



SOUTH AUSTRALIA
**COASTAL
COUNCILS
ALLIANCE**

FUNDING AND GOVERNANCE

2019-22

2022 – present

www.sacoastalcouncils.com.au

COORDINATION • COLLABORATION • ADVOCACY



Introduction

Based on the mounting challenges facing coastal Councils and strong demand from the local government sector for a more collective approach, the 'South Australia Coastal Councils Alliance' was formed in 2018 and formally launched in October 2019 with the initial objectives of providing;

1. An informed, coordinated advocacy voice: and,
2. a forum for information sharing and networking on coastal management issues facing Councils across SA.

To facilitate the formation of SACCA as an 'informal representative network' leadership within the local government sector developed a Terms of Reference and Governance arrangements to establish an Executive Committee.

At its 3 April 2020 meeting the SACCA Executive Committee endorsed maintaining SACCA as a long-term network and requested the development of a 5 year Strategic and Business Plan.

In March 2021 the SACCA committee prepared a Discussion Paper on future 'Funding and Governance' arrangements for consultation with members. This discussion paper identified revised and sustainable funding and governance arrangements to support the SACCA into the future, and at least the next 5 years.

Based on feedback from Regional Local Government Associations and including the Metropolitan Seaside Councils Committee the SACCA Executive Committee endorsed the revised funding and governance arrangements for implementation during the 2021-22 FY.

This paper confirms the 2019-22 arrangements and describes the revised future arrangements for implementation during 2021-22. It is envisaged that all funding and governance revisions are fully implemented and operational by 30 June 2022.



GOVERNANCE – 2019-22

The following describes the initial governance arrangements utilised to establish SACCA.

Committee Representatives

The SA Coastal Councils Alliance is currently governed by an Executive Committee. Two Committee members and one proxy member is elected from the Councils within each of the following coastal zones;

Southern Region	Metropolitan Adelaide	Northern Zone	Western Zone
Grant, Wattle Range, Robe, Kingston, Coorong, Alexandrina, Victor Harbor, Kangaroo Island, Yankalilla	Onkaparinga, Marion, Holdfast Bay, West Torrens, Charles Sturt, Port Adelaide Enfield, Salisbury, Playford	Adelaide Plains, Wakefield, Yorke Peninsula, Copper Coast, Barunga West, Port Pirie, Mount Remarkable, Port Augusta, Whyalla	Franklin Harbor, Cleve, Tumby Bay, Port Lincoln, Lower Eyre, Elliston, Streaky Bay, Ceduna

* The President of the LGA shall be an ex-officio member of the SA Coastal Councils Alliance.

Chairperson

One Chair and one Deputy Chair is to be selected from and by the Executive Committee members for a period of two years.

- The Chair of the Executive Committee shall be the primary spokesperson of the SA Coastal Councils Alliance.

Meeting Frequency

The SA Coastal Councils Alliance will meet twice per year in April and October, in conjunction with SA Local Government Association's ordinary and annual general meetings.

- The Executive Committee will meet at least quarterly, or on an as needs basis.

Resources

Executive support for the SA Coastal Councils Alliance and Executive Committee shall be provided by an Executive Officer.

- Core funding for SACCA shall be sought from an equal, annual allocation from the LGA's Greater Adelaide Regional Organisation of Councils (GAROC) and SA Regional Organisation of Councils (SAROC). This funding model however is under review and to be confirmed from 30 June 2021.
- Additional project or specialist support shall be funded by grants, Councils or other external assistance as relevant.

Delegated Authority

Nil – The SA Coastal Councils Alliance is an informal representative network of the States thirty-four coastal Councils. The Alliance Executive Committee is chaired by a Council elected member. The



Alliance reports against its strategic objectives regularly to its members and to the LGA SAROC and GAROC committees.

Review

The SACCA Strategic Objectives and Business Plan 2020-25 will be reviewed annually.

GOVERNANCE – Revised 2022-23

When resolving future SACCA funding and governance arrangements it was essential that both elements work in unison to deliver a clear line of sight between coastal Councils, funding & governance arrangements and the value provided by SACCA.

