NOTICE OF ORDINARY COUNCIL MEETING

Notice is hereby given that the next ORDINARY COUNCIL MEETING will be held in the Council Office Boardroom, 6-8 Richardson Place, Roxby Downs on WEDNESDAY 27 NOVEMBER 2019 commencing at 4.00pm.

A copy of the Agenda for the above meeting is attached to this notice.

The meeting is open to the public and members of the community are welcome to attend.

Roy Blight
Chief Executive

22 November 2019
# AGENDA

**Meeting**

MUNICIPAL COUNCIL OF ROXBY DOWNS

**Meeting Date & Time**

Wednesday 27 November 2019 at 4.00pm

**Location**

Council Office Boardroom, 6-8 Richardson Place, Roxby Downs

## 1. Opening Statement

I wish to acknowledge the Kokatha peoples, the traditional owners of the land on which we meet today and pay my respect to their Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people who may be present today.

## 2. Confirmation of Minutes of the Previous Meeting

That the Minutes of the Council Meeting held on 30 October 2019 be confirmed as a true and accurate record of proceedings.

## 3. Adoption of Council Resolutions

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## 5. Community Presentations, Petitions and Deputations

Nil

## 6. Next Meeting

The next Ordinary Council Meeting is scheduled for 18 December 2019 at 4.00pm - Council Office Boardroom, 6-8 Richardson Place, Roxby Downs, unless advised otherwise, by notice on the Council’s website.

## 7. Closure
MUNICIPAL COUNCIL OF ROXBY DOWNS

MINUTES

Meeting
Ordinary Council Meeting

Meeting Date & Time
Wednesday 30 October 2019 at 4:00pm

Location
Council Office Boardroom, 6-10 Richardson Place, Roxby Downs

Staff Present
Roy Blight (Chief Executive), Michelle Hales (Group Manager Governance & Community), Drew Ellis (Group Manager Corporate Services), Stuart Edwards (Group Manager Essential Services & Assets), Tony Weir (Group Manager Lifestyle & Sport), Kerrie Thomas (Executive Support)

Apologies
Nil

1. Council Opening

The meeting commenced at 4:00pm.

Mr Whitbread acknowledged the Kokatha peoples, the traditional owners of the land on which we meet today and paid respect to their Elders past and present and extended that respect to other Aboriginal and Torres Strait Islander people who may be present today.

2. Confirmation of Minutes of the Previous Meeting

RESOLVED: The Minutes of the Council Meeting held on 25 September 2019 are confirmed as a true and accurate record of proceedings.

3. Council Business

3.1 Audit Committee Meeting Minutes 18 October 2019 (Subject to Confirmation)

PURPOSE: To receive the minutes (subject to confirmation) from the Audit Committee meeting held 18 October 2019.

RESOLVED:

1. That the minutes (subject to confirmation) of the Audit Committee meeting held 18 October 2019 be received and noted.

2. That Council notes the view of the Audit Committee that a draft Long Term Financial Plan be prepared by June 2020.

3.2 Full Year Financial Review 2018-2019

PURPOSE: To consider a report on Council’s Full Year Financial Review 2018-2019


3.3 General Purpose Financial Statements 2018-2019


Council also notes the comments made by the external auditors (Bentleys) who reported the good quality of the accounts presented for Audit.

3.4 Draft Annual Report 2018-2019

PURPOSE: To review Council’s draft Annual Report for the financial year ending 30 June 2019.

RESOLVED: That Council

1. Receive and note the Draft Annual Report for the financial year ending 30 June 2019

2. Refers the Draft Annual Report for perusal and comment to Council’s Audit Committee

3. The Draft Annual Report be considered for adoption at the November Council Meeting following consideration of the Audit Committee comments

4. Authorises the Chief Executive to make minor editorial or technical changes before the Draft Annual Report is formally adopted at the November 2019 Council Meeting.

3.5 Report on Treasury Activity 2018-2019

PURPOSE: To consider a report on Council’s investment activities and the resulting income from those activities.


3.6 Report on Internal Controls

PURPOSE: To consider a report on Council’s internal controls as they pertain to 2018-2019.

RESOLVED: That Council adopts the report on internal controls.

3.7 Bad Debts Written Off 2018-2019

PURPOSE: To consider a report of Council’s debts written off in 2018-2019.

RESOLVED: That Council notes the report.

3.8 First Quarter Budget Review

PURPOSE: To consider a review of Council’s 2019-2020 budget performance and associated matters.

3.9 Financial Delegations

PURPOSE: To revise and update the expenditure of limits of officer who have been approved to hold exercise financial delegations.

RESOLVED: That Council adopt the amended Financial Delegations, including issue of credit cards and expenditure of approval limits, as presented.

3.10 Phase 1 Asset Management System Implementation Project – Services Contract Approval

PURPOSE: Approval is sought to enter into a Professional Services Project Contract with Assetic Australia Pty Ltd (ABN 89 126 629 954) for the provision of Asset Management System (AMS) Implementation Services.

RESOLVED: That Council:

1. Approve the Contract between Assetic Australia Pty Ltd and the Municipal Council of Roxby Downs for the provision of Phase 1 Asset Management System Implementation Services.

2. The Administrator and Chief Executive be authorised to execute the Contract under seal pursuant to S38 of the Local Government Act 1999 between Council and Assetic Australia Pty Ltd pursuant to S127 of the Corporations Act 2001.

3.11 Construction of Hermit Street Nature Based Play Space

PURPOSE: To seek Council approval to engage LCS Landscapes to construct the Hermit Street nature based play space.

RESOLVED: That Council:

1. Award the contract for the construction of Hermit Street nature based play space, in accordance with the approved design to LCS Landscapes for $243,884.00 excluding GST.

2. The Administrator and Chief Executive be authorised to execute the Contract under seal pursuant to S38 of the Local Government Act 1999 between Council and LCS Landscapes pursuant to S127 of the Corporations Act 2001.

3.12 Road Resurfacing 2019

PURPOSE: To provide details of quotations received for scheduled road resurfacing works.

RESOLVED: That Council:

1. Approve the proposed road resurfacing works for 2019.

2. Accepts the quotation from West Coast Bitumen Pty Ltd (ABN 12 074 319 323) for $327,154.00 to undertake the road resurfacing works detailed in quotation QU-0436.

3.13 Road Closure for Roxby Downs Community Christmas Pageant

PURPOSE: Closure of Richardson Place between Burgoyne Street and Arcoona Street, for the Roxby Downs Christmas Pageant. Full closure of road between the hours of 2.00pm Saturday 30 November 2019 and 12.30am Sunday 1 December 2019.
RESOLVED: That Council:

1. Pursuant to the provision of the Roxby Downs (Indenture Ratification) Act 1982, and in accordance with Section 33 of the Road Traffic Act 1961 and Clause F of the instrument of General Approval of the Minister 12 March 2001, make the following orders.

Pursuant to Section 33 (1) of the Road Traffic Act 1961 declare that the event described below is to take place on the road described below, and is an event to which Section 33 of the Road Traffic Act 1961 applies; and

Pursuant to Section 33 (1) (a) of the Road Traffic Act 1961, make an order directing that the road on which the event is to be held and any adjacent or adjoining roads specified below can be closed to all traffic except police and emergency vehicles and vehicles involved in the event for the period commencing 2.00pm Saturday 30 November 2019 to 12.30am Sunday 1 December, 2019.

ROAD: Richardson Place

EVENT: Roxby Downs Christmas Pageant

ADJACENT / ADJOINING ROADS: Burgoyne Street, Arcoona Street, Norman Place, Roxby Club Car Park Entrance into Richardson Place, and Tavern Road, Roxby Downs.

Pursuant to Section 33 (1) (b) of the Road Traffic Act 1961 make an order directing that persons taking part in the event be exempted in relation to the road from duty, to observe the Australian Road Rules specified below subject to any conditions described below and attached to the exemption.

Rule: 230 Crossing the road
Rule: 234 Crossing the road on or near a crossing for pedestrians
Rule: 237 Getting on or into a moving vehicle (providing the speed of the vehicle does not exceed 5km/hr)
Rule: 238 Pedestrians travelling along the road
Rule: 264 Wearing of seatbelts by drivers (providing the speed of the vehicle does not exceed 25km/hr)
Rule: 265 Wearing of seatbelts by passengers 16 years or older (providing the speed of the vehicle does not exceed 25km/hr)
Rule: 266 Wearing of seatbelts by passengers under 16 years old (providing the speed of the vehicle does not exceed 25km/hr)
Rule: 268 How persons must travel in or on a motor vehicle (providing the speed of the vehicle does not exceed 25km/hr)
Rule: 269 Opening doors and getting out of a vehicle etc. (providing the speed of the vehicle does not exceed 5km/hr)
Rule: 298 Driving with a person in a trailer (providing the speed of the vehicle does not exceed 25km/hr)

3.14 Planning and Design Code

PURPOSE: To consider and endorse the content of a submission to the Department of Planning, Transport and Infrastructure (DPTI) regarding the new Planning and Design Code.

RESOLVED: That Council:

1. Endorses the submission to Department Planning, Transport and Infrastructure regarding the new Planning and Design Code.

2. Provide a copy of Council’s submission to BHP.
3.15 Community Development Plan

PURPOSE: To endorse the Community Development Plan 2020-2022

RESOLVED: That Council:

1. Receives the Community Development Plan 2020-2022 produced by the Roxby Downs Community Board and advises the Board that Council is encouraged by the Plan.

2. Requests the Community Board to consider the inclusion of role of volunteers and emergency services within the Community Plan before endorsement by Council.

3.16 Proposed BHP Village Development – Roxby Downs

PURPOSE: To initiate the process for revocation of the community land designation for portion of the land contained within Certificate of Title – Volume 5806 Folio 888 in accordance with the Local Government Act 1999.

RESOLVED:

1. That Council authorise the Chief Executive to prepare a proposal for the revocation of the Community Land classification for the portion of the land identified in the allocated plan being part of allotment 1396 Certificate of Title – Volume 5806 Folio 888.

2. Further that the Chief Executive conduct community consultations on the proposal in accordance with Council’s public consultation policy.

3. That Council authorises the Administrator and Chief Executive to negotiate and agree specific terms and conditions with BHP and the Roxby Downs Golf Club in order to progress this proposal in a timely manner.


PURPOSE: To review the Disposal of Land Assets Policy.

RESOLVED: That Council adopts the Disposal of Land and Assets Policy as presented, and publish on Council’s website.

3.18 Policy Review – Funding

PURPOSE: To consider a review of Council’s Funding Policy.

RESOLVED: That Council adopts the Funding Policy as presented, and publish on Council’s website.


PURPOSE: To review and adopt the Records Management Policy.

RESOLVED: That Council adopt the Records Management Policy as presented, and publish on Council’s website.

3.20 Retirement of Children on Council Premises Policy and the Induction of a New Employee Policy

PURPOSE: To retire the Children on council Premises Policy and the Induction of a New Employee Policy which have been replace by other internal Human Resource documents.
RESOLVED: That Council:

1. Approves the retirement of Children on Council Premises Policy on the basis that it is replaced by an internal Human Resource guideline.

2. Approves the retirement of the Induction of a New Employee Policy on the basis that it is replaced by an internal Human Resource procedure.

3. Approves the removal of the Children on Council Premises Policy and Induction of a New Employee Policy from the Council website.

3.21 Sponsorships and Donations Policy

PURPOSE: To adopt a new Sponsorships and Donations Policy.

DEFERAL: Council deferred the Sponsorships and Donations Policy to enable the draft policy to be amended to include provision for:

1. Clause 4.2 to read “objects that are deemed to be offensive or inappropriate for other reasons”
2. Clause 5.2 to include the Gambling Industry
3. Add an exemption clause which states “that if there is any doubt regarding what is appropriate in the policy then it be delegated to the Administrator or Chief Executive for clarification”
4. Policy is to be referred to the Audit Committee for comment.

4. Reports for Information

RESOLVED: The Council receive and notes the following reports:

- Chief Executive Report
  Resolved: That Council notes and endorses the action taken by the Chief Executive in relation to Airport Upgrade.

- Development Application Decisions
- Tree Removal – Phibbs Court and Olympic Way

5. Community Presentations, Petitions and Deputations

Nil

6. Next Meeting

The next Ordinary Council Meeting for the Municipal Council of Roxby Downs is scheduled for Wednesday 27 November 2019 at 4:00 pm - Council Office Boardroom, 6-8 Richardson Place, Roxby Downs, unless advised otherwise, by notice on the Council’s website.

7. Closure

The meeting closed at 4.55pm.

------------------------------------------------------------
Geoff Whitbread
Administrator
27 November 2019
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date 27 November 2019
Title of Report Audit Committee Meeting Minutes 15 November 2019 (Subject to Confirmation)

1. Purpose
To receive the minutes (subject to confirmation) from the Audit Committee meeting held 15 November 2019.

2. Recommendation
That the minutes (subject to confirmation) of the Audit Committee meeting held 15 November 2019 be received and noted.

3. Background
By operation of the Roxby Downs (Indenture Ratification) Act 1982, the provisions of the Local Government Act 1999 ('the Act') which relate to the establishment and meetings of a Council Committee do not apply to the Council. However, pursuant to Sections 36(1)(c) and 126 of the Act, the Council has established a committee known as the Roxby Council Audit Committee to ensure compliance with section 126 of the Act and accountability in decision-making.

The Audit Committee meets a minimum of four times per year.

4. Policy Implications
5.1 Financial/Budget
Nil

5.2 Resources
Nil

5.3 Legal and Risk Management
Nil

5. Attachments
Minutes for the Audit Committee Meeting held 15 November 2019 (subject to confirmation).

6. Report Authorisers
Roy Blight
Chief Executive
MINUTES

MUNICIPAL COUNCIL OF ROXBYS DOWNS

Meeting: Audit Committee Meeting
Meeting Date & Time: Friday 15 November 2019 at 12:30pm
Location: Boardroom, Local Government Finance Authority, Suite 1205, 147 Pirie Street, Adelaide SA 5000

Present:
- David Powell (Chair)
- Rosina Hislop
- Trevor Starr
- Geoff Whitbread (Administrator)
- Roy Blight (Chief Executive)
- Drew Ellis (Group Manager Corporate Services) (via teleconference)

Apologies: Nil

1. Opening Statement

The meeting commenced at 12:30pm.

Mr Powell acknowledged the Kaurna peoples, the traditional owners of the land on which we meet today and paid respect to their Elders past and present and extended that respect to other Aboriginal and Torres Strait Islander people who may be present today.

2. Conflict of Interest

Independent Members: David Powell (Chair), Rosina Hislop, Trevor Starr

Municipal Council of Roxby Downs: Geoff Whitbread (Administrator)
Municipal Council of Roxby Downs: Roy Blight (Chief Executive)
Municipal Council of Roxby Downs: Drew Ellis (Group Manager Corporate Services) (via teleconference)

3. Conflict of Interest

No member declared a conflict of interest.

4. Confirmation of Minutes of the Previous Meeting

Moved: T. Starr

That the Minutes of the Audit Committee Meeting held on 18 October 2019 be confirmed as a true and accurate record of proceedings with the following addition:

6.12 Appointment of Internal Auditor

The Council’s Administrator Mr Geoff Whitbread reported on the recruitment process for the performance of the internal audit function. Experienced local government firm preferred for this service. Research is underway with key audit industry specialists.
With this addition to the minutes Chair Mr David Powell signed the minutes.

Seconded: R. Hislop Carried

5. Chief Executive Report

In addition to the written report provided by the Chief Executive Roy Blight Council’s Administrator Mr Geoff Whitbread also commented on the following:

- **Internal Auditor**

  The Council’s Administrator Mr Geoff Whitbread reported that a report would be provided to the next Council Meeting (27 November 2019) for the appointment of Galpins to perform the internal audit function for Municipal Council of Roxby Downs. The appointment will be subject to a term contract together with the specification of key contract personnel that will be expected to provide the service to Council.

  Mr Whitbread confirmed that the recruitment and appointment of Galpins would be consistent with Council’s procurement process having regard for the limited range of recognised providers of this service and the forecast budget of $50,000.00pa.

