered carefully in a broader environment in which governments and communities are also seeking an expansion in housing supply and an increased momentum in the rollout of renewable facilities and transmission infrastructure. These will largely occur on agricultural land and these conflicting objectives need to be resolved at a policy level before they can be regulated effectively.

The key point here is that the existence of a Commissioner, even in a more active decision making role, is not likely to be the main contribution to achieving the desired outcomes. Without policy and regulatory changes to the planning system an Agriculture Commissioner, with or without statutory powers, will have negligible impact on outcomes for agriculture. This limitation will occur as the existing decision-making parameters will not change and in the absence of new law which gives agricultural land use priority, land use planners, decision makers and the courts will follow precedents and enforce existing planning system outcomes.

Appendix B: Stakeholder consultation

Australian Chicken Meat Federation

Australian Lot Feeders Association

Berries Australia

Cotton Australia

Goulbourn Mulwaree Council

Gunnedah Shire Council

Kiama Municipal Council

Lake Macquarie City Council

Lithgow City Council

Liverpool Plains Shire Council

Local Government NSW

Narrabri Shire Council

Narromine Shire Council

NSW Department of Planning and Environment

NSW Department of Primary Industries

NSW Farmers Association

Office of Local Government NSW

Planning Institute of Australia

Ricegrowers Association of Australia

The Hills Shire

Warrumbungle Shire Council

Wollondilly Shire Council

13.2 Protection of agricultural lands

Responsible Officer:	CEO – Kelly Westell
Strategic Directions	SD1: Plan for and Manage Growth SD3: Grow the Visitor Economy & our Regional Service Hub SD4: Preserve our Natural Environment & Enhance our Built Assets
Financial Implication:	Nil
Statutory Implication:	Local Government Act 1999, Section 6 – Principal role of a council, in particular: (a) to act as a representative, informed and responsible decision-maker in the interests of its community; and (d) to represent the interests of its community to the wider community; and
Policy Implication:	Nil
Consultative and Community Implication:	Nil at this stage

Report

The Limestone Coast is the State's farming powerhouse, generating approximately 30% of South Australia's agricultural produce by value (GDP). In 2023/24, agriculture, forestry and fishing had the largest output by industry in the region, generating $3,349 million.

The viability of our regional towns depends largely on agriculture and its allied industries.

At Council's recent business prospectus information session, Members were clear that a priority for Council should be to promote and protect our agriculture sector and concerns were raised about the potential impact from mining and energy developments on highly productive farmlands.

Across the region, a number of developments have been recently discussed, are in the pipeline or due for consideration, and there are concerns about the potential for conflict with farming land uses. These include:

- Mining exploration and developments
- Looming expiry of the moratorium on fracking
- Windfarms (off shore and on shore) – wind generation and transmission lines
- Solar and battery farm developments

These are not new issues and the Limestone Coast is not the only region where tensions arise: recent media articles point to issues around housing development in the Adelaide Hills and northern Plains leading to conflict with existing farm practices.

It is unclear to what extent the broader impacts of development on agricultural land are recognised and/or understood by the South Australian Government.

In relation to AR3's Koppamurra mine, Council earlier this year wrote to the Minister for Energy & Mining seeking an urgent independent vulnerability assessment into all aspects of strip mining activities in the Limestone Coast and potential risks to the economy, environment and community.

The Minister's response pointed Council to the project-specific process as the appropriate method for providing feedback. This ignores the key issues in relation to the broader regional risks and impacts across the Limestone Coast region, including:

- Short- and long-term environmental impacts, including on the precious aquifers
- Social harm, including the mental health and wellbeing of landholders, impacts on communities etc
- Financial impacts with the potential loss of premium agricultural lands
- Other potential impacts (e.g. on tourism)

Through Mayor Ross, Naracoorte Lucindale has played a strong role in advocating for the farming sector in relation to drought, and that role continues. Disappointingly, it has become clear local government does not have sufficient influence with the State when it comes to advocating for matters impacting farmers, as evidenced by the lack of traction on the concept of a rating rebate or deferral scheme for those doing it tough in times of drought.

Naracoorte Lucindale Council is one voice. However, as an issue that concerns the entire Limestone Coast region, support of the Limestone Coast LGA – and other peak bodies, as required – will amplify calls from Council for greater protection for the agriculture sector and valuable farming land in the South East and even further afield.

Protections that could be explored by the Limestone Coast LGA include:

- Establishment of an Independent Commissioner for Agriculture for South Australia;
- Greater inputs from (and consideration of) the agriculture sector in relation to mining and energy decisions;
- Regional vulnerability assessments that explore the environmental, social / cultural and economic risks associated with intrusive and extractive industries.

Earlier this year, New South Wales established that state's first statutory Independent Agriculture Commissioner. Her remit includes to work across all levels of government to provide an independent voice for NSW farmers and provide the government with advice and recommendations on agricultural matters such as land use, food security and agricultural productivity issues.

The priority areas guiding the Commissioner's work include to:

- Promote a coordinated and collaborative approach across the Commonwealth Government, the NSW Government and local councils in relation to agricultural matters.

- Provide input and advice on the challenges and opportunities of delivering critical renewable energy infrastructure for the agriculture sector.

More information on the Commissioner's role can be found here:
https://www.dpi.nsw.gov.au/agriculture/lup/nsw-agriculture-commissioner

These priority areas are consistent with the concerns raised by Council Members.

It is clear this Council sees merit in protecting agricultural land and focusing on value adding to the sector, rather than diminishing productive land. The aim with this recommendation is not to position Naracoorte Lucindale Council as an anti-mining, anti-energy or anti-development but seeks to explore ways of safeguarding agriculture in regions of high value and high risk, such as the Limestone Coast.

As the key advocacy body for local government in this region, the Limestone Coast LGA may be in a position to further explore opportunities to present back to constituent councils for agreement.

Right now, the concern is that our individual voices are not being heard and our efforts to protect the value of our land (and sea), food security, agricultural sector and tourism opportunities for current and future generations are being misunderstood, played down or ignored.

RECOMMENDATION

MOVED CR
SECONDED CR

That the Mayor seeks the support of the Limestone Coast LGA to explore ways of seeking greater protection for the agriculture sector and valuable farming land in the South East, as described in the report.

Limestone Coast Policy Priorities 2026



LCLGA
Limestone Coast Local Government Association

Our Region

The Limestone Coast describes a rich and diverse geographical region that covers over 21,000 square kilometres, currently home to almost 70,000 people and with a Gross Regional Product of $5.1 billion. The Limestone Coast punches well above its weight as the region is home to 3.6 per cent of South Australia's population while contributing over 30 per cent of the state's Agricultural exports from just 2 per cent of the State's land mass.

The region benefits from fertile soils, a mediterranean climate, extensive confined and unconfined aquifers as well as the cold, clean waters of the southern ocean. These diverse natural assets have enabled globally significant food, wine and fibre production.

The modern Limestone Coast economy has been built from the agriculture, forestry and fishing sectors which continue to provide the region's largest economic output and employment. Growing industries such as modern manufacturing linked to our primary produce, an increasing visitor economy and significant employment in the health and care sectors indicate increasingly diverse economic opportunities under the right policy settings.

As the closest level of government to the people, local government plays a critical role in understanding the needs of local communities and advocating for the support required to deliver infrastructure and services to enable sustainable population growth, projected to reach over 85,000 by 2051. Councils within the Limestone Coast recognise the potential for economic growth to enable a highly productive and prosperous community that will continue to contribute significantly to the South Australian economy.



$4.8 Billion
Exports



$5.1 Billion
Gross Regional Product



69,336
Population

Industry Size by Output



$3.35B (36.7%)
Agriculture, Forestry & Fishing



$1.56B (17.1%)
Manufacturing



$879M (9.6%)
Construction

1 https://plan.sa.gov.au/__data/assets/pdf_file/0019/1235431/Population-Projections-for-South-Australia-and-Regions-2021-to-2051.pdf



21,329km²
Limestone Coast land size



8,907km
Roads managed by local government



43
Average age of Limestone Coast residents



2.4%
Unemployment rate

Industry Size by Employment



6,268 people (18.4%)
Agriculture, Forestry & Fishing



4,819 people (14.1%)
Manufacturing



4,460 people (13.1%)
Health Care & Social Assistance

About Us

Local Government in Limestone Coast has been working together for over 140 years.

As the peak body representing Local Government in the Limestone Coast, the LCLGA takes a lead to advocate on behalf of the region across a wide range of issues with the goal of continuing the 140 year history of collectively building strong, sustainable communities.

Our Vision for the Limestone Coast

- Regional growth that is considered and sustainable.
- Communities that are supported with the services and infrastructure needed to thrive now and generations into the future.
- To maintain our competitive advantage and global reputation for the clean, green environment and the food and fibre that is produced from our resources
- A diverse economy that is resilient and balanced
- A highly attractive region to live, work, visit and invest.

To achieve our long term vision, the collaborative efforts of local government are focused around four key themes;

Infrastructure and services

Ensuring that regional infrastructure and services are fit for purpose and have the capacity to meet the region's current and future needs to enable productivity for industry and highly desirable liveability.