SACCAs revised funding and governance structures are closely aligned to the current Regional Local Government Associations and the Metropolitan Seaside Councils Committee (or GAROC as a potential alternate).

Alignment with existing regional associations offers several significant benefits for both SACCA and coastal Councils;

- Reporting and accountability via regional LGAs
- Financial management efficiencies
- Utilising existing governance arrangements to establish Regional LGA direct representation on the SACCA Executive Committee
- Clear communication linkages through established forums, and
- Linkage between regional LGA bodies and SACCA for the provision of strategic policy/strategy and advocacy direction.

Representation

SACCA will consist of two governing bodies, an Executive Committee of elected members and a management committee consisting of regional LGA administration staff. These bodies are described below;

1. **SACCA Executive Committee** – a body of elected local government members that provides policy and strategy direction for the SACCA. It is proposed that SACCA Executive Committee nominations (members and proxy) are sought from;
 - Metropolitan Seaside Councils Committee (or GAROC as alternate)
 - Eyre Peninsula LGA
 - Legatus Group
 - Spencer Gulf Cities
 - Limestone Coast LGA
 - Southern and Hills LGA (+ Coorong Council*)

Each Association utilises its established 'representatives on outside bodies' process to identify and select suitable candidates with support from the SACCA Executive Officer.



The number of Executive Committee nominees sought from each regional LGA is determined equitably based on the number of coastal Councils within each State zone (metropolitan, northern, southern and western). This is described below, and in Figure 1. over page.

Committee/Governance (representation)

Metropolitan Zone (8 Councils)

MSCC – nominates 2 representatives + 2 proxy

Northern Zone (9 Councils)

Spencer Gulf – 1 nominee + 1 proxy

Legatus – 1 nominee + 1 proxy

Southern Zone (9 Councils)

Limestone Coast – 1 nominee + 1 proxy

Southern and Hills – 1 nominee + 1 proxy

*Coorong Council may nominate a rep/proxy via either LCLGA or S&HLGA (TBD)

Western Zone (8 Councils)

EPLGA – 2 nominees + 2 proxy

SACCA Executive Committee - Total 17 representatives

- 8 committee members
- 8 Proxy members and,
- the LGA president (or nominee) as ex officio.

** Coorong District Council is the only coastal Council within the Murray and Riverland LGA. For the purpose of nominating a representative to the SACCA Executive Committee the Coorong District Council has selected the S&HLGA to process its nomination within the Southern Zone.*

2. **SACCA Management Committee** – the EO / CEO from each of the Regional LGAs and MSCC (or GAROC as alternate) identified above, to support SACCA with administration and delivery of objectives, including communications. Regional LGA Boards may need to allocate a small proportion of their EO time to this function in their annual Business Plan.

The description of the Chair, Vice Chair, meeting frequency, resources and delegated authority remains as current (and described above under '1. Governance – current').



Figure 1 ; The relationship between SACCA, the regional LGA's and other key stakeholders (informal and formal)

ENDON



Strategic planning/objectives and reporting

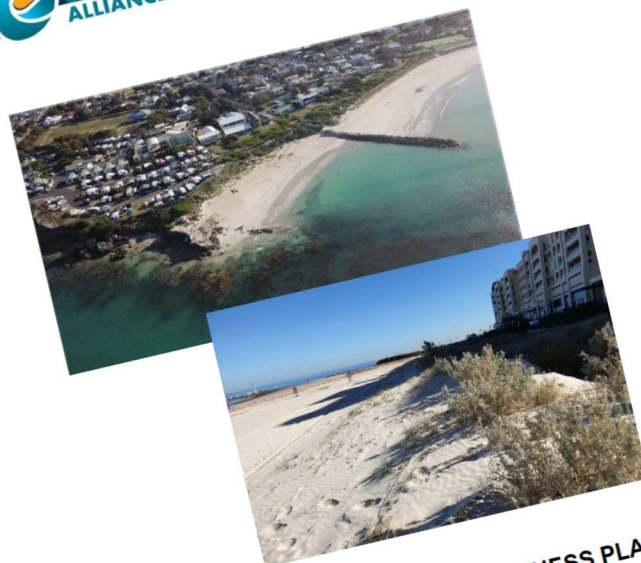
Alignment with regional LGAs for both funding and governance creates an important relationship for both SACCA and its member Councils facilitating sound governance as well as structured strategic planning and communications.