  It is anticipated that the internal audit program will feature 4-5 campaigns per year. The internal audit work will have an interface with the Audit Committee and the draft program for 2020 includes a presentation by the internal auditor for the Audit Committee in the second half of 2020.

Moved: R. Hislop

That the report by the Chief Executive be received and noted.

Seconded: T. Starr Carried

6. Written Reports

6.1 Draft Annual Report

Meeting noted that the annual report was comprehensive and well-constructed.

Council’s Administrator Mr Geoff Whitbread noted that the Council would insert additional commentary in the Annual Report on the subject of local population demographic profile. Noted by the Audit Committee.

Moved: T. Starr

That:

1. The Audit Committee receive the report; and


Seconded: R. Hislop Carried
6.2 Financial Performance ending September 2019

Group Manager Corporate Services Drew Ellis commented on the following items:

1. The current budget is formulated on an even distribution of revenue and expenses throughout the year. To improve budget diagnosis the Finance department is increasing the application of seasonal forecasting into the construction and interpretation of Council’s accounts.

2. Appointments:
   - Eion Williamson – Maternity leave cover for Sayying Toh
   - Chelsea James – Rates administration
   - Victoria Andriessen – Payroll
   - Sayying Toh – Maternity leave
   - Melissa Nilsen – Leaving Council January 2020 (currently performs payroll and rates)

The roles of rates and payroll officer was advertised internally. The appointments pave the way for a smoother transition and will be supported with a comprehensive induction and training schedule.

Chelsea and Victoria being internal appointments will result in a realignment of job roles and responsibilities.

Moved: T. Starr

That the Audit Committee notes the Report on Financial Performance ending September 2019.

Seconded: R. Hislop

Carried

6.3 First Quarter Budget Review

Moved: T. Starr

That the Audit Committee receives and notes the first quarter budget review for 2019/20.

Seconded: R. Hislop

Carried

6.4 Periodic Injury Management Report

Future reporting to include:

1. Details on Skytrust implementation and progress
2. Report on incidents, hazards and response from the Corrective Action Register.

The purpose of this reporting is to provide the Audit Committee with an insight to the Council’s safety culture.

Moved: R. Hislop

That the Audit Committee notes the report.

Seconded: T. Starr

Carried
6.5 Risk Management Policy, Risk Management Framework and Strategic Risk Register

The Audit Committee recorded the following observations:

1. Council’s risk appetite statement should be prepared and reviewed annually (or earlier subject to experience and events)

2. The classification of risk (likelihood/consequence) be monitored and reviewed for suitability over the next 12 month period.

3. The Chair noted the reference to work by Powell and Co and the incorporation of ISO 31000.

4. Further consideration of strategic risks associated with:
   - Waste water treatment system failure
   - Large scale power outages, including circumstances beyond Council’s control/influence.

5. Appendix F. Control conditions and assessment process to be documented and supported with a flow chart to show how this operates in practice.

Moved: R. Hislop

That the Audit Committee subject to:

1. Further review of the categorisation of risk under the risk management framework to be considered in 2020 review of this policy.

2. The Administrator and Chief Executive work with the Council’s Senior Management Team on the preparation of a statement of risk appetite.

Having reviewed the Risk Management Policy and Risk Management Framework, recommends these documents to Council for adoption.

Seconded: T. Starr Carried

6.6 Sponsorships and Donations Policy

Moved: T. Starr

That the Audit Committee, having reviewed the Sponsorships and Donations Policy, recommends that Council adopts the policy at its next meeting.

Seconded: R. Hislop Carried

6.7 Policy Review – Fraud, Corruption, Misconduct and Maladministration Prevention

Moved: R. Hislop

That the Audit Committee, having reviewed the Fraud, Corruption, Misconduct and Maladministration Prevention Policy, recommend that Council adopts the policy at its next meeting.

Seconded: T. Starr Carried

6.8 Public Interest Disclosure Policy and Procedure

Moved: T. Starr
That the Audit Committee:

1. Notes the report
2. Reviews the Public Interest Disclosure Policy and Procedure when it is next due for review in July 2022

Seconded: R. Hislop  Carried

6.9 Audit Committee Meeting Dates and Times 2020

Moved: R. Hislop

That the Audit Committee endorse the schedule of ordinary meetings on:

Thursday 13 February 2020 (LGFA – Adelaide) (this meeting 10:00am to 12 midday)
Friday 15 May 2020 (Council Boardroom – Roxby Downs)
Friday 14 August 2020 (LGFA – Adelaide)
Friday 16 October 2020 (LGFA – Adelaide)
Friday 13 November 2020 (LGFA – Adelaide)

Calendar invites to be provided by Council to lock in these dates.

Seconded: T. Starr  Carried

7. Next Meeting

The next Audit Committee Meeting is scheduled for Thursday 13 February 2019 at 10.00am Boardroom, Local Government Finance Authority, Suite 1205, 147 Pirie Street, Adelaide SA 5000, (unless advised otherwise, by notice on the Council’s website).

8. Closure

The meeting closed at 2:34pm.
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date  27 November 2019
Title of Report  Annual Report 2018/2019

1. Purpose
To present Council’s Annual Report 2018/2019 for adoption.

2. Recommendation
That:
2. The Chief Executive circulate the Annual Report as required and appropriate and to publish on the Council website.

3. Background
Section 131 of the Local Government Act 1999 requires Council to prepare and adopt an Annual Report each year on or before 30 November. Most of the content within the Annual Report is prescribed, with Schedule 4 of the Act setting out information that must be included.

4. Discussion
The Draft Annual Report 2018/2019 has been prepared in accordance with legislative requirements. The Report includes all of the matters prescribed by Schedule 4 as well as the General Purpose Financial Reports which include the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows and Audit Reports.

Legislation requires Council to include prescribed information; however this Draft Annual Report also provides additional information as outlined in the Annual Report Guidelines produced by the Local Government Association (June 2019).

Council’s Audit Committee reviewed the Draft Annual Report 2018/2019 on 15 November 2019. The Audit Committee resolved that:

1. The Audit Committee receive the report; and

The Department of Energy and Mining reviewed the Draft Annual Report 2018/2019, the department had no comment but congratulated the Council on a thorough and informative report on the Council’s activities and achievements during the year.

Following adoption by Council, copies will be sent to the presiding members of both Houses of Parliament, the Minister State/Local Government Relations, the South Australian Grants Commission and Legal Deposit registries. A coloured publication version will be available through Council’s website with a small number printed for display at Council’s office and the Library.
5. **Policy Implications**

5.1 **Financial/Budget**

The Draft Annual Report was produced in-house with no external design or printing costs required.

5.2 **Resources**

The Draft Annual Report has been produced using existing staff resources.

The final adopted Annual Report will be available to the public as an electronic document. Only a few hard copies will be produced using Council's internal resources.

5.3 **Legal and Risk Management**

By adopting the Annual Report prior to 30 November 2019 Council will meet its legislative requirements in accordance with Section 131 of the Local Government Act 1999. If Council fails to adopt its Annual Report by this time it is in breach of the legislation.

6. **Report Consultation**

Staff from across Council’s various business units
Audit Committee at the meeting held on 15 November 2019
Department of Energy and Mining

7. **Attachments**

Annual Report 2018/2019 including the Audited General Purpose Financial Statements

8. **Report Authoriser**

Michelle Hales
Group Manager Governance and Community
Acknowledgement of Country

We acknowledge the Kokatha peoples, the traditional owners of the land on which we live today and pay our respect to the Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people who are present today.
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MESSAGE FROM THE ADMINISTRATOR

I am pleased to present the Annual Report for the Municipal Council of Roxby Downs for the financial year ending 30 June 2019. The Annual Report is a review of our services, project outcomes, achievements and financial performance. I congratulate Council’s Chief Executive, staff, volunteers, contractors and project partners on a productive year.

For the third year in a row, we have maintained our commitment to not increase Council rates and only increase power and water rates by 1% nominally. Council maintained an operating surplus of $2.2m which is on par with the financial results from 2017/2018. The balance sheet continues to be clear of long term debt. This outcome strengthens Council’s position in preparing for the renewal of ageing assets and provides a sound base for planning and developing our long term objectives.

In November 2018, we celebrated a significant milestone with the 30th anniversary of Roxby Downs and Olympic Dam. To mark this occasion a public artwork was commissioned by BHP and gifted to the Council. Kalta (Gulda) (the sleepy lizard), a traditional symbol for the Kokatha people, was transformed into a public artwork and has been installed over the entrance to the Visitor Information Centre for the community and visitors to enjoy. BHP also generously sponsored a celebration party on the town oval which was attended by a large number of residents and visitors. Thank you BHP.

The year has been one which focused on project planning, development and community consultation building a foundation for the implementation of key community projects in 2019/2020. These works include the Richardson Place toilet upgrade, off-leash dog park, Hermit Street nature based play space and Lions Park upgrade.

This year has also been a special milestone for Rotary who celebrated their 10th anniversary in Roxby Downs. As a commemorative project Rotary worked with Council on the upgrade of the park in Curdimurka Street and these efforts culminated in the official naming of the park as Rotary Park.

In the first half of 2019, BHP began consulting with Council and the community about a proposal to establish a new permanent or temporary 1,500 unit worker accommodation village. This development is needed to cater for future smelter maintenance campaigns with the next major shutdown scheduled for April 2021. Council has provided extensive information to BHP on power and water infrastructure and consumption and will continue to work with BHP to assist in the timely delivery of this project.

We have expanded our communication tools to include Instagram and collaborated with BHP to engage local talent to produce a video which showcases life in Roxby Downs. This video has been uploaded to the YouTube channel and has reached circa 5,000 views to date.

Council’s priority is to continue to focus efforts on projects, activities, events and programs that contribute to the economic prosperity and wellbeing of our community. Roxby Downs is a highly regarded mining town with a culturally diverse and family oriented community. Our high quality cultural and recreational facilities are attractive to existing and new residents from all over the world. With a high population turnover, it is critical that we keep abreast of the changing needs of our residents and be innovative in our response to the challenges of remote living. Council is committed to working with BHP, the Community Board and the local community to make Roxby Downs a town that people want to move to, be proud to live and work in and call home even if it is only for a short while.

Geoffrey Whitbread
Administrator
The Municipality is 110 km² in size.
Location
570kms north-west of Adelaide in the Far North of South Australia.

History
The Municipal Council of Roxby Downs was proclaimed on 26 May 1986 and the town was officially opened on 5 November 1988.

Size of Municipality
110 km²

Properties
1,727 residential properties
1,879 rateable properties

Roads
Sealed 37.36kms
Unsealed 2.2kms

Population
4,014 (30 June 2018)
Estimated Resident Population - Australian Bureau of Statistics

Population Change
Roxby Downs has maintained a consistent minimum residential population of 4,000 over the last 13 years.

Source: Estimated Residential Population  
Unique demographics

The demographics of our community are unique compared to the rest of regional South Australia and are reflected in the following chart. The population is characterised by a higher percentage of males, children and people of working age. Only 0.4% of the population is aged 70 years and over while 29% are under the age of 18 years. These demographics significantly influence Council’s planning, programs and priorities.

Age-sex pyramid, 2016

Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data). Compiled and presented in profile.id by id, the population experts.
The Municipality was officially proclaimed by the Governor of the South Australia on 26 May 1986. The town was constituted by the State Government (the Minister of Lands) on 10 November 1986. The aim was to build a town that serviced the nearby Olympic Dam mine, and provide a residential base for mine workers and their families.

The main construction phase, which included the Roxby Downs Area School, recreation centre, Community Club and Council office, occurred between 1987 and 1988. Both the Olympic Dam mine and township were officially opened on 5 November 1988.

Over the years, increases in the Olympic Dam workforce fuelled population growth, with the town growing rapidly both in area and population. The official residential population peaked at 4,826 in 2011. Since that time the population has steadily fallen to the current official total of 4,014 (2018). In future years the population is expected to rise as a result of new work opportunities emerging at Olympic Dam.

The residential population is supplemented by the mine employees who work on a fly in/fly out (FIFO) or drive in/ drive out (DIDO) basis. They are accommodated in two residential villages – one located at Olympic Dam and the other in Roxby Downs. The FIFO and DIDO population expands considerably during mine maintenance shutdowns.

With both population growth and decline, the businesses and services offered have changed over time. The number of bricks and mortar shops have declined, but some have been replaced by home based businesses and online shopping. For those shops that remain, they continue to serve a large residential base, which includes the pastoral stations and the neighbouring towns of Andamooka and Woomera. The town’s facilities and infrastructure are of high quality and are a major selling point in attracting new residents.

Remote living creates many challenges for the community, particularly in accessing health services and transport. The local economy is also tied closely to the fortunes of the mining sector, and like other mining towns throughout Australia, Roxby Downs experiences both boom and bust cycles.

Corner of Pioneer Road and Arcoona Street circa 1986 (Original source unknown)
GOVERNANCE OVERVIEW

The Roxby Downs Indenture Ratification Act (1982) ("Indenture") and the Local Government Act (1999) are the two major pieces of legislation that govern the operations of the Council.

The Indenture provides the framework for a governance structure that is unique and different from traditional local government.

The legislative requirement to have elected members (councillors) has been suspended. In their place, an Administrator has been appointed by the State Government (by Instrument of the Minister for Mineral Resources and Energy) with approval by BHP. The Administrator has the powers of a council under the Local Government Act 1999.

The Administrator is an Officer of the Crown and the conditions of appointment are outlined in the Indenture.

In February 2017, Mr Geoff Whitbread was appointed as Administrator after acting in the role since May 2016.

This three year appointment was the first step in improving the governance structure of the Council as recommended by a Governance Review Panel commissioned by the Council. The State Government agreed to the recommendations.

In July 2017, the Administrator appointed Mr Roy Blight as the inaugural Chief Executive. The Chief Executive is responsible to the Council (Administrator) for the day-to-day management of Council’s affairs. The appointment of an Administrator and a Chief Executive effectively separates governance and decision making from the day-to-day operations leading to greater accountability and transparency.

Roxby Downs Governance Framework as at 2019

- Roxby Downs (Indenture Ratification) Act 1982
- Local Government Act 1999
- State Government appointed Administrator holds powers under the Indenture Act and powers of a council under the Local Government Act
- Municipal Council of Roxby Downs (incorporating Roxby Power, Roxby Water and Roxbylink)
- Roxby Downs Community Board Inc. established by Council in 2005. Comprises 6-12 community members plus a BHP and Council representative as non-voting members. Rules of Association can be changed upon recommendation of Board and approval of BHP and Council
- Forums and shared interest groups established and operate under the guidance, auspices and legal framework of the Community Board
- Chief Executive appointed by and responsible to the Administrator for the implementation of Council’s program and leadership of operations
GOVERNANCE TIMELINE

ROXBYS TOWNNS

- 1979
  Western Mining Corporation (WMC) and BP establish joint venture to develop the Olympic Dam mine

- 1982
  Roxby Downs (Indenture Ratification) Act proclaimed

- 1986
  Municipal Council of Roxby Downs officially constituted by the Governor of the State on 26 May

- 1986
  Development of Roxby Downs township commences

- 1986
  First Administrator
  John Harris appointed

- 1988
  John Brazel appointed as Administrator

- 1988
  Roxby Downs Township official opening on 5 November

- 1993
  WMC acquire BP’s interest in Olympic Dam

- 1998
  Town Board established with community, Council, State Government and WMC representatives

- 1999
  William Boehm appointed as Administrator

- 2003
  Town Board replaced by Interim Community Board

- 2003
  Work on a Community Plan begins

- 2005
  Roxby Downs Community Plan launched

- 2005
  BHP acquires WMC Resources and takes over the operations of the Olympic Dam mine

- 2006
  New Roxby Downs Community Board incorporated as a not for profit association

- 2016
  Review recommends changes to governance structure

- 2016
  Geoff Whitbread appointed as acting Administrator

- 2017
  Geoff Whitbread appointed as Administrator for a 3 year term

- 2017
  Roy Blight appointed as the Inaugural Chief Executive

- 2018-2019
  Consultation begins on a new Community Development Plan for 2020 to 2022

- 2019
  Roxby Downs Community Board approves Community Development Plan
OPERATIONAL OVERVIEW

In addition to managing municipal operations, Council is also responsible for operating electricity and water utilities. The State Government and BHP must also approve the Council budget and fund any annual operating deficit.