Sustainable economy

Supporting and promoting a thriving and diverse economy for prosperity and sustainable employment throughout the region.

Environmental awareness

Acknowledging and respecting the responsibility to manage and protect our natural environment and resources, recognising that these unique and diverse natural assets underpin our economic and social prosperity.

Community and social well-being

Advocating and collaborating with regional partners to enhance the quality of life, health and wellbeing understanding that a strong sense of community and enhanced social wellbeing enables an attractive region for young and working-aged people and families.

Our Priorities

By working together, all levels of government and industry can overcome the challenges inhibiting sustainable growth and ensure the Limestone Coast reaches its potential, contributing even more significantly to South Australia's economy.

The Limestone Coast Local Government Association has identified a number of key policy priorities to address challenges and unlock potential over the next 5 years.

Unlocking Housing Supply 6-7

Connecting The Limestone Coast 8-9

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Healthy Community 12

Limestone Coast Academy Of Sport 13

Sustainable Food And Fibre Production 14

Support For Coastal Communities 15



Lacepede Seafood, South Australian Tourism Commission

Unlocking Housing Supply

Meeting the demand for housing is crucial for the region's prosperity, liveability and is a key priority for local and state governments. An additional 8,805 dwellings will be required across the Limestone Coast region by 2051 to meet demand and while there is a sufficient supply of appropriately zoned land to accommodate growth, enabling infrastructure and market failure are the two key issues constraining supply.

The LCLGA wants to see population growth within the Limestone Coast that is considered, sustainable and proportional, with towns such as Bordertown, Keith, Naracoorte and Kingston SE growing relative to that of the greater Mount Gambier area.

To meet the demand for housing and accommodate the workforce required to address current shortages in healthcare, childcare and other critical sectors, barriers to residential housing development in established population centres must be removed.

Enabling Infrastructure

Town Water Supply

Bordertown's water supply is at capacity, limiting the ability of any new industrial and residential developments to meet demand.

Significant scoping and investigation works need to be prioritised before identifying options for an alternative water source to meet projected growth.

Wastewater Treatment Capacity

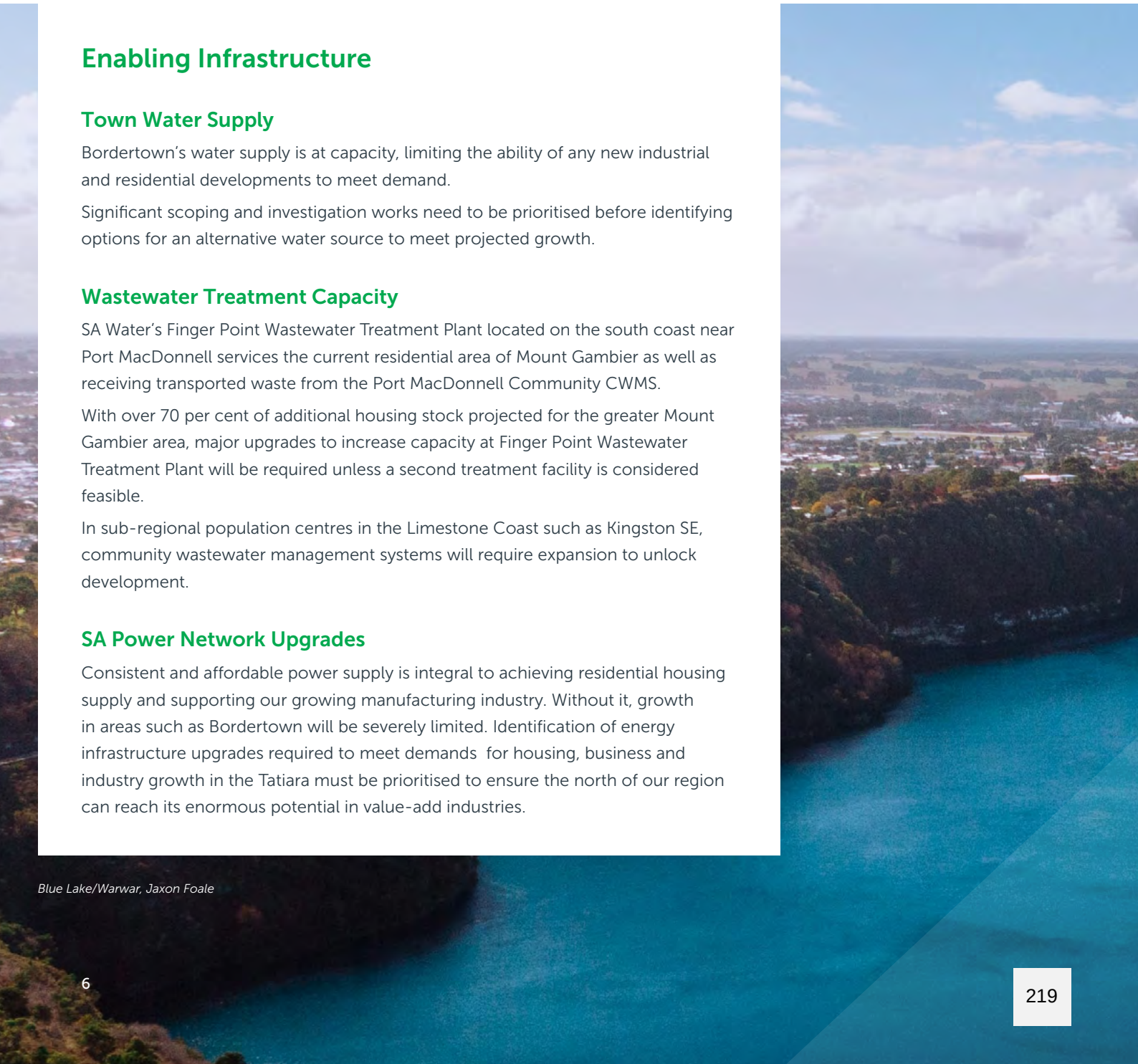
SA Water's Finger Point Wastewater Treatment Plant located on the south coast near Port MacDonnell services the current residential area of Mount Gambier as well as receiving transported waste from the Port MacDonnell Community CWMS.

With over 70 per cent of additional housing stock projected for the greater Mount Gambier area, major upgrades to increase capacity at Finger Point Wastewater Treatment Plant will be required unless a second treatment facility is considered feasible.

In sub-regional population centres in the Limestone Coast such as Kingston SE, community wastewater management systems will require expansion to unlock development.

SA Power Network Upgrades

Consistent and affordable power supply is integral to achieving residential housing supply and supporting our growing manufacturing industry. Without it, growth in areas such as Bordertown will be severely limited. Identification of energy infrastructure upgrades required to meet demands for housing, business and industry growth in the Tatiara must be prioritised to ensure the north of our region can reach its enormous potential in value-add industries.



Blue Lake/Warwar, Jaxon Foale

Unlocking Housing Supply

Land Development

The limited commercial viability for private developers in certain areas of the Limestone Coast presents a significant barrier to increasing housing stock. Despite strong demand in numerous townships within the region, insufficient or negative returns on investment restrict the commercial development of available land.

Local government or community housing providers could address this market failure by using low or no cost finance from State or Federal Governments to develop land in suitable areas where it is uneconomic for private investment.

Ask

- Major upgrades to increase capacity at Finger Point Wastewater Treatment plant
- Additional access points to the Finger Point pipeline
- Significant increase to the CWMS program funding
- SA Power Networks upgrades - Keith to Bordertown
- Bordertown water supply planning study
- Local Government access to low or no cost finance to develop vacant land



Connecting the Limestone Coast

Strong, prosperous communities are safe and connected communities.

Connecting regional service hubs to surrounding population centres and our State Capital is essential for considered and sustainable growth.

Regional Air Travel

41 percent of domestic passengers travel through regional airports in Australia. These regional air services play an important role in our in regional communities and our nation's economic prosperity, yet regional aviation carries a disproportionate burden of fees and charges levied per ticket, ultimately threatening the sustainability of services.

The Limestone Coast has one regional airport with scheduled passenger services. The Mount Gambier Regional Airport is owned and operated by the District Council of Grant, providing the infrastructure and management that allows two commercial airlines to fly around 80,000 passengers in and out of the terminal each year. The Limestone Coast Local Government Association seeks State and Federal Government support to secure the future viability and sustainability of passenger air services that connect the Limestone Coast.

Public Transport

Much of the Limestone Coast is not serviced by public transport and has very limited access to taxis.

Existing public transport is inadequate and inequitable. As a cross-border community, our regional capital of Mount Gambier is better connected to regional Victoria and Melbourne than it is to Adelaide and the regional centres along the way.

A bus trip from Mount Gambier to Adelaide (one commercial service daily) is eight times more expensive than to Melbourne (multiple public services daily).

Inadequate public transport is a key limitation on the liveability of our region and impacts on our ability to attract workers and students.