SACCA has prepared a Strategic and Business plan for the 2020-25 period. The activities and direction of SACCA is guided by this plan and the Executive Officer operates within this framework.

The Strategic and Business Plan is scheduled for review every 12 months.

Under this revised funding & governance model SACCA confirms it will;

1. Engage with regional LGAs and MSCC (or GAROC as alternate) on the annual review of the SACCA Strategic and Business Plan 2020-25.
2. Request that Regional LGA Boards include SACCA within their own strategic and business plan.
3. Provide regular reporting to regional LGAs and MSCC (or GAROC as alternate) on the progress of SACCA against its Business Plan, and
4. That both SACCA staff (Executive Officer) and members of its governing bodies (Executive Committee and Management Committee) actively facilitate engagement and information flow between SACCA, regional LGAs (incl. MSCC) and coastal Councils across the State.
5. Engage directly with the Coorong District Council as the only coastal Council within its regional LGA (Murray and Riverland LGA). For governance purposes this Council be considered as a member of the S&HLGA.



**STRATEGIC OBJECTIVES & BUSINESS PLAN
2020 – 2025**

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FUNDING - Current

Formed in late 2018 and launched in October 2019 by the States 34 Coastal Councils the South Australian Coastal Councils Alliance (SACCA) was founded utilising a range of funding sources available at the time.

This funding included the LGA Research & Development Scheme, regional LGAs and the Metropolitan Seaside Councils Committee group during 2018-19. In 2020 the Coast Protection Board provided funding to support the cooperation and collaborative effort between State and Local Government.

These funding arrangements are described in Table 1 below;

Table 1: SACCA funding Sources

Funding Source	Dec 2018 - 2019	2020 Jan 2020 – July 2021 18 months	Proposed 2021 – 2024* FY's
LGA R&DS	\$100,000	\$35,000 (project based)	TBA (projects)
Regional LGAs (5x)	\$5,000	\$5,000	\$50,000
MSSC	\$5,000	\$5,000	\$20,000
CPB	-	\$35,000	\$35,000
LGA	-	-	TBA (projects)
SAROC/GAROC		\$25,000 + (**\$40,000)	TBA (projects)
Carry over	-	\$5,000	TBA
TOTAL	\$110,000	\$115,000 core \$35,000 project	\$105,000 core Up to \$40,000 projects

*minimum CPI indexed in forward years

**For SACCA to move from calendar year to financial year planning an additional contribution of approximately \$40,000 was required during the 2020-21 FY to fund the period from 1 January 2021 to 30 June 2021. LGA SAROC and GAROC committees have included this contribution into their draft 2020-21 business plans.

It has been identified that the current funding model (ad hoc contributions from various sources) is not sustainable and that revised funding arrangements were required.

FUNDING PRINCIPLES – Revised

As the Alliance looks to the future and its financial sustainability it is necessary for SACCA to identify a sustainable funding model based on agreed funding principles. These principles are framed by the questions who benefits, who pays and how much?

The following principles have been endorsed by the SACCA Executive Committee and based on consultation with coastal Councils.

- The SACCA was formed to progress coordination, collaboration and reform in management of the SA coastal zone specifically in those areas of interest and responsibility of the Local



Government sector.