Council engages external contractors to perform most of Council’s civil construction, maintenance, horticulture and waste management functions. This has proved to be the most cost effective method of managing these parts of the operation in a remote location.

Council delivers a wide range of traditional municipal services as well as various sporting, recreation and cultural facilities. These include the Roxbylink complex, community ovals and associated buildings as well as providing significant community cultural development activities.

Building social capacity and quality of life of the community is the cornerstone of our activities. This includes a range of community development strategies as well as traditional asset management and service delivery roles.

These roles are diverse and include: improving the quality of life of the community; planning at the local and regional level; local area environmental management; developing community resources; representing the interests of the wider community; and acting as a responsible decision maker.

War Memorial and Council Office in Richardson Place
OUR VISION
A World Class Community to support a World Class Mine

Our Mission

To create a strong community focused, participative and financially independent council that assists all sectors to work cooperatively and to develop and set its own direction.

Our Strategic Imperatives

Council’s vision and mission are underpinned by five strategic imperatives which collectively drive Council’s actions and decision making.

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Cultural Vitality</th>
<th>Social Equity</th>
<th>Economic Prosperity</th>
<th>Environmental Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>In addition to performing and discharging the powers, functions and responsibilities under the Local Government Act and other Acts the Council is responsive to the needs and aspirations of individuals and groups and encourages community leadership</td>
<td>Cultural Vitality is the vital ingredient to the town’s liveability. It is the ingredient that makes global citizens choose our town over another and is key to winning in a competitive labour market</td>
<td>The provision and coordination of various public services and facilities where diversity and inclusion are the foundation and where no one is left behind. The community and resources are developed with the overall aim of improving the quality of life of all residents</td>
<td>The promotion of our town and provision of an attractive climate and location for the development of business, commerce, industry and tourism. Assisting businesses to help themselves and facilitate networks locally and within regional and state service bodies</td>
<td>Managing, protecting, restoring, enhancing and conserving the environment in an ecologically sustainable manner, to improve the amenity of the area, to protect from natural and other hazards and to mitigate the effects of such hazards</td>
</tr>
</tbody>
</table>
### YEAR IN REVIEW


<table>
<thead>
<tr>
<th>Leadership Strategy</th>
<th>Action</th>
<th>Work in Progress</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective consultation.</td>
<td>Your Say Engagement Program.</td>
<td></td>
<td>Due to BHP’s community voices program this project has been deferred indefinitely.</td>
</tr>
<tr>
<td>Community involvement as a key partner in the development to the Community Plan.</td>
<td>Support the Community Board to develop a new Community Development Plan.</td>
<td></td>
<td>Community Development Plan 2020 - 2022 has been ratified by the Community Board.</td>
</tr>
<tr>
<td>A strong and increasing volunteer sector supporting community outcomes.</td>
<td>Maintain volunteer levels in Community Foodies and Breakfast Club.</td>
<td></td>
<td>Numbers retained with potential for growth in library and youth programs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cultural Vitality Strategy</th>
<th>Action</th>
<th>Work in Progress</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A strong sense of place and identity.</td>
<td>Town entrance signage.</td>
<td>Art design completed by Kokatha artists. Currently negotiating site locations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Public Art Work 30th Anniversary Project.</td>
<td></td>
<td>Kalta (Gulda) the Lizard donation to the community by BHP and installed at the entrance of the Visitor Information Centre.</td>
</tr>
<tr>
<td>A vibrant main street which is a place for social interaction.</td>
<td>Install public seating around town and replace seating in the Richardson Place Rotunda.</td>
<td>Rotunda upgrade waiting on artwork</td>
<td></td>
</tr>
<tr>
<td>Dynamic cultural and arts activity.</td>
<td>An annual program of art exhibitions and entertainment.</td>
<td></td>
<td>Annual commitment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economic Prosperity Strategy</th>
<th>Action</th>
<th>Work in Progress as at 30/6/19</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism and visitation which contributes to economic prosperity.</td>
<td>Ongoing support in provision of Accredited Visitor Information Services.</td>
<td></td>
<td>Annual commitment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social Equity Strategy</th>
<th>Action</th>
<th>Work in Progress as at 30/6/19</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A community that shares its skills and knowledge.</td>
<td>Ongoing school holiday programs. Support for National Science Week.</td>
<td></td>
<td>Ongoing.</td>
</tr>
<tr>
<td>Youth development, participation and wellbeing.</td>
<td>Community Youth Centre improvements.</td>
<td></td>
<td>Youth in Leadership program established.</td>
</tr>
<tr>
<td>Creativity and learning for all ages.</td>
<td>School holiday and library programs and National Science Week events.</td>
<td></td>
<td>Ongoing with increasing participation.</td>
</tr>
</tbody>
</table>
## Social Equity Strategy

<table>
<thead>
<tr>
<th>Action</th>
<th>Work in Progress as at 30/6/19</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and family services</td>
<td>Upgrade Richardson Place toilets to include baby changing and disabled facilities</td>
<td>Community consultation and planning completed. Scope of works completed and work tendered. Works to be completed in Sept 2019</td>
</tr>
<tr>
<td>Integrated sporting facilities</td>
<td>Multipurpose change rooms to encourage more participation of females in sport</td>
<td></td>
</tr>
<tr>
<td>Integrated recreation facilities</td>
<td>Multipurpose pump track</td>
<td></td>
</tr>
<tr>
<td>Well-resourced gym with an expanded array of services</td>
<td>Convert to 24 hour operation</td>
<td>Feasibility analysed and considered not viable at this time.</td>
</tr>
<tr>
<td>Parks, gardens and open space offer active and passive recreation opportunities</td>
<td>Emu Walk redevelopment and conversion of Hermit Street Playground to nature based play space</td>
<td>Community reference group established. Waiting on BHP consent to use land. Playground consultation and design completed.</td>
</tr>
<tr>
<td>Integrated sporting facilities</td>
<td>Lions Park upgrade including skate bowl</td>
<td>Installation of BBQs, shade shelters, picnic tables and landscaping to be completed in September 2019. Grant application for skate bowl unsuccessful. Alternative sources of funding being investigated</td>
</tr>
<tr>
<td>Well-presented leisure facilities</td>
<td>Re-fencing and seating at the town oval</td>
<td>Fencing that doubles as seating installed.</td>
</tr>
<tr>
<td>Efficient, reliable and cost efficient sewerage services</td>
<td>Sewerage system upgrade</td>
<td>Sewer pits grids replaced and desludging of dam</td>
</tr>
<tr>
<td>Cost efficient power distribution</td>
<td>Transfer high voltage switches and transformers</td>
<td>Completed in 19/20 during town maintenance</td>
</tr>
<tr>
<td>Well-presented leisure facilities</td>
<td>Replace ageing seating and install new bookshelves in the library</td>
<td>Seating and book shelves installed and space re-configured to attract more use</td>
</tr>
<tr>
<td>Improvements to Community Youth Centre</td>
<td>Quotes being obtained for roof over pergola</td>
<td>Cool room replaced, blinds installed, improved IT functionality</td>
</tr>
</tbody>
</table>

## Environmental Sustainability Strategy

<table>
<thead>
<tr>
<th>Action</th>
<th>Work in Progress – to be completed in 2019/20</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste management services which minimise waste and optimise recycling</td>
<td>Waste Transfer Station Upgrade Waste Management Facility (Opal Road)</td>
<td>Fencing being done in 19/20. Delayed due to change in requirements from contractors</td>
</tr>
<tr>
<td>An environmentally involved community</td>
<td>Conversion of waste plastics to fuel oils</td>
<td>Waste audit currently underway. Feasibility study to be prepared once results of waste audit are received</td>
</tr>
<tr>
<td>Conservation of water and optimise re-use</td>
<td>Community Garden improvements</td>
<td>New fencing, plants, mulching &amp; garden bed edging</td>
</tr>
<tr>
<td>A clean and attractive environment</td>
<td>Stormwater improvements</td>
<td>Upgrades being designed for implementation in 19/20</td>
</tr>
<tr>
<td>A built environment designed to address the local climate</td>
<td>Townscape Horticulture Plan</td>
<td>Currently in planning stage and sourcing a contractor</td>
</tr>
<tr>
<td>Effective and responsive dog and cat management</td>
<td>Additional shade for the Splashpad</td>
<td>Deferred due to required works on the pool plant room. Rescheduled for March 2020</td>
</tr>
<tr>
<td>Well educated and participative community</td>
<td>Establish an off-leash dog park</td>
<td>Project could not commence until BHP provided approval to use the land.</td>
</tr>
<tr>
<td>Funding support to Arid Recovery for the Wildlife Hotline</td>
<td>Ongoing community education regarding energy and water conservation</td>
<td>Chip Blitz Day - discounted microchipping over 2 days - 68 pets microchipped</td>
</tr>
<tr>
<td>Three year resource agreement in place</td>
<td></td>
<td>Three year resource agreement in place</td>
</tr>
</tbody>
</table>
THE YEAR AHEAD
Future projects 2019/2020

Priorities
New projects and assets will only be invested in if they are supported by a well-argued business case which addresses whole of life costs, community benefit, financial viability and external funding opportunities.

Key Projects
Planned projects are characterised by their reliance on partnership efforts and addressing ageing infrastructure which is now over 25 years old. Planning for some projects commenced in 2017/2018 and will be completed in 2018/2019.

Oval Fertigation System
Convert the current manual fertilising/water system to an automatic fertigation system to help improve water retention, drainage, fertilising and reduce labour costs.

Leisure Centre LED Lighting
Much of the lighting and associated fittings are from the original build. Stadium 1 is now 25 years old. Lighting will be replaced over a two year period to increase energy efficiency and cost savings.

Off Leash Dog Park
Site plan developed with design concept. Subject to BHP approval as the landowner.

Richardson Place Toilets
Existing toilets to be refurbished and extended to include new unisex toilets which also provide disabled and baby change facilities.

Community Youth Centre
Installation of shade over the pergola will improve sun safety and increase opportunities for outdoor activities.

Leisure Centre and Dunes Café Toilets/Change Rooms
The toilets and change rooms require extensive repair and refurbishment. Original tile work and fittings are broken or missing in places. These are high use facilities.

Town Entrance Signage
Three sites selected which are subject to Kokatha assessment to comply with any heritage significance. Kokatha artwork will be incorporated. Funding has been secured from BHP.

Multipurpose Pump Track
The detailed design stage has been completed. Project is dependent on funding from grants.

Hermit Street Playground
Old play equipment has been removed and design of the new nature based play space has been completed. New fencing and toilets will be installed in 2019/2020.

Multipurpose Change Room Facilities
Existing change rooms at the Main Oval are 28 years old and do not meet current AFL facility guidelines for female and junior players. Project depends on grant funding which has been unsuccessful to date.

Asset Management System
Installation and implementation of a computerised asset management system.

Drone Technology
Utilise drone technology to reduce costs of building maintenance, environmental management and assist with the visual assessment of assets and infrastructure.

Indoor Pool Access To Toilets
Modifications to the Roxbylink building to provide indoor pool users with direct access to the existing change rooms and toilets.

Strategic Planning
In early 2019, Council staff started working on a new Strategic Plan. This body of work will continue throughout the 2019/2020.
The Council, like other local government authorities, has many roles when serving the community. Council's financial commitment, therefore, varies according to the nature of the role and statutory responsibilities.

In addition to being a direct provider of services and owner/custodian of facilities, Council is also an advocate and facilitator/initiator of new projects on behalf of the community.

Advocacy involves lobbying various tiers of government and BHP on issues that affect the community. As a facilitator/initiator, Council brings together and/or engages with individuals, community groups and government agencies to address issues affecting the community and to initiate new programs.

Council staff are members of a range of stakeholder groups. This involvement ensures that they are part of important community discussions which helps inform Council decisions.

Council established the Roxby Downs Community Board in 2005 to act as the voice of the community and champion community development goals. In 2006, the Board transitioned into a separately incorporated association. Since that time Council has continued to work closely with the Board and provide support which includes: executive support; managing finances; providing advice on governance; and community development. A small operating grant is provided each year which assists with payment of public liability insurance and administration expenses. In-kind support includes access to meeting spaces at no cost, assistance with publicity of events and activities and support with event management and project facilitation. Community Project Officers also provide support to some of the forums including: Health Forum; Environment Forum; Community Garden; Multicultural Forum; and Sport and Recreation Forum.
CIVIC FUNCTIONS

Official events are periodically held as part of Council’s civic responsibilities.

Governor’s Visit
In June Council hosted a civic reception for the Governor of South Australia His Excellency Hieu Van Le and Mrs Le. During their visit they met with staff of local schools and visited Arid Recovery and Olympic Dam mine.

Australia Day Citizen of the Year Awards
The Australia Day Citizen of the Year Awards recognise and reward individuals and organisations who have made an outstanding contribution to our community.

The 2019 Award winners were:
Joint Citizens of the Year – Tobi Jane Alcock, Anthony Alcock and Sandy Sumsion
Young Citizen of the Year – Morgan Scott
Community Event of the Year – World Food and Music Festival

Citizenship Ceremonies
Roxby Downs continues to welcome people from all over the world. The Administrator has a formal role in conducting citizenship ceremonies. During the year, 12 local residents originally from Pakistan, India, Lebanon and Philippines became Australian citizens.
COMMEMORATIVE EVENTS

5 November 2018 marked the 30th anniversary of the official opening of Roxby Downs' township and the Olympic Dam operation. This special occasion was celebrated with a family day hosted by BHP on the Main Oval. The event, which included a performance by Wes Carr, was extremely successful attracting both current and former residents.

As a lasting legacy a new public artwork - the Kalta (Gulda) Lizard - was gifted to the Council from BHP. The Kalta (Gulda) Lizard is the traditional symbol of the Kokatha people. The artwork was produced by Alchemy Ironworks and was installed above the entry to Visitor Information Centre. Glen Wingfield, the Chairperson of the Kokatha Aboriginal Corporation delivered the Welcome to Country and official unveiling.

OTHER CORPORATE SERVICES

Service SA

Council acts as a rural agent for Service SA and offers transport-related State Government services locally. This is a commission based contractual arrangement with the Department of Planning, Transport and Infrastructure and is an additional revenue stream. Council’s Customer Service Officers have delegated authority from the Minister for Transport, Infrastructure and Local Government to undertake a selected range of Service SA transactions which include: vehicle registration; licensing of drivers; boat registrations; and boat licences. Interstate licensing and registration transactions occur regularly along with international drivers’ licence transfers.

Transactions can either be straightforward renewals utilising the online EzyReg portal or paper-based transactions with some complexity involving residents who have moved to the area from interstate or overseas. In these cases, Customer Service Officers are supported by staff at the Service SA branch located in Port Pirie who are available to answer any queries by telephone.

During 2018/2019, 1,551 transactions were processed via EzyReg while a further 1,700 more complex transactions were completed.
EFFECTIVE DEVELOPMENT & PLANNING

Council is required to assess all forms of development against the Roxby Downs (Municipality) Development Plan, as well as the Building Code of Australia under the Development Act 1993 and associated regulations.

This is carried out under longstanding arrangements with both City of Salisbury (building assessment) and Stewart Payne Planning Consultant (planning assessment), who attend Roxby Downs as required, with additional support provided remotely.

Regulations establish procedures which Council must follow in the assessment of applications including what level of public notification is required and when applications must be referred to external authorities such as the Environment Protection Authority (EPA) and government agencies. Fees are set by the Development Regulations and are standard across the State.

Council is currently transitioning from the Development Act 1993 to the Planning Development and Infrastructure Act 2016. This is expected to be fully operational in rural areas in April 2020. The new legislation replaces the existing Council Development Plan with the Planning and Design Code. The Code will operate throughout the state and is intended to provide a consistent approach to development assessment, replacing individual planning rules established by Councils through their Development Plans.