The Limestone Coast Local Government Association seeks increased public transport services and subsidised fares both in and between major regional towns to support local economies and improve health and education outcomes.



Community Transport

Lack of public transport and very limited access to commercial services exacerbates barriers to social connection and essential services for vulnerable residents. Transport disadvantage has significant and detrimental impact on the ability to participate in community leading to isolation and poorer health outcomes.

Community Transport services are an essential component to addressing transport disadvantage for those in our community with no other option.

The Limestone Coast Local Government Association seeks nationally consistent, fair and equitable funding for Community Transport providers that considers each trips needs including distance travelled and the level of support required. Current funding models disadvantage regional communities, placing unfair pressure on the sustainability of services.

Connecting the Limestone Coast

Safe & Productive Roads

Without an extensive rail network, road freight carries much of the primary produce and manufactured goods produced in the Limestone Coast, worth over $2.6 billion in total exports.

Limestone Coast roads carry the products – livestock, grain, diary, forest products, grapes and potatoes – that generate a third of South Australia's agricultural exports from only 2 percent of the States land mass.

In addition to the growing demand for food and fibre produced in the Limestone Coast, opportunities exist to expand local processing and packaging activities as well as support emerging Agri-tourism and an increasing demand for food and wine tourism.

The Limestone Coast road network must allow for the safe, efficient and productive movement of people and goods to meet our potential.

The Limestone Coast Local Government Association has identified regionally significant road projects to support our economic development and community safety.

Ask

- Roads and Transport study to identify future demand on our state road network
- Planning to commence for the duplication of Dukes Highway concurrently with Swanport Bridge Upgrade
- Riddoch Highway overtaking lanes
- Princes Highway upgrades
- Second Exit/Entry to Robe
- Planning to commence for a Greater Mount Gambier Freight bypass
- Support to ensure the sustainability of passenger air services at Mount Gambier Airport
- Additional public transport services both in and between major towns and cities of the Limestone Coast
- Support for nationally consistent, fair and equitable funding for Community Transport providers



Mount Gambier Regional Airport, District Council of Grant

Growing our Tourism offering

Situated between Adelaide and Melbourne, the Limestone Coast is one of South Australia's most distinctive and diverse tourism regions.

In the five years to December 2024, the Limestone Coast experienced the highest growth percentage recorded across all regional tourism destinations in South Australia, growing 57 per cent.

In the 12 months to 31 December 2024, visitors to the Limestone Coast contributed $662m in expenditure surging past the 2025 target of $479m, and the long-term 2030 target of $609m.

International visitors account for less than 4 per cent of visitation, making this a key target market for growth.

While our sea, land and water are the foundation for thriving primary industries that account for over 36 per cent of the region's economic output, these precious natural advantages are also key to unlocking the immense potential to further grow a sustainable tourism sector adding to a consistent and significant economic contribution to the State.

Over the past decade the Limestone Coast has proven to be a key asset to South Australia's tourism industry. Investment to support the industry will not only increase diversity of the local economy but assist in reaching the ambitious goal to grow the State's visitor economy to $12.8 billion.

The Limestone Coast Local Government Association seeks State Government support for two key, complimentary projects to ensure our region can continue to contribute significantly to regional tourism in South Australia.

Naracoorte Caves National Park

Developing distinct, place-based visitor experiences and sharing authentic stories of people and place presents a significant opportunity for Limestone Coast Tourism.

As South Australia's only UNESCO World Heritage site, the Naracoorte Caves is a globally significant natural and cultural asset with the power to elevate the State's profile internationally.

Naracoorte Caves offers a diverse storytelling platform, of ancient megafauna, geological wonders, First Nations connection to Country, European settlement history and continuing scientific discovery.

Naracoorte Caves serves as a premier destination, well positioned to support objectives for increasing international tourism – a key target market poised for growth.

Located centrally within the Limestone Coast region, the site offers significant potential to drive year-round visitation, particularly during off-peak periods assisting small businesses with seasonal fluctuations.

Infrastructure upgrades, new and commissionable product development, joint marketing opportunities, and collaboration with Limestone Coast businesses for events could unlock the opportunity for increased visitation of target markets, strategically aligned to grow the visitor economy across the Limestone Coast.



Naracoorte Caves, Tourism Australia / South Australian Tourism Commission

Growing our Tourism offering

Melbourne to Adelaide Touring Route collaboration

The Melbourne to Adelaide Touring Route is one of Australia's great drives, linking two capital cities through spectacular coastlines, pristine beaches, rural towns, cultural and natural phenomenons including two UNESCO World Heritage Sites Budj Bim Cultural Landscape and Naracoorte Caves, as well as the Grampians and the Crater Lakes and Volcanic Precinct.

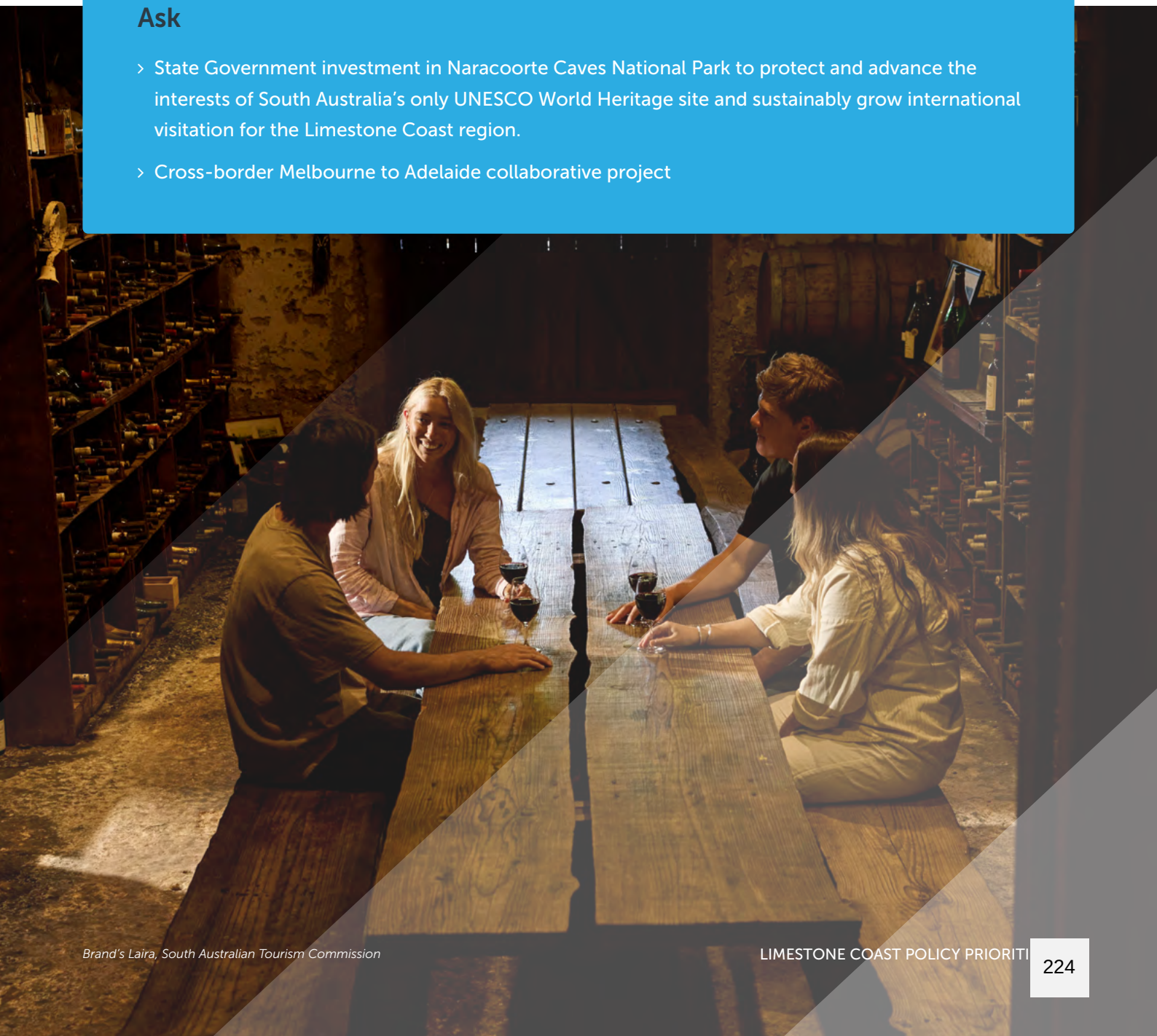
The regions highly productive, clean and green reputation for first class food and wine also offers increased opportunities for Australia's growing Agri-Tourism market, while motorsport enthusiasts are captured in Bordertown and Tailem Bend.

By encouraging visitors to stay longer and see more of what is to offer between our two Capital Cities, twisting and turning along the journey, the region becomes a destination rather than a rest stop.

The Limestone Coast Local Government Association seeks a State initiated cross-border collaboration for curated itineraries, wayfinding signage, and co-operative marketing opportunities with the potential to increase overnight stays and depth of visitor engagement across the region.