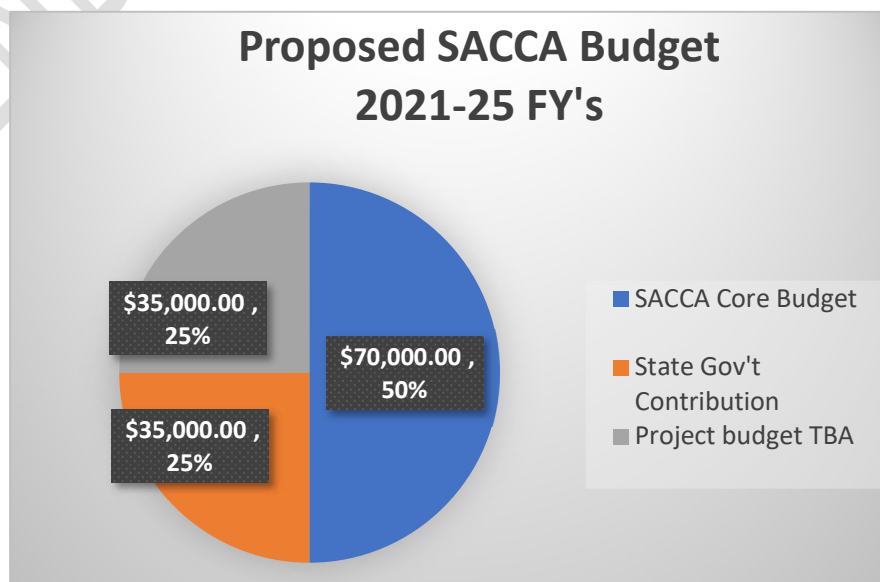
- The core beneficiaries of the SACCA are the 34 South Australian coastal Councils. Core costs should be recovered from those Councils.
- The 34 South Australian coastal Councils range significantly in size and capacity. Any agreed funding model should reflect this.
- All South Australian Councils and their communities enjoy the benefits that our coastal environments provide. A contribution from all SA Councils should be built into the SACCA budget - SAROC/GAROC should be considered.
- The South Australian Government benefits significantly from the Alliance and its representation of the Local Government sector. A funding agreement with the State should be considered by SACCA.

FUNDING – Revised Funding Model

Based on the funding principles outlined above the following funding model has been endorsed by SACCA based on consultation with coastal Councils.

The total quantum of the SACCA budget for 2021-2024 is approx. \$140,000 / annum. It is expected that;

- SA Coastal Councils and the Coast Protection Branch of DEW contribute \$70,000 and \$35,000 respectively towards core SACCA activities. This is broken down into;
 - Regional councils (via Regional LGAs) contributing \$50,000,
 - Metropolitan councils via the MSCC contributing \$20,000, and;
 - DEW Coast Protection Board contribution of \$35,000
- An annual project/research budget of approx. \$35,000 - \$50,000 is sought annually in consultation with GAROC/SAROC and the LGA of SA (LGAR&DS) and/or any other relevant funding/grant body.





Based on the above-described principles SACCA has endorsed a future funding model that includes;

1. Funding for core SACCA structure/function and administrative costs that is met via contributions from the 34 SA coastal Councils and equitably attributed. This funding is collected annually by the relevant regional LGA and using existing subscriptions formula to deliver equity between councils. The initial funding split for 2020-21 is proposed as follows;
 - a. \$50,000 from the 26 regional coastal Councils, and
 - b. \$20,000 from the 8 metropolitan coastal Councils.

This funding allocation equates to approx. \$2,000 pa for regional, and \$2,500 pa for metropolitan councils in 2021-22. A minimum of CPI indexation will be applied annually.

It should be noted that this model identifies the relevant Regional LGA as the entity that SACCA will invoice for the per annum / coastal Council value. How this fee is collected from individual coastal Councils (if at all) is at the discretion of the Regional LGA. Any Council that chooses not to be a member of SACCA via its regional LGA is requested to advise the Regional LGA and SACCA Committee in writing.

2. Funding from the State Government (DEW Coastal Branch / Coast Protection Board) of \$35,000 pa under the auspice of a State/Local Government funding agreement. This funding is obtained annually under a joint agreement between SACCA and the Coast Protection Board.
3. Funding that is project based and/or reflective of a Statewide contribution towards coastal reform that offers potential benefits for the LG sector more widely – this may include SAROC/GAROC and/or LGAR&DS project contributions. This funding is ad-hoc and dependent on strategic priorities, grant availability, eligibility and application funding guidelines.
4. A core funding arrangement that is supported by appropriate governance, reporting and communications (discussed further in above '2. Governance – Revised 2022-23' section).
5. Budgets are set using financial year planning cycles.