Council has been involved in separate consultation exercises with staff of the Department of Planning Transport and Infrastructure to ensure a smooth transition to the Planning and Design Code. Public consultation on the Code is scheduled to occur in the 2019-2020 financial year.

Features of the new system will include lodgement of applications by means of an online portal, rather than by paper application with the Council.

All relevant rules and policy will be available to anyone on-line with zone mapping and policies able to be viewed. This will make the process more transparent and may well speed up some approvals.

Council has previously been exempt from a requirement for a Council Assessment Panel, but it likely to require one under the new legislation when this becomes operational next year.

Development Activity

Development undertaken in Roxby Downs over the 2018/19 period is shown in the table below. Activity has been reasonably subdued reflecting ongoing efficiency measures at the Olympic Dam Mine. Minor domestic activity featured in approvals along with some more notable commercial applications including a mine machinery and service outlet and proposed expansion to the BP service station to include the relocated Subway outlet.

<table>
<thead>
<tr>
<th>Development Activity</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dwellings</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Additions/alterations to dwellings</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Carports, Outbuildings Verandas</td>
<td>16</td>
<td>21</td>
</tr>
<tr>
<td>Signs</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Swimming Pools</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Flats/Units</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Business/Commercial</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Industrial</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Other - Community</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Land Division</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Demolition</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Applications</td>
<td>34</td>
<td>33</td>
</tr>
<tr>
<td>Estimated Expenditure</td>
<td>$4.01m</td>
<td>$0.94m</td>
</tr>
</tbody>
</table>
EFFECTIVE COMMUNICATION

Council aims to effectively communicate and engage with community, business and other stakeholders. The 2018/19 Communication Strategy focussed on four main objectives:

- To provide targeted, consistent and relevant communication in a timely and professional manner
- To provide mechanisms and opportunities for community engagement, comment, input and involvement in Council decision making
- To communicate Council’s brand, functions and identity with the community
- To promote the Roxby Downs community to new residents, businesses and visitors

Community Meetings

Council staff regularly attend community forum meetings and other community information sessions where opportunities to listen to community concerns and discuss ideas are presented.

Draft Annual Business Plan

Each year Roxby Council publishes an Annual Business Plan and Budget which highlights the strategic direction for the coming financial year across all operational areas. Prior to endorsement of the Annual Business Plan and Budget, a Draft is presented to the public for consultation.

The Draft Annual Business Plan and Budget was actively promoted during the consultation period.

Council engaged with the community throughout the consultation period by means of a community information session, emails sent to major stakeholders, website submission and hard copy submission forms, a Facebook Live community session and a formal public meeting.

Facebook analytics revealed that the Facebook session reached 2,000 people. The number of live concurrent viewers peaked at 38 and there were 699 unique viewers.

Four people attended the community information session, one website submission was received and there were no verbal submissions.

Six Monthly Report Card

During the year Council produced the third and fourth edition of the Six Month Report Card illustrating Council’s ongoing commitment to inform the community and other interested stakeholders about progress in meeting the objectives of Council’s Annual Business Plan and Budget and reporting Council-initiated and/or partnered activities, programs, and events. The Six Month Report Card series represents a succinct and easy-to-read summary of highlights and progress.
**Effective Communication**

**Community Consultations**

A number of community consultations occurred throughout the year:

- Community land leases for the following clubs:
  - Roxby Desert Motocross Club
  - Roxby Downs Sporting Car Club
  - Roxby Downs Bowling Club
  - Roxby Downs and Districts Racing Club
  - Desert Dirt Karts
  - Scouts

- Draft Annual Business Plan 2018/2019
- Richardson Place public facilities/toilets upgrade
- Draft Order Making Policy
- Mobile Food Vendor Permit application
- Hermit Street Playground redevelopment

**Website**

Council’s website is an important communication platform providing a vital link between Council, residents, community, businesses, tourists, potential residents and more. Council’s social media posts and spotlights on the My Local Services app link people directly to the website where they can access more detailed information.

Late 2018 also saw Council experimenting with the utilisation of QR codes on hard copy material such that posters and flyers could also link readers directly to the website for further information. Council anticipates an increase in the use of QR codes for this purpose.


**Access to Information**

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EFFECTIVE COMMUNICATION

Social Media

Council’s main Facebook site, Roxby Council, was launched in October 2016. Since then Facebook pages for both Council and Roxbylink continue to be well used. The aim is to promote and engage with the community throughout the year. Council’s Facebook page has grown to over 1,200 followers. Similarly, Roxbylink’s Facebook page is keenly liked and followed. This instant form of communication means information can be disseminated to a large audience quickly.

2018-19 saw the introduction of two Instagram pages. Roxbylink Instagram and RoxbyDowns5725. The pages are proving to be a valuable tool in terms of marketing the Roxbylink Dunes Café, Roxbylink activities and programs and sharing the beautiful environment of Roxby Downs and some of Council’s major assets and infrastructure.

Local Services App

Council, like many councils across South Australia, have implemented the My Local Services App. The App alerts users to key dates including bin collection days, meeting times, and events. Notifications regarding important events can also be scheduled for direct delivery to mobile phones. The app also has a feature to report issues that require Council attention. To 30 June 2019 data shows that 799 people whose Council home location is Roxby Downs downloaded the My Services App.

Welcome Bag

New residents are provided with a Welcome Bag when they visit the Council office for the first time. The Roxby Council branded calico bag contains information about a range of Council services as well as community information. The purpose of these bags is to connect new residents to the community by promoting important community related information and contact numbers. The Welcome Bag is a joint initiative of the Council, BHP and Strengthening Our Families.

Facebook Statistics showing continuing growth
CULTURAL VITALITY

A strong sense of place and identity

Council has a strong connection to arts and culture through the operation of the Roxbylink cultural facilities, installation of public art and running of events.

ART GALLERY

A number of exhibitions by community groups and local artists were held in the Gallery during the year. These included the Minyma Talk group who had artworks on display for an exhibition celebrating NAIDOC week and the Multicultural Forum who held an exhibition as part of National Reconciliation Week.

Former local Dave Kovac exhibited some of his works that were inspired by the Roxby landscape, and underground truck driver Monte Clements shared her hobby of photography in the exhibition ‘Conversations with Myself’.

A local history exhibition ran throughout the month of November as part of the town’s 30th birthday celebrations.

Roxbylink Gallery is a free space for community exhibitions and local artists. It provides an outlet for local residents to connect with people of similar interests and for community groups to attract more members.
AUDITORIUM

The 350 seat Auditorium has capacity to host both large and small functions. As part of its commitment to bring cultural experiences to Roxby Downs, Council/Roxbylink supported a number of performances to suit the many interests of the community. During the year the stage lighting system and a new projector and screen were installed. These bring the auditorium up to the minimum standard for stage infrastructure required for small to medium shows.

Kasey Chambers performed her Campfire tour in Roxby Downs in July which attracted 265 people. This was a great turnout for the show, and Kasey reminisced with the audience about the times she visited the area in her younger years.

The Big Tops and Tiny Tots circus show for 3-6 year olds shared an action packed circus adventure in February for an audience of 108 people. Isaac Lomman a crowd favourite visited Roxby for the third time with his Hypnosis Live show for one performance in March. Through a number of post-show surveys staff have gained valuable feedback that help shape planning of next year’s events.

Roxbylink staff also planned and catered for a number of local events including: the Roxby Downs Business Longevity Awards: Roxby Downs Netball Association Senior Presentation; Hornridge 21st Reunion; BHP Leaders Forum; and local pop up markets.

CINEMA

Attendances at the 60 seat cinema decreased by 3.66% during 2018/2019. This decrease in ticket sales corelated with a low number of family movies released during the year.

Due to the ongoing age of the digital cinema and technical faults, minor upgrades to storage capacities will be required next financial year.

Events such as seminars, National Simultaneous Story Time and Out of Schools Hours Care (OSHC) screening have been well received by the community.

DUNES CAFE

The Dunes Café caters to small groups looking for a quiet coffee and a meal. There is a play cafe setup for children within the Auditorium adjacent to the Café to ensure everyone has an enjoyable experience.

The new menu has been well received by customers and has helped to reduce the operating costs of the Cafe. ‘Grab and Go’ products are selling well and more options are being trialled to better service the growing demand.

The kitchen and Café staff have been working hard catering for many functions held during the year and there are plans to develop a new menu.

KIOSK

As the main customer service hub for the recreation complex, the Kiosk provides information, products and services to community members. The Kiosk also provides entry level employment opportunities for school leavers and other young community members looking at joining the workforce.
SUPPORTING COMMUNITY OWNED MEDIA

Locally based community media plays an important role in connecting communities. Council is pleased to support RoxFM with an annual grant of $10,000 and in-kind assistance with the use of space within the Roxbylink complex.

Council Catchup Radio Show

In February 2018, a new radio show called ‘Council Catchup’ was launched on local radio station RoxFM. This one hour radio program airs each Thursday morning at 9.00am and aims to keep the community informed on all Council news, as well as other local events and happenings. This includes Council organised and/or supported events and initiatives, Council job vacancies, community consultations, school holiday programs, art gallery exhibitions, changes to trading hours, waste, power and water issues and more. Council’s Chief Executive frequently comes on the program to discuss the highlights from each Council meeting.

The Vibe Radio Show

A major element of Council’s communication strategy is the weekly one hour radio show on RoxFM called ‘The Vibe’. Council staff have been trained to work on air and in how to produce a radio show. The Vibe, which is sponsored by Council, airs every Friday at 1pm and highlights upcoming community events and news. Guests from local community groups are invited to speak on air about their event or group which helps them publicise their activities to the broader community at no cost. This radio presence is another way for these community groups to generate interest in volunteering and increase community attendance at events. The Vibe presenters also occasionally undertake outside broadcasts during community events.

Promotional Video

In May Council launched a new promotional video showcasing life in Roxby Downs. Council and BHP worked together with local videographer Travis Hague (Lonelyoak Films) to produce a short video highlighting the lifestyle, people and environment of Roxby Downs called ‘Living in Roxby Downs’. To date, the video has been viewed on Council’s YouTube channel over 4,500 times. The link to the promotional video was posted on the Roxby Council Facebook page and has reached over 7,500 people.

‘Living in Roxby Downs’ - https://www.youtube.com/watch?v=YiA6pDpEFl&start=10s
COMMUNITY EVENTS

Each year, Council provides in-kind support for a number of community events. Events are either standalone Council events or collaborations with the Forums of the Community Board.

Community Development Staff also assist various Forums with the planning and running of their events. This support includes event management coordination and advice, marketing and promotion, managing finances, volunteer management and infrastructure management.

Roxby Power staff assist with electrical needs in Richardson Place while members of the Municipal Works team and external contractors ensure that the main street and other Council controlled venues are well maintained before and after events in areas such as: waste management; road closures; rotating banners; and gardening.

At Christmas time Roxby Power staff install Christmas lights in the main street in time for the annual Christmas Pageant.

Staff at Roxbylink support events taking place in the various venues located within the Roxbylink cultural and recreation precinct. This includes A/V support and set up.

Australia Day Event and Awards

Australia Day was celebrated at the Roxbylink pool on 26 January. Free entry to the pool, a free barbecue and an outdoor live broadcast by RoxFM created a lively family atmosphere. This is always a popular event with around 600 people attending this year.

The highlight of the event was the annual Australia Day Citizen of the Year Awards presented by the Administrator Geoff Whitbread.

Celebrating Indigenous Culture

In July, NAIDOC week was celebrated with a small family day at the Community Youth Centre. Roxbylink staff assisted with set up and the Community Team assisted the NAIDOC committee with the organisation of the event. Attendees enjoyed food prepared using native bush foods including: salt bush chilli, spiced glacé quandongs and pepper leaf.

In May, in collaboration with the Roxby Downs Community Board, Country Arts SA and Black Screen, Council celebrated National Reconciliation Week with the launch of a local Aboriginal art exhibition and Black Screen film presentation. The event was well attended with the community enjoying gourmet bush tucker and celebration of Indigenous arts, film and culture.
COMMUNITY LIBRARY

The Library offers a variety of resources and programs to meet the literary, informational and social needs of the local community. The Library's reach extends beyond the Council boundaries, with residents of Andamooka and the pastoral stations regular visitors.

Strategies align with the South Australian Public Libraries Tomorrow's Libraries Vision 2030 which strives for connected community places through:

- Creating vibrant flexible spaces that are fit for purpose
- Extending the reach of library services into the community
- Creating targeted programs and events
- Building creative content and knowledge centres
- Access to existing and emerging technologies
- Partnering with intent

As at 30 June 2019 there were 1,777 active members. During 2018/2019, there were 23,811 visits to the Library with patrons accessing both resources and programs.

The public internet computers continue to be well utilised with 2,474 bookings. The Library's collection totals 9,623 items, with resources evenly spread between adult and children's areas. These resources are reviewed annually, with out-of-date and unpopular items weeded and replaced with new items. A total of 17,043 items were borrowed or renewed.

Attendances at children's programs totalled just over 6,800 with many children attending several sessions including: holiday craft activities, Toddler Storytime, Baby Bounce, Dads and Kids events and school, kindergarten and childcare sessions. Toddler Storytime, Baby Bounce and Dads and Kids are run as a joint venture with the Strengthening Our Families program. Sessions are held on Tuesdays and Fridays at 9.30am with only one session held during school holidays. Baby Bounce takes place on Wednesdays at 10.30am.

New programs introduced during the year include English Conversation classes and the Think It, Make It, Do It program. A pop up library was held at the local market day.

The Library celebrated National Children’s Book Week with the theme of Find Your Treasure which included a pop-up library in the Roxbylink Nippy Gym.

The meeting room space continues to be well utilised by sporting and community groups for after-hours committee meetings and training, tutoring and bible study classes and as a green room for dance. There were 200 bookings for the year.

The Library also supports the local book club where book lovers meet off site to discuss a monthly themed book.
SOCIAL EQUITY

Community and resources are developed in an equitable and socially just manner to create a healthy, active community.

COMMUNITY DEVELOPMENT

Council works in collaboration with the Roxby Downs Community Board and Forums as well as BHP to provide a range of activities that support community life.

Council’s role varies from being the lead agent (e.g. initiator, event or project manager) to that of facilitator or supporter. Community development strategies focus on the Roxby Downs Community Board which is a platform for local community members to develop personal skills in leadership, in community advocacy and in collective action.

Outside of the Community Board other programs focus on building capacity through skills development and volunteering. Examples include: community members being involved in the development and organisation of events; community members participating in project reference groups; and young people joining youth leadership programs.

The ultimate aim is to build a cohesive and highly networked community where people develop new skills, take action and have a voice in areas of which they have an interest or a concern.

Many Council and community programs would not be possible without the support of volunteers. Finding time to volunteer can be very challenging for local residents when they work long shifts and have sport and family commitments. This makes volunteering efforts even more special and valued. To reward local volunteers, Council celebrates International Volunteers Day each year with a special event. This year involved a free screening of the movie ‘A Star is Born’.
COMMUNITY YOUTH CENTRE

The Community Youth Centre (CYC) is a multipurpose venue and home to after-school youth drop in, school holiday programs, Community Foodies Program, Multicultural Forum and Youth Advisory Committee.

The CYC is a friendly, positive and safe environment for young people aged 10 years and over. The CYC is popular with the 10 - 14 year age group, however, programs are also offered for older age groups. The CYC has a pool table, fussball and air hockey tables, a table tennis table, Wii and Xbox consoles, comfortable couches and beanbags and giant outdoor chess pieces.

School holiday activities include art and craft and cooking classes and are always well attended. Participation in youth related activities continues to grow each year at the CYC. The number of attendances for 2018/2019 totalled 6,136 which was an 80% increase from the previous year.

The CYC also has a commercial kitchen and can be booked by community groups, businesses and the general public for functions, birthday parties, meetings and training sessions.

Popular events during the year included multicultural feasts and multicultural cooking classes.
YOUTH DEVELOPMENT, PARTICIPATION & WELLBEING

The focus of 2019 South Australian Youth Week celebrations was a project aimed at revitalising the skate park. Council’s Youth Development Officer worked closely with local school students and local artists who were involved in the painting and design. The re-opening of the skate park formed part of the official launch of Youth Week.