Ask

- State Government investment in Naracoorte Caves National Park to protect and advance the interests of South Australia's only UNESCO World Heritage site and sustainably grow international visitation for the Limestone Coast region.
- Cross-border Melbourne to Adelaide collaborative project



Brand's Laira, South Australian Tourism Commission

Healthy Community

The absence of health services impacts the liveability of the region particularly, when compared to regions of similar population in other States.

Considered and sustainable population growth requires health services to match. Many areas within the Limestone Coast lack access to basic healthcare and residents are forced to travel vast distances.

Our population distribution and the projected growth patterns require innovative solutions to meet immediate needs of communities while considered planning must be accelerated to ensure services correspond to population growth.

The Limestone Coast is severely lacking the health workforce required to service our population, particularly General Practice. While State and Federal Government's must do more to address this issue facing many regional communities, the LCLGA has identified regionally specific priorities for immediate action.

Radiation Treatment

South Australia is currently the only State in Australia without regional radiation oncology services. Limestone Coast residents advised to receive this lifesaving treatment are forced to travel either interstate or to Adelaide and spend considerable time away from community in order to receive treatment.

The continued absence of this service costs our economy, and our community wellbeing.

While the public health system is limited in its capacity to deliver new and expanded oncology services in the region due to workforce challenges, the private sector has indicated capability and interest in delivering a viable service in the Limestone Coast as is done in many regional communities across the nation.

The refusal to partner with a private service provider to deliver radiation treatment services is putting our community at a significant disadvantage, impacting on the liveability and ability to attract the workforce needed to fill skills shortages.

SA Health Clinical Services and Workforce Planning

The recently released Limestone Coast Local Health Network Clinical Services Plan 2025-2035 outlines a 10-year roadmap for the delivery of hospital and community services across the Limestone Coast region. While strategies to make better use of existing health facilities across the region to enable care closer to home and to relive the pressure on Mount Gambier Hospital is generally welcomed, concerns regarding the appropriate resourcing are yet to be addressed.

The Limestone Coast Local Government Association seeks a commitment that increased clinical health services will be adequately resourced if delivered within the public health system across the Limestone Coast. Adequate resourcing is essential to ensure the sustainability of the service and instill community confidence in SA Health.

Ask

- Private Public Partnership for Regional Radiation treatment services
- Workforce planning and adequate resourcing for decentralisation of services
- Expand urgent and emergency care services to meet seasonal demand at Kingston SE

Urgent and Emergency Care at Kingston SE

Kingston Soldiers' Memorial Hospital delivers flexible inpatient, emergency, community and residential aged care services.

As a sub-regional health hub, Kingston Hospital services the local ageing population as well as the fluctuating population of Robe. Urgent and emergency care services must be expanded to address ongoing and seasonal requirements.

Active and Connected Community through Sport

The Limestone Coast Regional Sporting Academy is a highly successful initiative of the Limestone Coast Local Government Association (LCLGA) with the support of the South Australian Government via the Office for Recreation, Sport and Racing.

Since 2017, the Academy has supported hundreds of local athletes offering critical support and development opportunities in their chosen sport. Over this time it has evolved into a cornerstone of athlete development. Through strong partnerships with State Sporting Organisations, local associations, and community clubs, the Academy supports athletes in reaching their full potential while remaining locally based.

Recently re-branded as the Limestone Coast Regional Academy of Sport (LCRAS), the Academy is now under the management of Regional Academies of Sport Ltd. This transition represents a natural and strategic evolution of the Academy, increasing pathways for emerging Limestone Coast sporting talent in the lead up to Brisbane 2032.

This well-established sporting academy presents an exciting opportunity for partnership, assisting the State Government to lead and support a proud, active and connected community and accelerating the progress of the Office of Recreation, Sport and Racing's strategic objectives.

The LCLGA is seeking support from the State Government to ensure the Limestone Coast Regional Academy of Sport continues to deliver pathways for identifying and developing sporting talent locally, removing barriers that would otherwise face emerging regional athletes.

Ask

- On-going funding commitment to support the Limestone Coast Regional Academy of Sport



Sustainable Food and Fibre Production

The region's economic strength is founded in agriculture, forestry and fishing sectors which continue to provide the region's largest economic output and employment.

The region has maintained its clean, green, natural environments, ensuring its natural assets and productive landscapes have been regeneratively managed and remain key drivers of regional prosperity. Greenbelts and wildlife corridors between centres and towns have been preserved and remain protected; as have the region's national and marine parks, UNESCO World Heritage site and RAMSAR sites.

Protection of the Limestone Coast's valuable primary production land has resulted in the region becoming an agricultural powerhouse for the state.

The Limestone Coast generates a third of South Australia's agricultural exports from only 2 percent of the States land mass.

Opportunities exist to grow modern manufacturing and value add to our primary produce, while an increasing visitor economy is under pinned by our natural assets and well-established reputation for high quality food and wine.

Sustainable wild-catch fishing, irrigated and dryland crops, livestock, dairy, viticulture, forestry and our growing tourism sector is reliant on our fertile soils, water resources, pristine coastline and the global reputation that has been built on these natural assets.

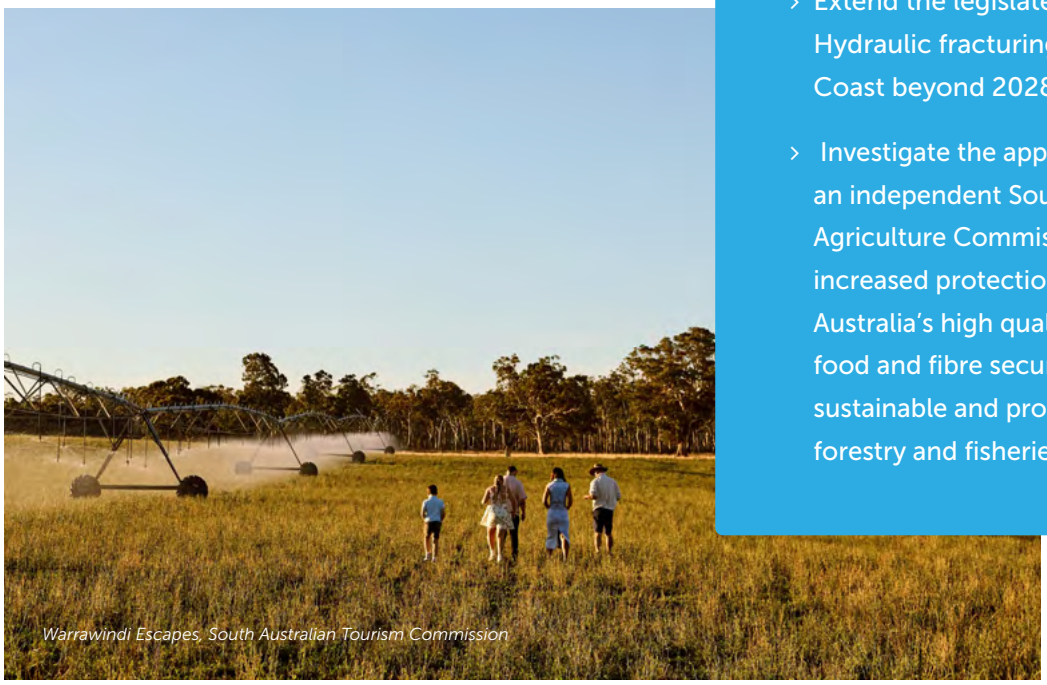
While there is considerable opportunity for economic growth through food processing, timber production and tourism, mining and energy developments threatens this natural evolution of industry expansion.

Soil health, underground water aquifers and our pristine coastal waters, must be protected from any detrimental impacts arising from renewable energy generation and transmission, unconventional gas extraction, rare earth mining and the subsequent reputational damage.

The Limestone Coast Local Government Association seeks stronger safeguards to protect the natural assets that underpin our current and potential economic and social success.

Ask

- Extend the legislated moratorium on Hydraulic fracturing in the Limestone Coast beyond 2028
- Investigate the appointment of an independent South Australian Agriculture Commissioner to provide increased protection for South Australia's high quality farmland, ensure food and fibre security and a more sustainable and productive agriculture, forestry and fisheries industry.



Warrawindi Escapes, South Australian Tourism Commission

Support for Coastal Communities

Volunteer Marine Rescue

Currently there is a significant capability gap in marine rescue coverage along the lower Limestone Coast.

Due to the large geographical area of the coastline, it is vital to have capable and timely marine rescue available to respond to emergencies. While a Volunteer Marine Rescue (VMR) vessel is located at Kingston SE, additional resources to be based at Port MacDonnell would strengthen the capability of marine rescue operations and enhance the emergency response capacity for the region.

The absence of a dedicated marine rescue vessel in the lower Limestone Coast presents a critical risk to public safety and emergency response effectiveness. Continued reliance on professional fishermen and recreational mariners to respond to marine emergencies is unsustainable and places undue pressure, and safety risk on local community members and small businesses.

A VMR vessel based at Port MacDonnell would significantly enhance regional emergency response capacity, improve public safety outcomes, and support interagency coordination during maritime incidents.