Other events held during the year included: workshops on learning DJ skills and digital media and learners group for Lplaters. The Youth Development Officer also worked with the Youth Advisory Committee (part of the Community Board) to run a number of events including a pool party, football and pizza night, Gen 2 Youth movie night, Messy Games night.

Council launched the inaugural Leadership in Action program for young people aged 13 - 18. This program was modelled on a similar program run by the City of Tea Tree Gully (CTTG) and aims to build the leadership skills of Roxby youth. To kick-start the program a Youth Leadership Summit was held on 15 February 2019 which involved 120 students from Years 8 -10 from Roxby Downs Area School and St Barbara’s Parish School.

Council would like to thank the support received from the Youth Development staff at the City of Tea Tree Gully in the development and facilitation of the summit.
PLAYGROUNDS

In May 2018, Council approved the re-naming of the playground/park in Curdimurka Street to Rotary Park. The Rotary Club of Roxby District has been operating in Roxby Downs since 2008 and renaming the park presented an opportunity to commemorate this 10 year milestone as well as recognise the long association Rotary has had with the park. Over the years, Rotary has contributed improvements which have included a paved pathway, seating and some external fencing. The new name was officially launched at a gathering at the park on 30 November 2018, with guests of Council and Rotary in attendance.

An upgrade program commenced which included a barbecue donated by Rotary, a new shelter, extra power and lighting, toilets, more play equipment and more shade. These works were supported by in kind assistance from Roxby Fabrication and Engineering, Red Mulga and Ahrens.

To celebrate the completion of all works, Rotary organised a family day on 16 June 2019 which was well attended by the community. Rotary Park has become one of the premier parks in Roxby Downs and is very popular with locals.

Nature Play Festival

The annual Nature Play Festival was again very popular with over 300 adults and children in attendance. This event is a joint initiative of Council, Arid Recovery, Strengthening Our Families, and Mining Minds and is held outdoors in Lions Park and surrounds.

Children participated in a range of activities including: making mud pies and playing in mud; bug catching; water play; and learning about dinosaurs.
OVALS

The town ovals are maintained using a management plan that includes: aerating, scarifying, trimming the grass, regular sprinkler checks and irrigation maintenance and repairs. Water storage tanks and irrigation control facilities ensure there is a steady supply of irrigation water.

Over the past 12 months, permapine fencing was replaced with recycled plastic seating. Replacement of old pine fence posts was completed before the local football season started. These changes have created a much safer environment as well as a more purposeful addition to the Main Oval, with the fence now acting as seating for the comfort of spectators.

The new artificial turf pitch which was installed to kick start the 2018 cricket season performed to everybody’s satisfaction and has proven to be a worthwhile addition to the oval. The ovals are now in pristine condition, attracting a range of activities including soccer, rugby league, AFL, cricket, and touch football. All of these sports now have considerable female participation and are building for the future. The ovals are also used as a shared space with Roxby Downs Area School Monday - Friday during school terms.

The town ovals are the base for several events which included: the annual Desert Dash, Roxby Downs Area School and St Barbara’s Parish School sports carnivals, RDAS Parents and Friends Paws and Prams event and the Roxby Downs/Olympic Dam 30th anniversary festivities and concert.

Ongoing maintenance and renovation projects are being undertaken to ensure the continuing development of the ovals. Future plans include upgrading change room facilities and landscaping surrounds. Grants have been applied for to seek funding to support these projects, however as yet have not been successful.

These projects are aimed at stimulating interest not only from the greater community but the state as well. West Adelaide Football Club (SANFL) continue to conduct local training sessions in Roxby Downs. The club conducted local training sessions for all ages which generated positive feedback and also has created an avenue for some male and female juniors to participate in Adelaide.

PUMP TRACK

A proposal to develop a pump track on the corner of Burgoyne Street and Olympic Way (old BMX track site) achieved significant community support. From the feedback received from community consultation, a detailed design including civil works and technical specifications has been completed. Approval has also been granted to clear native vegetation on the site. The next stage, which will be progressed during 2019/2020, is sourcing funding and in kind support to complete the project.
SPORT AND RECREATION

STARCLUB Field Officer Program

The STARCLUB Field Officer Program is a partnership between the South Australian Office for Recreation, Sport and Racing and the Council. A three year agreement has been negotiated which extends the program to 2021. The STARCLUB Field Officer role is performed by Council’s Sport and Recreation Officer.

The STARCLUB Field Officer works closely with local sporting organisations to build capacity through training programs, assisting with strengthening management processes and governance of their operations to ensure sustainability. Part of this work includes promoting the Good Sports, Play by the Rules and Sports Voucher programs.

There are 25 sporting clubs currently registered with the program, with club members working hard towards receiving full STARCLUB recognition.

The STARCLUB Field Officer has also assisted local organisations to apply for grants, with a total of $81,355 received from the Office for Recreation, Sport and Racing.

During 2018/2019, there were eight development workshops held for sporting clubs covering the following topics:

- Sports Nutrition
- Concussion Management
- Treasurer’s Workshop
- Strategic Planning
- Risk Management
- Child Safe Officer
- Emotional Coaching Toolbox for Kids
- Provide Responsible Service of Alcohol

These workshops have been well received, with strong attendance by committee members, coaches and athletes.

Capital Works

The resurfacing of the Stadium One floor was completed and is now fit for purpose. It is expected to meet the requirements for the next 8 – 10 years with regular scheduled maintenance. The stadium’s roof and air conditioning were also repaired.

The ramp to Stadium Two was replaced due to ageing concerns. The new ramp meets Disability Discrimination Act 1992 requirements and provides a safe and secure access to the stadiums by the community and school students.

The squash courts were refurbished, with repairs to existing walls and roof due to general wear and tear. The refurbished courts are expected to last for another 15 years with only minor maintenance.

The lights on netball court two, after over 20 years of use, were replaced with LEDs which provide a wider spread of light thus reducing shadows and are more cost efficient.
Roxby Junior Sports Academy

After a successful pilot program in 2018, the Roxby Junior Sports Academy (‘RJSA’) has continued in 2019 with 16 athletes aged between 12 and 16 years selected. Five athletes have carried on from 2018.

The RJSA provides select athletes across all sports in Roxby Downs with increased sporting opportunities, and assists in identifying clear talent pathways at either a local, state or national level.

The 2019 RJSA squad undertake strength and conditioning programs designed by the Head Coach twice per week under the guidance of two High Performance Coaches.

Specialised education sessions have also been delivered in the following areas: sports psychology, goal setting, speed and acceleration, agility and plyometrics, media training, sports nutrition and injury prevention and management.

During Term 1, the RJSA athletes attended an Inner Sanctum experience with the AFLW Crows side. This visit was made possible due to the generous support of BHP. During Term 3, the RJSA squad attended the University of South Australia’s High Performance Centre where they participated in elite level testing and a tour of the Cycling SA headquarters at the Adelaide SuperDrome.

The ongoing operations of the RJSA have been made possible through the support of Council, BHP, Alliance Airlines, Monadelphous, M&G Hotel Group, Roxby Downs Motor Inn, West Adelaide Football Club and the Office for Recreation, Sport and Racing.
PULSE FITNESS

Gym (Pulse Fitness)

Pulse Fitness offers programs developed by in-house trainers to assist community members in achieving their fitness goals and developing a healthier lifestyle. The fully equipped gym provides opportunities for all fitness and skill levels. With a dedicated cardio, weights and stretching area there is plenty of space for all members.

Pulse Fitness started the financial year with a total of 227 members which has remained relatively steady throughout the year, finishing with 224 current members.

There were 18,346 member visits throughout the year (excluding group fitness), which is a drop on 2017/18 figures of 20,664 member visits. However the 2017/18 numbers were heavily influenced by the mine shutdown that took place at the end of 2017 and beginning of 2018. Due to this, income for the year was also down 15.3%, however, this was still an increase on 2016/17 figures.

The gym flooring has been replaced and new equipment including an assault bike, multi-gym station with pec deck attachment and bicep/tricep machine installed.

Group Fitness

The available group fitness classes include Body Blast, Body Flex, Body Strength and Yoga. Throughout the year there were 258 attendances at group fitness classes which is a decrease from 2017/18. This can be attributed to both the lack of qualified group fitness instructors and the availability of these instructors.

KIDS CLUB

Crèche

The Roxbylink Crèche provides onsite support for parents attending group fitness classes, programs and services at the Roxbylink complex. This service caters for children aged six months to five years, with an hour of care per child on Monday, Tuesday, Wednesday and Friday.

Healthy eating is promoted in the Crèche which encourages parents to have appropriate snacks for their children.

Bookings at the Crèche have fallen in recent times as many parents are re-entering the workforce and placing their children in formal care facilities. This service is continually reviewed to make sure it meets the needs of patrons of Roxbylink.

Nippy Gym

Nippy Gym creates a play environment where children aged six months to five years can develop socially, emotionally, cognitively and physically in a safe structured/unstructured and multi-sensory environment. Parents/guardians are actively involved and responsible for the supervision and safety of their own children at all times.

Throughout the year attendances fluctuated, with numbers unpredictable on a weekly basis. This in part was influenced by the 7/7 roster for employees at Olympic Dam.
AQUATICS

In 2018-2019 there was a slight reduction in casual pool attendances due to an uptake in family pool memberships for the winter season. In the month of April the Splashpad continued to be used after the closure of the pool, however, during the rest of winter this facility was not utilised as much.

With the increasing demand for non-skilled workers at Olympic Dam, it is increasingly difficult to recruit and retain lifeguards which impacts on the availability of services.

During the summer months, the outdoor pool and Splashpad provide the perfect venue for families when planning birthday parties or a casual BBQ, with the new BBQs being used every weekend and most weeknights.

Removable steps were purchased for the indoor pool to increase accessibility.

SWIM SCHOOL

The Swim School program caters for children aged six months up to adults, with most of the participants in the 3 – 7 year age bracket.

In recent years, there has been a trend of parents preferring to start their children in swim lessons between the age of three and five which has increased the demand for private classes.

Due to staff turnover, however, there has been a lack of qualified instructors in the local job market and the quantity of classes available has had to be reduced. The current priority is to build on the current skills focus within the local market to enable more classes to be run. This would allow more children to participate in classes.
PUBLIC HEALTH

Public Health Plan

The South Australian Public Health Act 2011 requires councils to prepare and implement a regional health plan and report on its progress every two years. The Act recognises that councils provide leadership and public health in their regions and also influence the health of their communities by what they do and do not do.

Many local government activities have links to public health. These activities include: infrastructure (footpaths, walking trails, parks, shade, skate parks, community gardens; playgrounds; dog parks); the way communities are planned; recreation facilities and sporting grounds; health information and community education; events that bring the community together; safe drinking water; wastewater management; volunteering; waste management; disability inclusion services; and volunteering.

The Roxby Healthy Community Plan was adopted in 2014, with goals aligned with the State Public Health Plan. Public Health Plans must be reviewed and updated every five years, and in the latter half of 2019, Council will begin this process which will coincide with the release of the State Government’s new State Public Health Plan.

Council staff are active members of the Roxby Downs Health Forum, the Alcohol and Substance Abuse Forum, Time For Wellbeing (BHP) project and other health related community committees. This helps inform Council’s strategic plans and priorities.

FOOD SAFETY

The Council has 35 food businesses which are assessed for compliance with the Food Act 2001 and the Food Safety Standards. A total of 29 food inspections were completed during the year which included three follow up inspections.

ENVIRONMENTAL HEALTH

Council’s environmental health service is contracted to the City of Salisbury. Environmental Health Officers make bimonthly visits to conduct inspections and investigations.

Activities include:

- Public and limited access swimming pools are monitored daily by the relevant pool operators. They are also inspected by Environmental Health Officers on a regular basis when the pools are open for use. Pools inspected include those in the Roxby township and at Olympic Dam.
- Legislation pursuant to the Public Health (Legionella) Regulations 2013 requires all councils to register High Risk Manufactured Water Systems (Cooling Water and Warm Water Systems). One Warm Water System has been registered with Council and is inspected for compliance on an annual basis (via third party audits).

Activities include:

- Health and food safety promotion. Free literature on various subjects is available from the Council Office, and the free online ‘I’m Alert Food Safety Training Program’ is made available for food handlers.
COMMUNITY HEALTH PROGRAMS

Community Foodies

The Community Foodies program is a partnership between Roxby Council and SA Community Foodies. The Foodies are volunteers and, through their promotional activities, raise awareness about healthy food choices. Foodies are trained in basic nutrition, food safety, group training, knife skills and cooking skills. During 2018/2019, the Foodies attended local market days, held children’s cooking sessions, ran Toddler Storytime sessions with food and held healthy cooking demonstrations.

There are currently 14 active Foodies plus six junior Foodies aged 10-14 years. Community Foodies continue to support the Roxby community with interactive sessions, education and promotion of health eating.

Breakfast Club

In April 2019, the Foodies began operating a Breakfast Club. This new initiative caters for school students who have not had a chance to have breakfast before school. Every Tuesday morning during the school term, the Foodies open the Community Youth Centre from 7.30am with a healthy selection of cereals, toast, fruits and muffins. The Breakfast Club has proven to be a successful program, with over 100 school aged children attending during Term 2.

ROXBY DOWNS HEALTH FORUM

The Health Forum is a subcommittee of the Roxby Downs Community Board and works in partnership with Country SA PHN (Primary Health Network) to offer a whole of community approach to health and wellbeing. Council is a key stakeholder along with BHP. The Health Forum recognises the challenges faced by remote communities and actively lobbies for increased services to support the community.

The Forum actively lobbies, on behalf of the community for additional health services and manages events that promote mental and physical wellbeing. Council staff provide executive support to the Forum.

In May 2019 the Forum ran the biennial Happy Healthy Expo at the Community Youth Centre and surrounding areas. Council supported the event with free use of the venue and staff assisted in the organisation and running of the event.
ECONOMIC PROSPERITY

Commonality of purpose between Council, BHP and local business to support continued economic growth and development

LOCAL ECONOMY

SNAPSHOT

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed Residents in 2018</td>
<td>2,314</td>
</tr>
<tr>
<td>Unemployment rate compared to 5.33% for Regional SA (Mar Qtr 2019)</td>
<td>0.75%</td>
</tr>
<tr>
<td>Number of new businesses 2016</td>
<td>26</td>
</tr>
<tr>
<td>Number of non-employing businesses in 2018 (55%)</td>
<td>77</td>
</tr>
</tbody>
</table>

AN ACTIVE BUSINESS COMMUNITY

RDA Far North

Along with other councils in the region, Council is a major stakeholder in Regional Development Australia (RDA) Far North. Through this relationship local businesses have access to a Business Development Manager who visits from the RDA Far North’s central base in Port Augusta. The Business Development Manager provides personalised business advice to local business owners and sources training opportunities that can be delivered locally.

Roxby Downs Business Forum

The Business Forum is a subcommittee of the Roxby Downs Community Board and acts as the representative body for local business. Council is a member of the Forum along with RDA Far North’s Business Development Manager and the Coordinator of BHP’s Local Buying Program. These relationships provide local business operators with direct access to resources and decision makers.

Mobile Food Vendors

Council currently has two mobile food vendors registered. These vendors operate in the main street when other food outlets are closed, visit BHP’s accommodation villages or the light and heavy industrial estates. These vendors are meeting the needs of shift workers who are often leaving or going to work when other food outlets are closed.

MAJOR EMPLOYER

As a major town based employer and user of local contractors Council contributes significantly to the local economy. It is an employer of choice for the family members of Olympic Dam workers and provides casual job opportunities and career pathways for school leavers.
TOURISM PROMOTION

Council supports economic development through the operation of the Visitor Information Centre (VIC) which is located within the Roxbylink complex.

The VIC has maintained its accreditation status and continues to be part of the South Australian Visitor Information Centre Network along with 41 others across the state. Only accredited VICs can display the trademarked yellow italic “i” sign which is a symbol of guaranteed quality service and reliable information. Accredited VICs contribute to their local economies by providing information to visitors that encourages them to stay longer and spend more locally.