Protecting Our Coast

Severe storms have highlighted the vulnerability of our coastal communities and the additional cost pressures on local government to manage issues caused by coastal erosion and damage to coastal infrastructure assets.

The LCLGA calls for a Regional Coastal Adaptation Coordinator to play a central role in supporting and advising in the coordination of coastal adaptation planning in the Limestone Coast.

The current funding delivered through the Coast Protection Grants is insufficient to address the funding pressures on coastal councils to adequately manage and protect South Australia's valuable coastal assets. LCLGA supports calls to double the annual funding allocation.

The management and maintenance of ageing and deteriorating jetties is a significant financial burden for communities. LCLGA calls on the State Government to work with Councils to develop a strategy for maintaining these important assets.

Ask

- Dedicated Limestone Coast Coastal Adaptation Coordinator
- Double the funding available through Coast Protection Grants
- A Volunteer Marine Rescue vessel based at Port MacDonnell
- Work with Councils to develop a sustainable ongoing strategy for jetty maintenance and management



Kingston SE Jetty, Kingston District Council



LCLGA
Limestone Coast
Local Government
Association

Better Together Since 1885

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Agriculture Commissioner Act 2024 No 77

[2024-77]

New South Wales

Status Information

Currency of version

Current version for 1 November 2024 to date (accessed 15 January 2026 at 17:23)

Legislation on this site is usually updated within 3 working days after a change to the legislation.

Provisions in force

The provisions displayed in this version of the legislation have all commenced.

Responsible Minister

- Minister for Agriculture

For full details of Ministerial responsibilities, see the Administrative Arrangements (Minns Ministry—Administration of Acts) Order 2023.

Authorisation

This version of the legislation is compiled and maintained in a database of legislation by the Parliamentary Counsel's Office and published on the NSW legislation website, and is certified as the form of that legislation that is correct under section 45C of the Interpretation Act 1987.

File last modified 1 November 2024

Agriculture Commissioner Act 2024 No 77

New South Wales

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Agriculture Commissioner Act 2024 No 77

New South Wales

An Act to establish the office of the Agriculture Commissioner and to provide for the functions of the office; and for other purposes.

Part 1 Preliminary

1 Name of Act

This Act is the *Agriculture Commissioner Act 2024*.

2 Commencement

This Act commences on the date of assent to this Act.

3 Definitions

In this Act—

agricultural matters means matters relating to agriculture, agricultural productivity, land use conflicts, food security and agroecology.

Agriculture Commissioner or ***Commissioner*** means the person appointed as the Agriculture Commissioner by the Governor under section 4(2).

Note—

The *Interpretation Act 1987* contains definitions and other provisions that affect the interpretation and application of this Act.

Part 2 Agriculture Commissioner

4 Establishment of Agriculture Commissioner

(1) There must be an Agriculture Commissioner.

(2) The Commissioner is appointed by the Governor on the recommendation of the Minister.

(3) The Commissioner is an officer of the Crown.

(4) Schedule 1 contains provisions relating to the Commissioner.

5 Functions of Agriculture Commissioner

(1) The Commissioner has the following functions—

(a) to give advice about, and undertake reviews of, agricultural matters,

(b) to make recommendations about agricultural matters to the Minister and other relevant Ministers,

(c) to monitor developments relating to agricultural matters,

(d) to identify opportunities to improve agricultural matters,

(e) to promote a coordinated and collaborative approach across the Commonwealth Government, the NSW Government and local government in relation to agricultural matters,

(f) other functions conferred on the Commissioner by or under this Act or another Act.

(2) The Commissioner must, from time to time, in consultation with relevant NSW Government agencies, prepare and publish maps of New South Wales in relation to agricultural matters to assist in the exercise of the Commissioner's functions.

(3) To assist in the exercise of the Commissioner's functions, the Commissioner may—

(a) engage experts and stakeholders, and

(b) enter into contracts or other arrangements.

(4) The Commissioner is subject to the control and direction of the Minister in the exercise of the Commissioner's functions, other than in relation to the content of the Commissioner's advice, reviews, reports or recommendations.

(5) The Commissioner must act in an independent and impartial way in relation to the content of the Commissioner's advice, reviews, reports or recommendations.

6 Reports about reviews undertaken by Agriculture Commissioner

(1) As soon as practicable after undertaking a review, as referred to in section 5(1)(a), the Commissioner must prepare a report about the review.

(2) The report must be published on the Commissioner's website.

(3) Before publishing a report under subsection (2), the Commissioner must—

(a) give a copy of the report to—

(i) the Minister, and

(ii) other relevant Ministers, and

(b) allow the Minister, and other Ministers to whom the report is given, reasonable time to consider the report.

(4) In this section—

Commissioner's website means a NSW Government website used by the Commissioner to provide public access to matters relating to the Commissioner's functions.

7 Ministers must respond to Agriculture Commissioner's recommendations

(1) This section applies if the Commissioner makes a recommendation to the Minister or another Minister under section 5(1)(b).

(2) The Minister to whom the recommendation is made must—

(a) respond to the recommendation within 6 months after the recommendation is made, and

(b) make the response publicly available.

8 Agriculture Commissioner's power to require information

(1) The Commissioner may, by notice given to a relevant executive, require the relevant executive to give specified information to the Commissioner.

(2) A notice may only require information to be given to the Commissioner if the information is reasonably required for the exercise of the Commissioner's functions.

(3) A notice must specify—

(a) the way in which the information must be given, and

(b) a reasonable time within which the information must be given.

(4) A notice may require information to be given to the Commissioner that includes personal information, within the meaning of the *Privacy and Personal Information Protection Act 1998*.

Note—

Under the *Privacy and Personal Information Protection Act 1998*, section 25, a public sector agency is not required to comply with particular provisions of that Act if non-compliance is otherwise permitted, or is necessarily implied or reasonably contemplated, under another Act.

(5) A notice may only require a relevant executive to give existing information that is—

(a) in the possession of the relevant Public Service agency or relevant State owned corporation, or

(b) within the power of the relevant Public Service agency or relevant State owned corporation to obtain lawfully.

(6) The Commissioner may take copies of information given to the Commissioner under this section.

(7) A relevant executive given a notice under this section must comply with the notice unless the relevant executive has a reasonable excuse.

(8) In this section—

information includes a document.

relevant executive means—

(a) for a relevant Public Service agency—the head of the agency, or

(b) for a relevant State owned corporation—the chief executive officer or a director of the State owned corporation.

relevant Public Service agency means a Public Service agency, within the meaning of the *Government Sector Employment Act 2013*, that has functions relating to, or is otherwise involved in, agricultural matters.

relevant State owned corporation means a State owned corporation that has functions relating to, or is otherwise involved in, agricultural matters.

9 Staff

Persons may be employed in the Public Service under the *Government Sector Employment Act 2013* to enable the Commissioner to exercise the Commissioner's functions.

Note—

The *Government Sector Employment Act 2013*, section 59 provides that persons employed in the Public Service to enable the Commissioner to exercise the Commissioner's functions, or whose services the Commissioner makes use of, may be referred to as officers or employees, or members of staff, of the Commissioner. The *Constitution Act 1902*, section 47A precludes the Commissioner from employing staff.

Part 3 Miscellaneous

10 Application of Privacy and Personal Information Protection Act 1998

The office of the Commissioner is a public sector agency for the purposes of the *Privacy and Personal Information Protection Act 1998*.

11 Personal liability

(1) A protected person is not personally subject to civil liability for anything done or omitted to be done—

(a) in good faith, and

(b) for the purposes of exercising functions under this Act.

(2) The liability attaches instead to the Crown.

(3) In this section—

civil liability includes an action, claim or demand.

protected person means the following—

(a) the Commissioner,

(b) a member of the staff of the Commissioner,

(c) a person acting under the direction of the Commissioner.

12 Review of Act

(1) The Minister must review the operation of this Act to determine whether—

(a) the policy objectives of the Act remain valid, and

(b) the terms of the Act remain appropriate for securing the policy objectives.

(2) A review must be undertaken—

(a) as soon as practicable after the period of 5 years from the commencement of this Act, and

(b) every 5 years after the first review.

(3) A report on the outcome of the review must be tabled in each House of Parliament within 12 months after the end of the period to which the review relates.

13 Regulations

The Governor may make regulations about a matter that is—

(a) required or permitted by this Act to be prescribed, or

(b) necessary or convenient to be prescribed for carrying out or giving effect to this Act.

Schedule 1 Provisions relating to Agriculture Commissioner

section 4(4)

1 Term of office

(1) The Commissioner holds office for the term, not more than 5 years, specified in the Commissioner's instrument of appointment.

(2) The Commissioner is eligible for reappointment.

2 Employment conditions and remuneration

(1) The employment of the Commissioner must, subject to this Act, be governed by a contract of employment between the Commissioner and the Minister.

(2) The Commissioner is not a Public Service employee under the *Government Sector Employment Act 2013* and the provisions of that Act relating to the employment of Public Service employees do not apply to the Commissioner, except as provided by this section.

(3) The following provisions of or made under the *Government Sector Employment Act 2013* relating to the employment of Public Service senior executives apply to the Commissioner—

(a) provisions relating to the band in which an executive must be employed,

(b) provisions relating to the contract of employment of an executive,

(c) provisions relating to the remuneration, employment benefits and allowances of an executive.

(4) For subsection (3), a reference in the provisions to the employer of a Public Service senior executive is taken to be a reference to the Minister.

(5) Without limiting subsection (3)(b), the provisions of or made under the *Government Sector Employment Act 2013* that prescribe a model contract of employment for statutory officers, including provisions that specify mandatory model provisions, apply to the Commissioner's contract of employment.

3 Removal from office

(1) The Minister may remove the Commissioner from office, but only for incompetence, incapacity or misbehaviour.

(2) To avoid doubt, the *Government Sector Employment Act 2013*, Part 6 applies in relation to the Commissioner.

Note—

Under the *Government Sector Employment Act 2013*, Part 6, the Governor may remove the Commissioner from office at any time for any or no stated reason and without notice.

4 Vacancy in office

(1) The office of Commissioner becomes vacant if the Commissioner—

(a) dies, or

(b) completes a term of office and is not reappointed, or

(c) resigns from office by notice to the Minister, or

(d) is removed from office by—

(i) the Governor under the *Government Sector Employment Act 2013*, Part 6, or

(ii) the Minister under this schedule, section 3(1), or

(e) becomes personally insolvent, or

(f) becomes a mentally incapacitated person, or

(g) is convicted—

(i) in New South Wales of an offence punishable by imprisonment for 12 months or more, or

(ii) elsewhere than in New South Wales of an offence that, if committed in New South Wales, would be an offence punishable by imprisonment for 12 months or more, or

(h) is imprisoned—

(i) in New South Wales in relation to a conviction for an offence, or

(ii) elsewhere than in New South Wales in relation to a conviction for an offence that, if committed in New South Wales, would be an offence punishable by imprisonment.

(2) If the office of Commissioner becomes vacant, a person must, subject to this Act, be appointed to fill the vacancy.

5 Acting Commissioner

(1) The Minister may appoint a person to act as Commissioner during—

(a) the illness or absence of the Commissioner, or

(b) a vacancy in the office of Commissioner.

(2) A person acting as Commissioner—

(a) has and may exercise the Commissioner's functions, and

(b) is taken to be the Commissioner.

(3) The Minister may, at any time, remove a person from office as acting Commissioner.

(4) An acting Commissioner is entitled to be paid the same remuneration and allowances as the Commissioner.

Schedule 2 Savings, transitional and other provisions

Part 1 General

1 Regulations

(1) The regulations may contain provisions of a savings or transitional nature consequent on the commencement of—

(a) a provision of this Act, or

(b) a provision amending this Act.

(2) A savings or transitional provision consequent on the commencement of a provision must not be made more than 2 years after the commencement.

(3) A savings or transitional provision made consequent on the commencement of a provision is repealed 2 years after the commencement.

(4) A savings or transitional provision made consequent on the commencement of a provision may take effect before the commencement but not before—

(a) for a provision of this Act—the date of assent to this Act, or

(b) for a provision amending this Act—the date of assent to the amending Act.

(5) A savings or transitional provision taking effect before its publication on the NSW legislation website does not—

(a) affect the rights of a person existing before the publication in a way prejudicial to the person, or

(b) impose liabilities on a person for anything done or omitted to be done before the publication.

(6) In this section —

person does not include the State or an authority of the State.

Schedule 3 (Repealed)

7.2 Equitable Rating for Electricity Generators (Coorong District Council)

Proposed Item of Business submitted by Member Council

From:	Andrew Lamb, Director Advocacy
Meeting:	Annual General Meeting 4 December 2026
Strategy:	1.1 Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.
ECM:	883185
Attachments:	1. 879204 - Equitable Rating for Electricity Generators - Coorong District Council

Recommendation

That the Annual General Meeting requests the LGA lobby and advocate for progression of legislative reform to overturn the 25-year-old rates exemption provided to electricity generators in South Australia, which places regional communities in South Australia at a disadvantage due to the potential loss of income.

SAROC Committee's Comments

SAROC members were well-aware of the long-standing issue and supportive of the Item of Business proposed by the Coorong District Council. SAROC also noted that investment in South Australian electricity generation continued to increase and, each new parcel of land used for electricity generation attracted the mandatory rates discount.

The issue is therefore a significant and escalating threat to council revenue.

SAROC noted the long-standing advocacy of the LGA on this issue and the current engagement with the State Government.

LGA Guidelines

LGA Guiding Principle	Comment
Strategic importance	This issue undermines financial sustainability at over 20 councils and is consistent with LGA strategic priorities
Supporting evidence	In 2019 LGA & Northern & York LGA commissioned research supporting the issues that Coorong District

	Council raised. This research was updated by the LGA in 2024.
Alignment with LGA policy	In recent years, a number of councils have moved items of business on this issue which were supported by the LGA AGM.
Resourcing	LGA is already engaged in discussions with the SA Treasurer and the Department of Treasury & Finance and will continue to do so.

LGA Officer's Comments

(**Officer:** Andrew Lamb, Director Advocacy)

Background

Pre-Malinauskas Government

When South Australia's electricity assets were privatised, the then State Government sought to maximise the sale price by offering prospective purchasers protection from future increases in council rates. This arrangement was established through the *Electricity Corporations (Restructuring and Disposal) Act 1999.*

A quarter of a century later, the policy rationale for this restriction no longer exists. The legislation prevents councils from levying equitable rates on certain electricity land, resulting in councils collectively foregoing tens of millions of dollars in revenue with the shortfall ultimately borne by other ratepayers. As the restriction is established in legislation, reform requires an amendment to, or repeal of, the Act.

LGA has advocated for legislative reform on this issue for many years. During the Marshall Liberal Government (2018-22), LGA engaged with Ministers and department officers, who raised a number of concerns about the potential impacts of reform. In response, LGA, together with the Northern and Yorke LGA (then called Legatus) commissioned independent research[1] by the AEC Group to test these concerns.

The research found that allowing councils to levy fair and equitable rates on land used for electricity generation would:

- Have no impact on the cost of electricity prices.
  - Electricity generators in South Australia operate within the national electricity market and are generally 'price takers' meaning they cannot simply pass increased operating costs on to consumers through higher electricity prices.
  - Council rates represent a "negligible" component of the total operating costs of electricity businesses.

- Have no material impact on electricity generation investment in SA. Both the Australian Energy Market Regulator (AEMO) and the LGA acknowledge that the State Labour Government's Hydrogen and Renewable Energy Act 2024 will have a positive impact on

electricity generation investment. In fact, AEMO are predicting a 3-5 fold increase in electricity generation in SA over the next decade[2].

The AEC Group research found[3] that the primary factors in electricity industry investment decisions are:

- Proximity to sources of power (e.g. gas, wind, sun); and
- Proximity to national grid infrastructure.

The AEC Group found that companies in this sector do not make investment decisions based upon the cost of council rates, which are a "negligible" component of the operating costs of electricity generation companies.

First Malinauskas Government

The first Malinauskas Government did not support legislative reform. The Government had been elected on a commitment of no new taxes or charges and Treasurer Stephen Mullighan was concerned that removing the prohibition on councils levying equitable rates could be perceived as inconsistent with that commitment, notwithstanding that the proposed reform would simply remove a longstanding restriction on local government rating.

There was, however, support for reform among Members of Parliament from different political groupings. Independent Member of the Legislative Council, Frank Pangallo worked closely with LGA to draft a Bill, which he subsequently introduced into Parliament. Member for Frome, Geoff Brock also undertook to introduce the legislation in the House of Assembly if it progressed to that Chamber.

The Pangallo Bill was modelled on the Victorian legislation, under which electricity generators pay a levy based on the amount of electricity generated in lieu of council rates. It also included electricity storage facilities such as batteries, although it did not address transmission infrastructure, including wires and poles which are located across a significant proportion of the affected land.

The Bill remained on the Parliamentary Notice Paper without being debated and ultimately lapsed when the Parliament was prorogued in February 2026. During this term of government LGA also re-engaged the AEC Group to provide an updated report[4], to ensure our evidence-based arguments remained valid.

Second Malinauskas Government

Following the 2026 election, the Malinauskas Government was returned without specific commitments relating to taxes and charges. LGA has actively engaged the new Treasurer, Tom Koutsantonis and the Department of Treasury and Finance on electricity generation rating reform along with a range of other local government issues.

Discussions are continuing. The engagement to date has been respectful, considered and positive, although no decisions have been made. Given the nature of these discussions, LGA does not currently intend to comment publicly on their detail.

In parallel, LGA has encouraged affected councils to continue advocating for reform, including

through local media and engagement with Members of the State Parliament from across the political spectrum.