During the year, the VIC increased the range of retail items which included locally made jewellery and giftware.

The VIC acts as a consignment stockist for local artists/organisations to display and sell their products in store. It provides them with access to a wider audience and a shopfront with set opening hours. Items include: opal jewellery, hand painted souvenir rocks, homemade candles and Australian themed pouches.

During 2018/2019, a total of 4,198 people sought tourist and local information from staff at the VIC. This was a slight increase from the 4,023 visitors of the previous financial year. The peak visitation period for the Roxby Downs region is April to October when the weather is much milder.

Arid Recovery’s Sunset Tours were well attended, with 191 people heading out on a tag-a-long tour. With the Council website showing relevant information that is easy to access, an active social media presence for both the VIC and Arid Recovery, as well as a Google My Business Listing, the tour has been able to reach more people.

The VIC assists the local community by being a ticket outlet for a number of local events which this year included the Business Forum’s Breakfast and Longevity Awards and the Roxby Women’s Network’s International Volunteers Day Ladies Night Out.
ENVIRONMENTAL SUSTAINABILITY

Responsible and cost effective management of our environment

EFFECTIVE AND RESPONSIVE DOG & CAT MANAGEMENT

Council has management responsibilities under the Dog and Cat Management Act 1995. Activities include registration, collection and return of stray dogs and cats and investigating complaints of barking or dog attacks in the community.

On 1 July 2018 new laws for dog and cat owners came into effect which legislate mandatory micro-chipping. All dogs and cats born after 1 July 2018 must also be desexed, with exemptions applying for working dogs and registered breeders.

A new Dogs and Cats Online (DACO) system also came into effect on 1 July. This centralised system has replaced the 68 individual council registers and provides an online service for all registration payments and updating registration and microchip details if they move house or change telephone numbers.

Chip Blitz Event

In response to the new laws Council held a Chip Blitz day in collaboration with Chip Blitz SA and Red Gum Vets offering discounted microchipping for local pets over two days. A total of 68 dogs and cats were microchipped over the two days.

<table>
<thead>
<tr>
<th>Item</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dog Registrations</td>
<td>532</td>
<td>612</td>
</tr>
<tr>
<td>Dog Expiations</td>
<td>15</td>
<td>22</td>
</tr>
<tr>
<td>Dog Complaints</td>
<td>84</td>
<td>119</td>
</tr>
<tr>
<td>Dog Impoundments</td>
<td>54</td>
<td>38</td>
</tr>
<tr>
<td>Dog Attack reports</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Dog Expiation Income</td>
<td>$2,763</td>
<td>$4,960</td>
</tr>
<tr>
<td>Dog Registration Fees</td>
<td>$23,718</td>
<td>$25,534</td>
</tr>
<tr>
<td>Cat Registrations</td>
<td>70</td>
<td>71</td>
</tr>
<tr>
<td>Cat Expiations</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cat Registration Fees</td>
<td>$2,087</td>
<td>$2,310</td>
</tr>
<tr>
<td>Cat Nuisance Reports</td>
<td>14</td>
<td>7</td>
</tr>
<tr>
<td>Breeder Registrations</td>
<td>n/a</td>
<td>5</td>
</tr>
<tr>
<td>Breeder Registration fees</td>
<td>n/a</td>
<td>$375</td>
</tr>
</tbody>
</table>
WASTE MINIMISATION AND RECYCLING

Council outsources waste management services to a local contractor (BSH Waste Solutions). With the closure and capping of the landfill (dump) site in June 2015, the town’s waste is now transported to a landfill site at Inkerman (near Dublin) north of Adelaide. A resource recovery centre operated by BSH is located in Gosse Street and is open to the public seven days a week. Residents are able to drop off domestic quantities of hard waste at no charge. BSH independently also operates a refundable can and bottle recycling service.

Total general waste collected fell slightly across all waste types. In the latter half of 2019 Council will commence a household kerbside waste and recycling analysis project to help gain a better understanding of waste streams and recyclables placed in waste and recycling bins. The audit will be conducted by a third party waste analysis company. Households are selected at random and no records of specific waste will be collected.

Overfilled household bins continue to be an issue. Bin lids need to be fully closed to prevent crows rummaging through waste in search of food and leaving litter in the streets. Council continues to run a community awareness campaign on this topic.

Green Organics

Council collects green waste from households on a single collection day each month. Usage and compliance continues to be monitored and the future service may be reviewed again if contamination and under-utilisation continues. During 2018/2019 the percentage of green waste collected remained at the same levels as in 2017/2018, however, is 2.2% less than in 2016/2017.
A SAFE COMMUNITY

Road Safety

Roxby Roadsafe (a forum of the Roxby Downs Community Board) is currently in recess. Council is still committed to raising awareness of road safety matters and put together a road safety information display on behalf of Roxby Roadsafe at the Happy Healthy Expo.

Footpaths and Roads

Throughout the year, the annual road reseal and line marking program continued, with 3,017 linear road metres completed including Aquila Boulevard (from Stuart Road to Tiliqua Crescent), Planigale Drive, Santalum Way, Melia Street, Bolami Street and Pogona Court.

Kerb and gutter works were completed in Planigale Drive, Melia Street, Bolami Street and Aquila Boulevard (from Stuart Road to Tiliqua Crescent).

Traffic Volumes

To assist with the future planning of our road network, Council installed a traffic counter on the major thoroughfares of Olympic Way, Callana Road, Axehead Road and Pioneer Drive.

The traffic volumes were recorded in different streets during the period April to June. Traffic counters were left for 3 - 4 weeks in each location. Data captured highlighted the significant impact any further growth in traffic will have on our road network and the need to plan for pedestrian safety.

<table>
<thead>
<tr>
<th>Traffic Volumes</th>
<th>Olympic Way</th>
<th>Callana Road</th>
<th>Axehead Road</th>
<th>Pioneer Drive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peak 24 hours</td>
<td>3,981</td>
<td>1,492</td>
<td>1,029</td>
<td>2,407</td>
</tr>
<tr>
<td>Average daily</td>
<td>3,356</td>
<td>919</td>
<td>876</td>
<td>2,139</td>
</tr>
<tr>
<td>Peak Hour AM</td>
<td>588</td>
<td>142</td>
<td>115</td>
<td>290</td>
</tr>
<tr>
<td>Peak Hour PM</td>
<td>554</td>
<td>156</td>
<td>127</td>
<td>333</td>
</tr>
</tbody>
</table>
Fire Prevention

The Fire and Emergency Services Act 2005 stipulates that each rural council must appoint a Fire Prevention Officer for its area. The Fire Prevention Officer’s role includes the monitoring of residential and rural areas to ensure landowners take responsible steps to protect their property from fire, as required under the Act.

Inspections are carried out leading up to, and during, the Fire Danger Season to assess compliance. Notices are issued where compliance has not been met. Section 105F Notices are issued pursuant to the Act, requiring landowners to maintain their properties to reduce the risk of fire. During 2018/2019 no Section 105F notices were issued.

Council also has the responsibility to ensure that reserves under its care and control are maintained to fire prevention standards.

Council’s Fire Prevention Officer issued 29 Schedule 10 permits and 29 Schedule 9 permits during the year which authorise the lighting of fires in open air on total fire ban days and during the bushfire season. The permits issued were mainly over the Christmas and New Year period.

Building Fire Safety Committee

The Building Fire Safety Committee (BFSC) operates pursuant to the provisions of the Development Act 1993 and its primary function is to ensure fire safety in buildings. This is achieved through developing building fire safety inspection policies and examining the adequacy of fire safety provisions in buildings.

The Committee is made up of Brett Fennell, (BuildSurv-Building Surveyors & Certifiers), Jeff Shillabeer (City of Salisbury) and Colin Paton (South Australian Country Fire Service – Fire Safety Officer – Commercial).

The BFSC generally meets at least once a year on site unless required otherwise, with any follow up meetings as required (these are not necessarily held in Roxby Downs) per the Terms and Reference of the Building Fire Safety Committee.

Zone Emergency Management Committee

Council is a member of the Far North Zone Emergency Management Committee (ZEMC). This is one of 11 committees across South Australia, with representatives from local government, State Government and emergency management services. Each of the 11 zones has specific characteristics that are vulnerable to disasters. In the Far North Zone, extreme weather (heat), bushfire, flood and escape of hazardous materials have been identified as major hazards.

In the provisions of Section 8 (d) of the Local Government Act 1999 local councils must give due weight to the State Emergency Management Plan (SEMP) and align plans and activities to the objectives and strategies of SEMP.

Council’s engagement with emergency management stakeholders through the Far North ZEMC as well as with local emergency service providers is critical for ensuring a coordinated response and recovery in local emergency situations.
A CLEAN AND ATTRACTIVE ENVIRONMENT

Council continues to implement streetscape improvements in public spaces and has a regular maintenance program to ensure that streets and public areas are regularly clean and swept.

10 cent refundable beverage container recycling bins in Richardson Place form part of Council’s litter control strategy. The main street is regularly maintained and monitored by Council’s horticultural contractor to ensure a clean and attractive environment.

Corellas continue to be a seasonal problem impacting on local trees and vegetation as well as causing noise issues. Due to a lack of water, kangaroos are regularly sighted in town particularly on the ovals.

ENVIRONMENTALLY INVOLVED COMMUNITY

Environment Forum

Council’s Community Projects Officer (Environment) facilitates the Environment Forum on behalf of the Roxby Downs Community Board. This Forum is involved in a number of environmental projects including: off road driving, Roxby Downs Wildlife Hotline and recycling programs. The Forum regularly posts environmental messages on social media.

Wildlife Hotline

Council has a three year resource agreement for Arid Recovery to manage the Wildlife Hotline. The Wildlife Hotline is a volunteer emergency response program for residents to receive assistance with snakes or injured or distressed wildlife. The service operates 24 hours a day, seven days per week.

Clean Up Australia Day

Council hosted a community clean up event at Lions Park on 3 March. The focus areas this year were the Lions Park and the reserves behind the hospital and the Council building.
COMMUNITY GARDEN

The Community Garden is located on the Council reserve linking Pioneer Drive, Mulgaria Crescent and Alberrie Street. Community Garden volunteers supported by Council staff have made significant progress over the last 12 months.

Old pine post fences were replaced with recycled plastic and metal wire. Irrigation lines were installed to water *westringia* hedge plants along the new fence line. Old polypipe edging for existing garden beds was also replaced with recycled plastic. Participants in a 'Work for the Dole' program have assisted in the pruning of existing trees and mulching the entire garden, with Council supplying the mulch.

As part of the vegetation program 15 quandong trees were planted near Pioneer Drive. More plants will be added during 2019/2020 from a supply of 200 quandong tube stocks currently being cared for in a temporary nursery at the works yard. These will be planted after sufficient acclimatisation and when they have had time to grow into strong plants.

The garden contains specially constructed wicking beds which are designed to draw water up from a reservoir below the soil, ‘wicking’ water directly to the plant roots. This style of garden bed is ideally suited to the arid climate of Roxby Downs.
FINANCIAL PERFORMANCE

A financially sustainable and independent Council

FINANCIAL SUMMARY

Each year, an independent audit is conducted to form an opinion, according to the Australian Accounting Standards and other statutory requirements, as to whether the financial statements form a fair view of the operation and the financial position of Council. A full version of the 2018/19 Annual Financial Statements and Auditor’s statements are attached to this Annual Report.

Council has reported another strong year financially, with an operating surplus of $2.2m (before capital items) compared to $2.227m recorded in 2016/2017.

AUDITOR REMUNERATION

Bentleys Chartered Accountants were appointed as Council’s Auditors for a five year term commencing on 1 July 2016. The total remuneration paid for undertaking the annual audit of Council’s financial statements for 2018/2019 was $34,000.

RATING OF LAND

All land within the Council area, except for land specifically exempted (e.g. unalienated Crown Land and Council occupied land) is rateable. Council continues to use capital value as the basis for valuing land within the Council area as this method is considered to provide the fairest method of distributing the rate burden across all ratepayers.

There are 1,879 rateable properties within the municipality. Council raised $5.379m in rates revenue for 2018/2019 which included general rates, waste collection, and the Natural Resource Management levy (collected on behalf of the SA Arid Lands Natural Resource Management Board as required by legislation).

BALANCE SHEET

Council continues to have a strong balance sheet with high quality assets and no external borrowings resulting in a net equity of $129.9m. During 2018/2019, $1.208m was spent on capital projects. A number of capital projects were carried forward to FY20 resulting in an increase in cash balance of $1.1m. These projects will be completed in FY20.
STATEMENT OF COMPREHENSIVE INCOME

Income

This year’s total revenue of $18.44m is $191k higher than the previous financial year. User charges, which comprise 63% of Council’s total revenue base, increased by 2%. Revenue from commercial activities which include: cinema, café, gym, functions, and the pools increased by 1.6%. Council’s share of the Commonwealth Government’s Local Government Financial Assistance Grant for FY20 ($161k) was received in advance.

Operating Expenses

Employee costs represented 29.1% of total income which is on par with the previous financial year and is at a rate that is consistent with local government generally.

Materials, contracts and other expenses were also the same percentage of total expenses as in FY18.
PERFORMANCE AGAINST BUDGET

The 2018/19 Budget was adopted by Council on 27 June 2018. The Budget is reviewed monthly and formally reviewed each quarter. These quarterly reviews, which reflect any budget variations, were adopted on 31 October 2018, 27 February 2019 and 29 May 2019. These reviews ensure that targets are being met, cash flow is maintained and changes to the adopted Budget are endorsed by Council.

The table below reflects that for the period ending 30 June 2019 Council achieved a 7% increase in projected income and 5% decrease in projected expenses. This positive outcome resulted in an operating surplus for the year of $2.2m compared to the adopted Budget’s projected surplus of $104K. Budgeted expenses totalling $591k were carried forward to FY20 which accounts for the higher than expected net operating surplus.

Investment income was higher due to the higher than budgeted cash balance and active cash management.

The decrease in materials, contracts and other expenses was the result of reduced level of contracts and commitments and deferral of implementation of the Asset Management System to FY20. Major works contracts and infrastructure maintenance and utilities were in line with the total budgets for these areas.

<table>
<thead>
<tr>
<th>Total Income ($'000)</th>
<th>2018/2019 Actual</th>
<th>2018/2019 Adopted Budget</th>
<th>Variance</th>
<th>% variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rates</td>
<td>5,379</td>
<td>5,473</td>
<td>(94)</td>
<td>-2%</td>
</tr>
<tr>
<td>Statutory Charges</td>
<td>44</td>
<td>45</td>
<td>(1)</td>
<td>-2%</td>
</tr>
<tr>
<td>User Charges</td>
<td>11,731</td>
<td>10,662</td>
<td>1,069</td>
<td>10%</td>
</tr>
<tr>
<td>Grants, Subsidies and Contributions</td>
<td>401</td>
<td>166</td>
<td>235</td>
<td>142%</td>
</tr>
<tr>
<td>Investment Income</td>
<td>189</td>
<td>40</td>
<td>149</td>
<td>373%</td>
</tr>
<tr>
<td>Municipal Deficit Funding</td>
<td>600</td>
<td>600</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Other Income</td>
<td>95</td>
<td>179</td>
<td>(84)</td>
<td>-47%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>18,439</strong></td>
<td><strong>17,165</strong></td>
<td><strong>1,274</strong></td>
<td><strong>7%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses ($'000)</th>
<th>2018/2019</th>
<th>2018/2019 Adopted Budget</th>
<th>Variance</th>
<th>% variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Costs</td>
<td>4,722</td>
<td>4,715</td>
<td>7</td>
<td>0%</td>
</tr>
<tr>
<td>Materials, Contracts and Other Expenses</td>
<td>8,308</td>
<td>9,131</td>
<td>(823)</td>
<td>-9%</td>
</tr>
<tr>
<td>Depreciation, Amortisation and Impairment</td>
<td>3,208</td>
<td>3,171</td>
<td>37</td>
<td>1%</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>1</td>
<td>44</td>
<td>(43)</td>
<td>-98%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>16,239</strong></td>
<td><strong>17,061</strong></td>
<td><strong>(822)</strong></td>
<td><strong>-5%</strong></td>
</tr>
</tbody>
</table>

**NET OPERATING Surplus** | 2,200 | 104 | 2,096
The long term financial sustainability is measured by four key financial indicators.