Implications

Financial and resource

The Item of Business moved by the Coorong District Council is consistent with LGA's existing work program and advocacy priorities. As the amount of land used for electricity generation increases, so too will the revenue foregone by councils and the resulting burden on other ratepayers. LGA will therefore continue to advocate for legislative reform to restore councils' ability to levy fair and equitable rates on affected land. This work is already anticipated within LGA's work program with existing resources available to progress the advocacy and reform agenda.

Risk

This activity presents low risk and aligns with the organisation's strategic priorities and existing policies.

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[1] *Equitable Rating of the Energy Sector*" 2019 Report Prepared by the AEC Group for Legatus, with funding from LGA Research and Development Fund.

[2] Australian Energy Market Operator '*South Australian Electricity Report*' December 2024.

[3] *Equitable Rating of the Energy Sector*" 2024 Report. Prepared by the AEC Group for the Local Government Association of South Australia.

[4] Equitable Rating of the Energy Sector" 2024. Report Prepared by Gavin O'Donovan of the AEC Group.

LGA General Meeting – Proposed Item of Business

The purpose of this form is to request consideration by SAROC, GAROC or the Board of Directors of an item of business to be included on the agenda of an LGA General Meeting - refer Clause 16.3.1 of the LGA Constitution. Prior to submitting a proposed Item of Business, please refer to the Considering Proposed Items of Business for LGA General Meetings Guidelines.

Council name	Coorong District Council
The body the item is being referred to *Proposals may only be submitted to the ROC of which council is a member, or to the LGA Board of Directors.*	Board of Directors OR SAROC OR GAROC *(choose only one)* South Australian Regional Organisation of Councils (SAROC)
Subject of the proposed item of business	Equitable Rating for Electricity Generators
Proposed motion for the General Meeting	That the Annual General Meeting: 1. Requests the LGA lobby and advocate for progression of legislative reform to overturn the 25-year-old rates exemption provided to electricity generators in South Australia, which places regional communities in South Australia at a disadvantage due to the potential loss of income.
Supporting information *Provide a summary of the issue(s), relevant background information, description of the impact on the sector and evidence that this is an item of strategic importance to local government.*	This motion relates to the longstanding rating arrangements applying to electricity generation facilities in South Australia. Coorong District Council remains concerned that legislative provisions introduced during the privatisation of South Australia's electricity assets approximately 25 years ago continue to result in electricity generation infrastructure being treated differently to other major industries for local government rating purposes. These arrangements have become increasingly significant with the substantial growth of wind, solar and other renewable energy developments across regional South Australia. Council notes and appreciates the extensive advocacy undertaken by the LGA in recent years, including the commissioning of the independent Equitable Rating of the Energy Sector report and the LGA's support for the Statutes Amendment (Rates—Electricity Generation) Bill 2025 introduced by the Hon. Frank Pangallo MLC.

	The findings of that work highlighted the inequity of the current legislative framework and the financial disadvantage experienced by South Australian councils compared with local government areas in other jurisdictions. Coorong District Council understands the current arrangements stem from provisions associated with the Electricity Corporations (Restructuring and Disposal) Act 1999, which prevent electricity-generating infrastructure from being fully reflected in land valuations for rating purposes and provide concessions that were originally introduced to support electricity privatisation. While these provisions may have been considered appropriate at the time, their continued application to a mature and rapidly expanding energy generation sector is no longer justified. Many regional councils are responsible for maintaining local roads and community infrastructure that support the development and operation of these facilities. Despite hosting this critical infrastructure and managing associated impacts, regional communities receive limited benefit through the local government rating system as applied to electricity generation facilities. We acknowledge the LGA's public advocacy that found South Australian councils may currently be foregoing millions of dollars in rates revenue annually under the existing arrangements and that the financial impact is likely to increase as additional energy projects are developed throughout regional South Australia. Coorong District Council strongly supports renewable energy development and recognises the important role the sector plays in South Australia's economic future and transition to lower-emissions energy generation. However, we believe that this growth should also deliver fair and equitable outcomes for the regional communities that host this infrastructure, and that electricity generation businesses should contribute on a comparable basis to other industries operating within local government areas. Given the apparent loss of momentum following the departure of the Hon. Frank Pangallo from Parliament after the 2026 State elections, Council requests that the LGA continues to pursue this important advocacy work. This motion is an item of strategic importance to local government, recognising financial sustainability as a key strategic challenge facing councils. The continued exemption of electricity generation infrastructure from local government rates creates an inequitable

	outcome for many regional councils that host significant energy infrastructure yet receive limited financial benefit through the rating system. Legislative reform would advance the interests of many South Australian councils, improve their long-term financial sustainability and promote equitable outcomes for their communities. Coorong District Council has also written to the SA Premier, Leader of the Opposition, State Member for MacKillop, LGA President and CEO, and fellow South Australian councils to seek support on this important matter.
Regional LGA *(Information requested from councils in SAROC only)* *Advise if this item has been considered by your RLGA and outcome of discussion*	Item was raised at the Murraylands & Riverland LGA meetings held on 24 April 2026 and 30 July 2026. At the MRLGA meeting held on 30 July 2026, the board resolved to conduct advocacy outlining the importance of the Bill previously proposed by Hon. Frank Pangallo, and seek support for the Bill to be passed (refer Item 6.11 in meeting minutes).
LGA Policy Manual *Does this item require a change to the LGA Policy Manual (new policy or amendment to existing policy)?*	(View LGA's Policy Manual) No changes to the LGA Policy Manual required.
LGA Strategic Plan reference	(View the plan and identify the Key Initiative and Strategy reference) *Key Driver: Financial Sustainability* *Pillar 1 – Advocacy and Partnerships* *Strategy 1.1.1 – Maximise funding and policy influence opportunities with state and federal governments which support the sector's key strategic priorities, including reducing cost-shifting, increasing grant opportunities, particularly untied funding, and advocating for fairer Financial Assistance Grants.*
Council Contact Officer submitting form	Ashlee Crossman acrossman@coorong.sa.gov.au 1300 785 277
Council Meeting minute reference and date of meeting	Minute Ref. 210/26 21 July 2026 Ordinary Council meeting
Date submitted to LGA	24 August 2026

Please return Word version of completed form to lgasa@lga.sa.gov.au.
Refer to LGA OGM/AGM Webpage in respect to deadlines for upcoming General Meetings.

8.1 Development Planning Transparency (City of Adelaide)

Proposed Item of Business submitted by Member Council

From:	Sarah Elding, Planning Lead
Meeting:	Annual General Meeting 4 December 2026
Strategy:	1.1 Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.
ECM:	883137
Attachments:	1. 878512 - LGA General Meeting – Proposed Item of Business – City of Adelaide

Recommendation

That the Annual General Meeting requests the LGA to advocate to the State Government to review the *Planning, Development and Infrastructure Act 2016* and associated processes regarding access to drawings and reports for significant developments, notification and engagement with affected stakeholders, transparency regarding reserved matters and compliance with planning conditions and consideration of construction management requirements.

GAROC Committee's Comments

The GAROC Committee approved the Item of Business at its meeting held on 21 September 2026. While GAROC Committee agreed that there needs to be more transparency regarding disclosure of information pertaining to developments that impact immediate land owners, it should not be to the detriment or risk to council.

LGA Guidelines

LGA Guidelines provide that all proposals will be assessed against the guiding principles, having regard to their strategic importance to local government and LGA, the supporting evidence and alignment with LGA's policy priorities and resourcing requirements. The matter raised in this IoB has been assessed against these guiding principles with the assessment summarised in the table below.

LGA Guiding Principle	Comment
Strategic importance	The item is linked to the LGA's Strategic Plan, Strategic Driver - *Evolving regulatory and statutory compliance* and Strategy 1.1.2 to lead a long-term advocacy agenda in collaboration with members to secure policy changes and funding aligned with sector needs.
Supporting evidence	Reproducing a proposal plan, including downloading, printing or otherwise providing a copy to another person may constitute copyright infringement where a council could be liable. How application information is treated depends on the legislation under when the plans were lodged: ○ **Development Act**: Regulation 101 of the Development Regulations creates a statutory obligation to at least make the plans available for viewing, therefore implied licence and no copyright infringement. ○ **PDI Act:** It is unlawful to provide copies of these plans to third parties, there is no implied licence and councils *may be held liable* for copyright infringements. Irrespective of the applicable legislation, providing detailed plans may also raise proponent safety and security concerns as floorplans, elevations and other detailed design information can disclose the layout and features of a property.
Alignment with LGA policy	This matter is aligned with LGA Strategic Plan Pillar 1 to lead advocacy and policy influence that advance and promote the interests of local government while strengthening the sector's reputation with partners and the community.
Resourcing	As per office commentary below, this item can occur within existing resources.

LGA Officer's Comments

(Officer: Sarah Elding, Planning Lead)

In 2016, State Government introduced the *Planning, Development and Infrastructure Act 2016* (the Act) and Regulations (2017), replacing the *Development Act 1993* (Dev Act) and Regulations. These reforms reduced the ability of relevant authorities to provide development application documentation, particularly proposal plans to third parties.

Under the Development Act, Regulation 101 of the Development Regulations imposed a statutory obligation to make development application documentation, including plans, available for public inspection. This requirement provided a basis for an implied licence to access and view the documentation, meaning that making plans available for inspection did not constitute a breach of copyright.

There is no equivalent statutory requirement under the PDI Act for councils to make proposal plans available for public viewing. Consequently, downloading, printing, reproducing or providing a copy of a proposal plan to a third party may constitute copyright infringement where a council could be liable.

The Commonwealth and State Governments have constitutional immunity in certain circumstances for copyright infringement arising from good faith dealings. Councils, as entities established under State legislation, do not share this immunity. The absence of a statutory requirement in the current planning system to make proposal plans available for viewing also means that councils cannot rely on the same implied licence that existed under the Development Act.

It is unlawful for a council to provide copies of proposal plans under regulation 116A PDI Regulations to third parties. In addition, it is also a breach of Clauses 22 and 23 of the Accredited Professionals Scheme Code of Conduct (November 2025) (APSCC) to provide proposal plans to third parties without consent of the relevant person (applicant/landowner). While it is explicit that the PDI Act and APSCC applies to all accredited professionals (irrespective of accreditation level or whether they are an Assessment Manager), it is not clear if it extends to planning staff who are not formally accredited but may be recognised as an accredited professional under the PDI Act.

In addition, the PDI Act and the APSCC are silent on whether the Assessment Manager is wholly responsible for the development assessment process and therefore the actions of all council staff, who may interact with documentation prepared under the PDI Act.

In accordance with s48 of PDI Act, Department for Housing and Urban Development (DHUD) maintain a Development Application Register (the Register) where Decision Notification Forms are publicly available. However, proposal plans, together with information about compliance with reserved matters and planning conditions do not form part of the publicly available documentation on the Register.

While councils may develop policies governing access to documents, any such policy must operate consistently with the requirements of the PDI Act and the APSCC.

It is acknowledged that advocating greater transparency and clarity in relation to provision of proposal plans has merit. Prior to engaging with DHUD, legal advice should be obtained to clarify:

- the copyright implications for councils and council staff when proposal plans are downloaded, printed, reproduced or distributed;
- whether providing proposal plans to third parties without the applicant's or landowner's consent is unlawful;
- whether these restrictions apply to non-accredited council planning staff;
- the extent to which an Assessment Manager is responsible for the actions of other council staff involved in the development assessment process; and
- whether councils can lawfully adopt policies that provide for greater public access to proposal plans.

Finally, proposal plans can disclose private and sensitive information such as applicant details, floor layouts, access points and other features of a property. Making this information publicly available may therefore create security or safety risks for the applicant, landowner or future occupants.

Implications

Financial and resource

While this activity is not currently anticipated in LGA's work program it can be delivered within existing resources.

Project Executive Summary	**Start**	**End**	**Proposed Funds**
If the resolution is endorsed at the AGM the Secretariat will obtain legal advice and based on that advice, write to the Minister for Planning and the Department for Housing and Urban Development	December 2026	February 2027	$3000

Risk

This activity presents low risk and aligns with the organisation's strategic priorities and existing policies.

Helping local government
build stronger communities.

LGA General Meeting – Proposed Item of Business

The purpose of this form is to request consideration by SAROC, GAROC or the Board of Directors of an item of business to be included on the agenda of an LGA General Meeting - refer Clause 16.3.1 of the LGA Constitution. Prior to submitting a proposed Item of Business, please refer to the Considering Proposed Items of Business for LGA General Meetings Guidelines.

Council name	City of Adelaide
The body the item is being referred to *Proposals may only be submitted to the ROC of which council is a member, or to the LGA Board of Directors.*	GAROC
Subject of the proposed item of business	Development Planning Transparency
Proposed motion for the General Meeting	That the Annual General Meeting requests the LGA to advocate to the State Government to review the *Planning, Development and Infrastructure Act 2016* and associated processes regarding access to drawings and reports for significant developments, notification and engagement with affected stakeholders, transparency regarding reserved matters and compliance with planning conditions and consideration of construction management requirements.
Supporting information *Provide a summary of the issue(s), relevant background information, description of the impact on the sector and evidence that this is an item of strategic importance to local government.*	Concerns are being raised by residents, property owners and ratepayers regarding access to information and engagement concerning significant developments. The current Act has reduced the ability for a relevant authority to provide development application documentation to third parties.
Regional LGA *(Information requested from councils in SAROC only)* *Advise if this item has been considered by your RLGA and outcome of discussion*	Not applicable
LGA Policy Manual *Does this item require a change to the LGA Policy Manual (new policy or amendment to existing policy)?*	(View LGA's Policy Manual) This item does not require a change to the LGA Policy Manual.

LGA Strategic Plan reference	Pillar 1 – Advocacy and partnerships Strategy 1.1: Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.
Council Contact Officer submitting form	Carole Johns, Executive Manager, Office of the CEO c.johns@cityofadelaide.com.au 8203 7845
Council Meeting minute reference and date of meeting	Item 17.1 – Council meeting on 11 August 2026
Date submitted to LGA	

Please return Word version of completed form to lgasa@lga.sa.gov.au.
Refer to LGA OGM/AGM Webpage in respect to deadlines for upcoming General Meetings.

9.1 Local Government Council Election

(LGA Secretariat)

Recommendation Reports from the LGA Board of Directors

From:	Michael McCarthy, Manager Governance
Meeting:	Annual General Meeting 4 December 2026
Strategy:	1.2 Build local government's influence by fostering awareness, partnerships and participation.
ECM:	883189
Attachments:	Link 1: Sector response to 2022 Council Elections Report Link 2: LGA Submission - Local Government Participation and Elections Review

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Recommendation

That the Annual General Meeting requests LGA South Australia to call on the State Government to:

1. **Introduce compulsory voting from the November 2031 periodic local government elections, with an implementation model developed in consultation with councils and Electoral Commission SA;**
2. **Establish the legislative, operational and funding arrangements necessary to trial in-person voting at supplementary council elections following the April 2027 periodic elections and introduce alternative voting options to postal voting for the November 2031 periodic elections.**

LGA Board of Directors' Comments

This Item of Business was presented as a late item for the LGA Board of Directors meeting on 1 October 2026.

LGA Guidelines

The Guidelines outline that all proposals will be assessed against the guiding principles in terms of their strategic importance to local government and the LGA, supporting evidence, alignment with LGA's policy and resourcing requirements.

The matter raised in this IoB has been assessed against these guiding principles which can be summarised in the following table:

LGA Guiding Principle	Comment
Strategic importance	This matter relates to community participation in local government elections, which has historically been approximately 30% of eligible voters. LGA Board previously endorsed recommendations responding to the State Government 2023/2024 Participation and Elections Review, and Electoral Commission of SA's 2022 Council Elections Report that the State Government explore options to introduce compulsory voting. LGA neither supported or objected to the inclusion of provisions for the trial of in-person pre-polling for supplementary elections in the *Statutes Amendment (Local Government Elections Review) Act 2025,* not having been the subject of broader sector engagement.
Supporting evidence	Statistics from successive periodic elections indicate participation in local government elections has been consistently at a rate of approximately 30% of eligible voters, with generally increased turnout in regional areas compared to metropolitan areas. LGA and the sector generally are supportive of measures to increase voter participation
Alignment with LGA policy	LGA does not have a current position on compulsory voting, or in-person voting, or alternatives to postal voting.
Resourcing	As an advocacy activity, no resourcing allocation has been determined to support this matter.

LGA Officer's Comments

(Officer: Michael McCarthy, Manager Governance**)**

Background

Voting in local government periodic and supplementary elections continuously arise as a matter of concern, particularly with the review of each periodic election period.

The *Statutes Amendment (Local Government Elections Review) Act 2025* incorporated provisions allowing for regulations to trial in-person pre-poll voting in future supplementary elections, understood to be a pre-cursor test to potential alternative voting in future periodic elections.

The provisions will only be enlivened by regulations, assumedly in conjunction with a council identified as suitable for such a trial.

This is understood to be in the context of postal voting in future periodic elections being at risk, in the face of prohibitive cost, reliability, and security of satisfactory postal services in a changing postal environment.

The 2025 election reforms included no attempt to address compulsory voting at local government elections, nor any further anticipation of alternative voting methods in the event current postal voting was no longer viable as an option.

The Board endorsed motion requests LGA South Australia to call on the State Government to:

- introduce compulsory voting from the November 2031 periodic local government elections, and
- establish the legislative, operational and funding arrangements necessary to trial in-person voting at supplementary council elections following the April 2027 periodic elections, and
- introduce alternative voting options to postal voting for the November 2031 elections, and
- develop an implementation model in consultation with councils and Electoral Commission SA.

Implications

Financial and resource

This activity is not currently part of LGA's work program. Depending on delivery options, LGA may repurpose resources and reprioritise other projects, scaling up or down as needed, to accommodate this work. Timeframe for commencement will need to be determined having regard to existing workplans and priorities.

Risk

This activity introduces potential risks that will be mitigated through established controls and oversight mechanisms.