### Indicator: Operating Surplus Ratio
*Shows the operating surplus as a percentage of operating income*

**Internal and industry benchmark**
- Council short term target: Between -2% and 0%
- Council long term average target: Between 0% and 10%
- SA FY 18 industry average: 4.6%
- SA FY 18 industry average - adjusted ratio: 4.4%

Operating Surplus Ratio for year ending:
- 30 June 2017: 8%
- 30 June 2018: 12%
- 30 June 2019: 12%

### Indicator: Net Financial Liabilities Ratio
*Shows the net amount Council owes to others compared with operating income*

**Internal and industry benchmark**
- Council short term target: Between 0% and 50%
- Council long term average target: Between 0% and not greater than 100%
- SA FY 18 industry average: 12%
- SA FY 18 industry average - adjusted ratio: 18%

Net Financial Liabilities Ratio for year ending:
- 30 June 2017: (17%)
- 30 June 2018: (41%)
- 30 June 2019: (65%)

Note: Council is one of four councils in SA with no external borrowings, therefore the ratio is expected to be lower than industry average.

### Indicator: Asset Renewal Funding Ratio
*Shows extent of assets being renewed and replaced, as compared to the Council’s Infrastructure and Asset Management Plan*

**Internal and industry benchmark**
- Council long term average target: Greater than 90%, less than 110%
- SA FY 18 industry average: 123%

Net Financial Liabilities Ratio for year ending:
- 30 June 2017: 4%
- 30 June 2018: 127%
- 30 June 2019: 95%
OUR PEOPLE

Skilled and committed staff who work in a supportive environment

WORKFORCE PROFILE
(As at 30 June 2019)

<table>
<thead>
<tr>
<th>Type</th>
<th>Total</th>
<th>%</th>
<th>Male No.</th>
<th>%</th>
<th>Female No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time permanent</td>
<td>29</td>
<td>33%</td>
<td>11</td>
<td>38%</td>
<td>18</td>
<td>62%</td>
</tr>
<tr>
<td>Part Time permanent</td>
<td>11</td>
<td>13%</td>
<td>0</td>
<td>-</td>
<td>11</td>
<td>100%</td>
</tr>
<tr>
<td>Fixed Term Contract</td>
<td>5</td>
<td>6%</td>
<td>4</td>
<td>80%</td>
<td>1</td>
<td>20%</td>
</tr>
<tr>
<td>Casuasl</td>
<td>41</td>
<td>47%</td>
<td>9</td>
<td>22%</td>
<td>32</td>
<td>78%</td>
</tr>
<tr>
<td>Trainees*</td>
<td>1</td>
<td>1%</td>
<td>0</td>
<td>-</td>
<td>1</td>
<td>100%</td>
</tr>
<tr>
<td>Total**</td>
<td>87</td>
<td>100%</td>
<td>24</td>
<td>28%</td>
<td>63</td>
<td>72%</td>
</tr>
</tbody>
</table>

*Trainees are employed via Career Employment Group (CEG)
** Full Time Equivalent excluding trainees = 51.84 employees

SENIOR MANAGEMENT TEAM

The Senior Management Team represents the Executive Leadership group and as at 30 June 2019 comprised:

Chief Executive:

- Group Manager Corporate Services
- Group Manager Governance and Community
- Group Manager Essential Services and Assets
- Group Manager Lifestyle and Sport

Remuneration – Performance Based Contracts that comprise:

<table>
<thead>
<tr>
<th>Salary range</th>
<th>Plus Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive</td>
<td>$203,000 Council housing, superannuation, mobile phone, vehicle allowance</td>
</tr>
<tr>
<td>Four Group Managers</td>
<td>$99,495 - $128,681 Council housing or a housing allowance, superannuation, mobile phone</td>
</tr>
</tbody>
</table>
Major Employer

As a major employer in town Council provides a range of employment opportunities for the partners and family members of mine workers. Casual staff are employed to meet the seasonal demands of recreation and cultural services. Council is committed to providing career opportunities for young people and employs many school leavers at Roxbylink.

External Expertise

Council has a longstanding agreement with the City of Salisbury to provide Environmental Health Services and Building Surveying Services. Similarly, Council uses the expertise of an External Planning Consultant – Stewart Payne. This has proven to be a cost effective method of accessing expertise without having to employ locally based officers due to relatively low volume of work in these areas. These personnel regularly visit Roxby Downs and also provide advice to both staff and local residents when required via telephone and email.

Staff Turnover

Population turnover is generally high in mining communities and Roxby Downs is no different. Council faces the perpetual challenge of constant staff movements particularly amongst casual staff. Staff departures are generally not caused by work dissatisfaction but due to other pull factors such as a partner or family member being relocated by their employer, moving to the city when children reach employment and tertiary education age or higher paying jobs in the mining sector.

Access to skilled labour locally also presents challenges in the recruitment of replacement staff. For this reason, Council focuses on building capacity within the existing workforce through training and development opportunities.

There was a slight improvement in the turnover of permanent staff which fell from 26% to 24.4% for 2018/2019. The higher turnover of casual staff at Roxbylink continues to be a major challenge.

Equal Employment Opportunity

Council is an equal opportunity employer and is committed to providing a workplace free from discrimination, bullying and harassment.

Council has appointed two Equal Opportunity Contact Officers based at the two main worksites - Council Office and Roxbylink.

Enterprise Agreement

Conditions of employment are reflected in the Municipal Council of Roxby Downs Enterprise Agreement 2017 (“Agreement”).

The Agreement is a standalone industrial instrument to the extent permitted by Section 81(3) of the Fair Work Act 1994 (SA). This Agreement maintains and refines various employment and welfare initiatives such as a Time Off in Lieu (TOIL) system that provides staff with flexibility to combine work, personal and family commitments. The current Agreement remains in force until 6 March 2020. Negotiations for the next agreement have commenced. In January 2019, a 1.5% increase in salaries was applied under the terms of the Agreement.

Code of Conduct

The Code of Conduct for Local Government Employees published by the Minister for Planning for the purpose of Section 110 (1) of the Local Government Act 1999 outlines the principles that govern the conduct of Council employees in relation to gifts and benefits.
Training & Development

Council continues to support training and development programs for staff despite the challenges of a remote location, lack of programs available locally and costs of travel.

Council has supported six employees to study a Certificate IV in Leadership. Two employees who were re-employed after their traineeships ended are currently completing a further program of study, with one focusing on accounting and bookkeeping and the other on information technology. Other tertiary courses being completed include a Certificate IV in Human Resources and Advanced Diploma in Leadership and Management.

External training courses attended by staff included:
- Accredited Playground inspections
- Authorised Officer Dog Behaviour Training
- Community Engagement
- Communications
- Exceptional Customer Service
- Work Zone Traffic Management
- First Aid
- Personal Assistant

Work Health and Safety (WHS) and Risk Management

Council is committed to providing and maintaining a safe and healthy work environment for all staff, volunteers, contractors and visitors that minimises the risk of injury or illness.

In November 2018, Council's WHS and risk management systems were audited by Local Government Risk Services (LGRS) as part of a two yearly program of review. From this audit, a two year action plan was developed and approved.

To support the implementation of the Action Plan the Skytrust cloud based safety program was installed which has reduced the amount of paperwork and time required.

To further support staff in completing their actions a number of internal training sessions were conducted in the following areas:
- Hazardous manual tasks
- Chemical risk assessments
- Risk assessment
- Identifying strategic risks

Health and Wellbeing Programs

A variety of voluntary programs reinforcing the importance of maintaining personal health were provided during the year. These included: skin cancer screens; fitness assessment; back care; blood pressure; heart risk profile; nutritional profile; blood glucose and cholesterol checks.

Employees were again provided with access to free influenza vaccinations. This is a voluntary program with the aim of increasing uptake each year.

A workshop – Building Healthy and Resilient Teams - was delivered to all staff in August 2018 by Healthy Environs.

Employee Assistance Program

Council has engaged the services of ACCESS Programs to manage Council's Employee Assistance Program (EAP). The EAP provides access to free confidential counselling to assist staff in resolving personal and/or work related issues.

Keeping Staff Informed

Staff are kept regularly up to date with a weekly internal communications briefing on Council activities and a weekly staff newsletter from the Chief Executive. The intranet provides access to policies and procedures. The aim of internal communications is to ensure that employees are engaged and feel connected to the strategic goals of Council.
OUR GOVERNANCE

A responsible consultative and inclusive body dedicated to good governance

DECISION MAKING STRUCTURE

Under the provisions of the Roxby Downs (Indenture Ratification) Act 1982 the position of ‘Administrator’ is an officer of The Crown subject to the direction of the Minister for Energy and Mining.

BHP is also formally recognised and along with the State Government contributes equally to fund Council’s Municipal deficit. Whilst both partners must approve Council’s budget, they have no formal control of the day-to-day operations of Council, which is an independent legal entity.

Delegations

The Administrator is the decision-making authority and has all the powers, functions and duties of a council. Council delegates certain powers and functions to the Chief Executive who manages the day to day operations of the Council. These delegations provide formal authority for the Chief Executive to implement decisions and carry out the statutory responsibilities of Council. These delegations are reviewed annually.

Development Assessment Panel

In relation to some decisions under the Development Act 1993 (SA), this Council, like a number of other smaller councils, has obtained an exemption from the Minister for Planning and Local Government and does not need to operate a Development Assessment Panel. All of Council’s decisions, under the Development Act as a relevant authority, are made by the Chief Executive under delegated authority from the Council. All decisions are made following receipt of advice from Council’s Planning Consultant.

SECTION 270 REVIEWS

Council’s Review of Council Decisions Procedure under Section 270 of the Local Government Act 1999 provides a grievance process for any person wishing to have a council decision reviewed.

During 2018/2019, Council did not receive any requests for a Section 270 review of a Council decision.

Confidentiality

Under Section 90 of the Local Government Act 1999, meetings must held in public except where matters are considered confidential in nature. During 2018/19, there were no confidential matters and all Council meetings held were open to the public.
PREScribed Committees

Audit Committee
Subject to the overriding provisions of the Indenture, Council has established an Audit Committee pursuant to Section 126 of the Local Government Act 1999. This Committee is responsible for reviewing financial reporting, overseeing and making recommendations on how management addresses business risks and making recommendations relating to financial governance including internal controls.

The current Audit Committee has been in effect since February 2018 and comprises independent members. They are David Powell (Presiding Member), Trevor Starr and Rosina Hislop. The Presiding Member is appointed for a three year term while committee members are appointed for a two year term. Sitting fees are $1,000 per meeting when the meeting is held in Adelaide. The sitting fee for an Audit Committee meeting held in Roxby Downs is $1,500.

The Chief Executive, Group Manager Corporate Services and other staff as required attend meetings but do not have a role in decision making. All decisions of the Audit Committee become recommendations to Council.

The Audit Committee met on four occasions during the year.

SubSidiaries
Council has not formed any subsidiaries pursuant to Section 42 of the Local Government Act 1999.

Freedom of Information
Various Council documents and other information are available on Council’s website without the need for a formal application under the Freedom of Information Act 1991. Some information may be available for viewing at no charge, whilst some items may be copied at a small charge, provided that copying does not infringe copyright. In some cases, where an extraordinary amount of staff time is required to comply with a request for information, charges may be imposed to recover costs.

Requests for other information will be considered in accordance with the Freedom of Information Act 1991. Under this legislation, unless the applicant is granted an exemption, an application fee must be forwarded with the request to Council’s Freedom of Information Officer. No applications to amend records were received during the year.

Freedom of Information Applications
There was one (1) application received for access to documents that Council did not hold.

Amendment of Council Records
A member of the public may gain access to Council documents to make amendments concerning their personal affairs by making a request under the Freedom of Information Act 1991. They may then request a correction to any information about themselves which is incomplete, incorrect, misleading or out-of-date. To gain access to these Council records, they must complete a Freedom of Information application, outlining the records that they wish to inspect, and this application must be forwarded to Council’s Freedom of Information Officer. No applications to amend records were received during the year.

Information Statement
Council is required under Section 9(1) and (1a) of the Freedom of Information Act 1991 to publish an Information Statement. A copy of this statement is available to view on the Council’s website.
LOCAL NUISANCE AND LITTER COMPLAINTS

Local environmental nuisance and littering issues are managed by local councils under The Local Nuisance and Litter Control Act 2016. Local nuisance relates dust, odour, noise, smoke, vibration, and insanitary or unsightly conditions in domestic, commercial and industrial premises that unreasonably interfere with the enjoyment of the area by others. Thirty five (35) businesses located in the Light Industrial Estate were issued with requests to remove accumulated refuse, materials and equipment from the kerbside.

NATIONAL COMPETITION POLICY

Council has an obligation under Clause 7 of the National Competition Policy to report on the application of competition principles. During 2018/2019, Council advises that it:

- Has determined that it has no significant business activities as defined in the Clause 7 statement
- Has no by-laws which place barriers on market entry, conduct or discriminates between competitors
- Has not received any complaints alleging breaches of competitive neutrality principles
- Is involved in public monopolies associated with the provision of electricity, water and sewerage services. These operate in accordance with the provisions of the Roxby Downs (Indenture Ratification) Act 1982.

COMPETITIVE TENDERING

Council’s Procurement Policy guides the practices and procedures for procuring goods, services and works. The Policy ensures that procurement activities are conducted in accordance with the following principles:

- Value for money
- Probity, ethical behaviour and fair dealing
- Accountability, transparency and reporting
- Efficient procurement practices
- Environmental Management and sustainability
- Use of local suppliers
- Work Health and Safety
- Risk management

Assessment criteria includes consideration of the impact of service delivery approaches on local businesses.

For significant tenders Council will engage a Probity Auditor to overview the process and selection evaluation through a panel who will provide a report and recommendation to the Administrator and Chief Executive.

In 2018/2019 two significant contracts went through the tender process. The Townscape Maintenance Services contract was negotiated with a new contractor for a term of five years while the cleaning contract was also negotiated with a new contractor for a five year term.
COMMUNITY LAND

In accordance with Section 193 of the Local Government Act 1999, all local government land owned by Council or under our care and control (excluding roads) is classified as community land. Council has completed a classification process and prepared community land management plans for each identified parcel of community land. The Community Land Register and copies of relevant management plans are available from Council.

Following a review of leases and licences relating to community land in 2017/2018, the following Recreational and Sporting Lease and/or Licence agreements were executed:

- Roxby Desert Motocross Club (five years)
- Roxby Downs Riding Club (10 years)
- Roxby Downs Golf Club (five years)

LOCAL LAWS

All by-laws will expire on 1 January 2024 unless revoked or amended prior to that date. Copies of the by-laws are accessible from Council’s website.

1. By-law No. 1 - Penalties and Permits
   This by-law refers to the granting of permits and penalties associated with breaches of any bylaws

2. By-law No. 2 - Dogs.
   This by-law relates to the management of dogs in the Council area and limits the number of dogs kept on premises.

3. By-law No. 3 – Cats
   This by-law relates to the management of cats in the Council area, establishes a registration scheme for cats and limits the number cats kept on premises.

4. By-law No. 4 – Local Government Land
   This by-law regulates the access to and use of Local Government land (other than roads) and certain public places.

5. By-law No. 5 – Moveable Signs
   This by-law sets standards for moveable signs on roads and provides conditions for the placement of such signs.

6. By-law No. 6 – Roads
   This by-law regulates certain activities on roads in the Council area.

7. By-law No. 7 – Waste Management
   This by-law regulates the removal of domestic waste, recyclable and green organic waste from premises in the Council area.
REGISTERS

Local councils are required to maintain mandatory registers and Codes of Conduct and Codes of Practice. The following registers are maintained:

- Officers Register of Salaries
- Fees and Charges
- Community Land
- Public Roads
- By-laws

The following items do not apply to this Council:

- Members Register of Interests
- Members Register of Allowances and Benefits
- Members Code of Conduct
- Code of Practice for Access to Meetings and Documents
- Code of Practice for Meeting Procedures

COUNCIL POLICIES

Council has adopted a wide range of policies to assist in decision making and administrative processes. Council policies are available for viewing on the Council website and/or at the Council office.

The following policies are held as required by legislation:

- Internal Review of Council Decisions Policy
- Contract and Tenders Policy
- Order Making Policy
- Public Consultation Policy
- Prudential Management Policy

Additional policies comprise:

- Asset Accounting Policy
- Bad Debt Policy
- Budget Management Policy
- Business Units Financial Accounting Policy
- Child & Vulnerable Persons Safe Environment Policy
- Children on Council Premises Policy
- Code of Conduct for Local Government Employees
- Complaints Policy
- Credit Card Policy
- Customer Service Policy
- Disposal of Land and Assets Policy
- Dog and Cat Management Policy
- Dog and Cat Registrations Policy
- Equal Opportunity, Discrimination, Harassment and Workplace Bullying Policy
- Expiation Fines Policy
- Financial Internal Control Policy
- Fit for Work Policy
- Flag Management Policy
- Food Hygiene Policy
- Fraud and Corruption Prevention Policy
- Funding Policy
- Gifts and Benefits Policy
- Grievance Policy
- Healthy Eating Policy
- ICT Policy
- Induction of New Employee Policy
- Issue of Parking Expiation Notices Policy
- Leases and Licences to Sporting and Community Organisations Policy
- Library Conditions of Use Policy
- Maintenance of Road Verges Policy
- Media Policy
- Microchip Scanner Use Policy
- Mobile Vendors Policy
- Municipal Rating Policy
- Naming of Roads and Public Places Policy
- Portable Computer and Storage Devices Policy
- Privacy Policy
- Procurement Policy
- Public Interest Disclosure Policy
- Rate Debt Recovery Policy
- Records Management Policy
- Risk Management Policy
- Roxby Council Municipal Rates Hardship Policy
- Roxby Power Hardship Policy
- Roxby Water Hardship Policy
- Social Media Policy
- Town Oval Policy
- Treasury Policy
- Tree Policy
- Vehicle Policy
- Volunteer Management Policy
- Waste Collection Policy
- Water Leakage Allowance Policy
- Work Health Safety and Return to Work Policy
Council’s appointment as a Water Distribution and Sewerage Authority for the Roxby Downs township arises as a result of Clause 13 (20) of the Schedule to the *Roxby Downs (Indenture Ratification) Act 1982.*

Clause 13 requires Council to comply with standards normally applicable to SA Water, and specifies that Council should take practical efforts in sewerage effluent wastewater re-use, how much Council can pay for water and that profits can be transferred back to the Municipality. Council operates water and sewerage services under the Roxby Water banner as a separate business unit.

In January 2013, amendments to the *Water Industry Act 2012* came into effect with Council requiring and obtaining a Water Industry Retail Licence issued by the Essential Services Commission of South Australia (ESCOSA).

Water meters are read concurrently with electricity meters on a quarterly basis at the end of June, September, December and March each year.

### WATER SUPPLY

Water for Roxby Downs and Olympic Dam (including the mine operations) is sourced from the Great Artesian Basin near the southern and eastern areas of Lake Eyre. Water is pumped 200km south to a desalination plant on the BHP mining lease and is then cooled, desalinated and stored for later distribution. Water for the township is then pumped 10km to a covered water supply dam on the outskirts of town.

Roxby Water purchases water from BHP, checks the quality against water quality standards and, if needed, chlorinates the water before pumping to properties with the township via approximately 38km of pipe work.

Roxby’s water is best described as being very soft, of high quality, having a small amount of natural fluoride and low in dissolved solids. Water has been tested and compared against a range of other urban water supplies and bottled water with favourable results.

In 2013, the *Safe Drinking Water Act* was introduced requiring all licensed water providers to develop and follow a Risk Management Plan. This is to ensure that the quality of water delivered to the customer meets Australian Quality Standards, that regular monitoring is carried out and to check that both operational and regulatory parameters are met. Council has developed a Risk Management Plan that has been approved by SA Health.

### OFFICE OF THE TECHNICAL REGULATOR

Roxby Water SRMTMP (Safety, Reliability, Maintenance and Technical Management Plan) was audited by the Office of the Technical Regulator (OTR) in April 2019.

The OTR was satisfied with the evidence presented by the Council to support processes as detailed in the SRMTMP.
Water Rates

Council operates a three tiered incentive-based pricing structure for water. Charges are based on allocated access units according to the size of the water meter serving the property.

Fees and charges for water and sewerage rates are reviewed in June of each year to align with the annual review of all of Council’s other fees and charges. The current schedule of rates and charges is published on the Council website.

A formal Water Pricing Policy has been developed and is reviewed annually in accordance with ESCOSA Water Retailer Licence requirements.

Water Consumption

Roxby Downs has very low rainfall and high and ever increasing number of domestic swimming pools. Consumption of water, however, continues to be moderate and compares favourably with other regional communities.

Under the Indenture a minimum allowance of 650 litres of water per head per day plus a reasonably sufficient quantity for parks and gardens needs to be provided to the town. Current and historical consumption remains well within this allowance.
Water Related Works

Various maintenance activities were carried out during the year including the following:

- Street fire hydrants were cleaned out and checked. No maintenance was required.
- Four water main bursts, three were due to branch leaks and one was due to tree roots cracking the mains.
- Biannual maintenance of the town water supply pumps and chlorine injection system.
- 52 water meter repairs.
- 13 water meters were relocated from backyards to the front of properties for easy access for meter reading.
- Two isolation valves were installed on the fire ring mains for Roxbylink and Roxby Downs Area School.
- Samples and data were collected and recorded for the water licence and independent verification checks.
- The rolling five year water replacement program was completed in February 2019 with the final 25 meters changed out. These were mainly businesses in Richardson Place and Burgoyne Street.

SEWERAGE OPERATIONS

Roxby Water provides a full sewerage system to all properties within the township. Sewage and sullage are transported through 35km of sewerage mains, manholes and nine pump stations and pumped to a series of lagoons to the west of the township.

The effluent treatment system is continuously monitored for compliance with environmental and health regulations, allowing the processed water to be used for watering the Roxby Downs Golf Course. This provides a flexible method for recycled water disposal that is able to respond to seasonal fluctuations caused by a high level of evaporation and major rain events. Our high evaporation rate (approximately 3m per year), and reduced storage capacity means that sometimes re-used water needs to be restricted. Management issues can also arise when large inflows of storm water enter the primary dams.

Water intended for re-use (i.e. irrigation purposes of the golf course) is pre-treated to meet guidelines for re-use of water. Regular testing is carried out in accordance with the EPA licence and Department of Health requirements.

Over the past ten years with the growth of the town and increase in grassed areas, the use of re-use water on Council’s ovals has had to be rationalised.

Since 2012, all of Council’s re-use water has been directed to the golf course. This allows for optimum and appropriate use with less possibility of public contact due to the nature of the use of the space.
Sewerage Works

Sewerage works carried out during the year included the following:

- All Pump Station chambers were cleaned four times during the year.
- Six blocked sewer mains were attended to during the year caused by tree root intrusion, with a section of drain repaired on Burgoyne Street.
- Several sewer pumps were unblocked due to foreign objects such as hygiene products, underpants, tennis balls, parts of mop heads, t-shirts and fat intrusion.
- Bi-yearly maintenance checks of all pump stations, sewer lagoon recycling area and irrigation shed were conducted. Chlorine injector and regulators were overhauled at the treatment shed.
- Samples and data were taken and recorded for Sewer Lagoon Licence and independent verification checks.
- Two new pumps were installed at Pump Stations G and H.
- Transfer pipes between the sewer lagoon dams were cleaned out six times.

Sewerage Charging

Since June 2000 Council has used the South Australian Local Government Association (LGA) property unit system for calculating charges for sewerage.

Sewerage charges apply per property unit per quarter for all freehold properties abutting a sewerage main. These fees are reviewed in June of each year in line with reviews of water tariffs.

EFFICIENT AND EFFECTIVE STORMWATER SYSTEM

Council’s stormwater system comprises 240 stormwater side entry pits connected to 12.5km of various sized stormwater pipes, 8.5km open drains, 10 storm catchments, detention and retention dams. The majority of the town is naturally drained, but in some locations areas are drained with the aid of two small stormwater pumping stations. The town has been well designed to ensure that for moderate storm events, stormwater is contained within the stormwater system. For larger, rarer events, some sections of road double as a minor floodway for short periods.

Clearing of silt and rubbish from pits and drains and stormwater earth drains occurs every year. The challenge, however, is to manage debris associated with woodchip areas which from time to time are picked up into the stormwater system and can cause minor blockages. Three side entry pits were replaced.
Council is the designated ‘power distribution authority’ for the Roxby Downs Township under clause 18 (16) of the Indenture. Roxby Power is a division of Council that is responsible for two primary functions –

- Maintaining the town’s electricity distribution infrastructure in collaboration with contract services providers to ensure a reliable, safe supply of electricity
- Undertaking electricity retailing functions, including billing and customer service

BHP owns 275kV and 132kV power lines that transmit electricity from the national grid at Port Augusta to Olympic Dam. A 33kV line then services the Roxby township where Roxby Power takes control.

**Regulatory Environment**

The National Electricity Market (NEM), which has been progressively implemented and evolved since 1998, has created a vastly different electricity supply environment to that existing at the time of the Indenture.

In addition to the authority provided by the Indenture, Council supplies and sells electricity under a number of authorisations relating to the National Electricity Market (NEM).

A Notice of Exemption from the National Energy Retail Law issued by the Minister for Mineral Resources and Energy imposes conditions similar to a Retail Licence under the NEM legislation. A Distribution Licence is issued by the Emergency Services Commission of South Australia (ESCOSA).

**Audits and Annual Reports**

Annual Safety and Operational Audit reports were completed for the Office of the Technical Regulator (OTR) and Essential Services Commission of SA (ESCOSA). Both the reports were accepted and approved.

**Australian Power Quality and Reliability Centre**

Council, in collaboration with the University of Wollongong – Australian Power Quality and Reliability Centre, commenced an investigation into renewable energy generation in Roxby Downs.

The research involves extensive data analysis and modelling of voltage with data logging required of each transformer on the network. The results will help shape future planning generating strategies for the continued provision of a reliable, safe, quality and cost effective power network.
ELECTRICITY RETAIL

Meter Reading

Electricity meters are read concurrently with water meters on a quarterly basis at the end of June, September, December and March each year. The meter reading function is performed by Council.

Electricity Tariffs

Fees and charges for electricity are reviewed on 1 July each year to align with the annual review of all of Council’s other fees and charges. The current schedule of rates and charges is published on the Council website.

Power Consumption

Total power consumption for 2018/2019 was 16,667 MWh. This was 2.1% less than the previous year (17,016MWh). The fall in consumption since 2015 matches the decreased population. Monthly peaks and troughs can be directly linked to unseasonal weather.

Solar PV Capacity

From 1 July 2018 to 30 June 2019, Roxby Power connected 11 new domestic solar photo-voltaic (PV) systems and two commercial systems, ranging in size from 5kW to 10kW. Several more systems were installed, however due to non-compliance issues, these were referred to the OTR for inspection and not completed during the current period.

Community Education

Roxby Power residents have access to a Home Energy Audit Toolkit which is available for loan from the Roxbylink Community Library. The kit includes a range of practical tools to help residents complete an energy audit of their homes including an energy meter and light (lux) meter. The kit also contains useful tips on ways to reduce energy use.
ELECTRICITY OPERATIONS

The Roxby Downs electrical distribution system is highly reliable in its operation. It includes 6.5km of 11kV overhead mains, 19km of 11kV underground mains, 30.6km underground low voltage mains, 35 x 11kV pad mount Transformers and a range of township street lights.

Electrical Works Undertaken

The revised schedule for maintenance of High Voltage (HV) equipment developed and commenced in 2018 with one third of the town network to be serviced each year.

Scheduled maintenance also included overhead transmission line inspections and repairs, tree trimming and visual inspections of all transformers and ring main units.

In addition to the normal maintenance program other works completed included:

- Replacement of a number of service pillars damaged by vehicles
- Upgrade of meter isolators due to failure and vandalism
- Meter upgrades due to Solar installations
- Data logging transformers
- Restore loss of power to the Golf Club and sewerage ponds
- Upgrading of area retaining at Transformer S2 on Pioneer Drive

- Extension of Life, maintenance, including cleaning and polishing of 19 transformers and ring main units (RMU’s).
- Ad hoc maintenance to the commercial digital TV and radio services equipment.

Street Lighting

Roxby Power completed 10 street light maintenance programs for the year. A total of 66 street lights were upgraded to the new LED fittings and 31 walkway ball lights maintained or converted to LED. The LED upgrade of all fittings facilitates lower power usage and anticipated longer life. A total of 224 street lights (35%) have been converted to LED.

Other Electrical Works

Other community projects included the provision and installation of Christmas lights in Richardson Place and other main street events.

Outages

The town substation transformers were isolated and tapped down to lower the high voltage entering the town network. This was required due to rising network voltages brought on by solar PV installs. Two other significant outages resulted from the failure of a low voltage underground cable in Gregory Street and the need for emergency work on Transformer S1 due to an oil leak. There were also planned outages due to the town HV maintenance and multiple metering and pillar damage outages. There were a total of 40 outages for the year.

Disruptions

The total disruption time (incident duration x number of affected properties) was 4,935 hours for the year with most of them being due to cable fault and whole of town outages.

Works staff working quickly to rectify an issue that interrupted the power supply and water supply. The matter was quickly resolved within 15 minutes.
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AUDITED FINANCIAL STATEMENTS
Municipal Council of Roxby Downs

General Purpose Financial Statements
for the year ended 30 June 2019

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2. Primary Financial Statements:
   - Statement of Comprehensive Income  
   - Statement of Financial Position  
   - Statement of Changes in Equity  
   - Statement of Cash Flows

3. Notes to the Financial Statements  

4. Independent Auditor’s Report - Financial Statements  

5. Independent Auditor’s Report - Internal Controls

6. Certificates of Audit Independence
   - Council Certificate of Audit Independence  
   - Audit Certificate of Audit Independence
Municipal Council of Roxby Downs

General Purpose Financial Statements
for the year ended 30 June 2019

Certification of Financial Statements

We have been authorised by the Council to certify the financial statements in their final form.

In our opinion:

- the accompanying financial statements comply with the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2019 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.

Roy Slight
CHIEF EXECUTIVE

Geoffrey Whitbread
ADMINISTRATOR

Date: 30 October 2019
Municipal Council of Roxby Downs

Statement of Comprehensive Income
for the year ended 30 June 2019

<table>
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<tr>
<th>$’000</th>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
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<td><strong>Income</strong></td>
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<td>Rates Revenues</td>
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<td>Statutory Charges</td>
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<td>44</td>
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<td>User Charges</td>
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<td>Grants, Subsidies and Contributions</td>
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<td>Investment Income</td>
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<td>189</td>
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<td>Reimbursements</td>
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<tr>
<td>Other Income</td>
<td>2f</td>
<td>92</td>
<td>83</td>
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<td><strong>Total Income</strong></td>
<td></td>
<td><strong>18,439</strong></td>
<td><strong>18,248</strong></td>
</tr>
</tbody>
</table>

| **Expenses** |       |        |        |
| Employee Costs | 3a | 4,722  | 4,665  |
| Materials, Contracts & Other Expenses | 3b | 8,308  | 8,282  |
| Depreciation, Amortisation & Impairment | 3c | 3,208  | 3,074  |
| Finance Costs | 3d | 1      | -      |
| **Total Expenses** |     | **16,239** | **16,021** |

| **Operating Surplus / (Deficit)** |       |        |        |
|                               | 2,200 | 2,227  |        |

| **Net Surplus / (Deficit)** |       |        |        |
| Amounts which will not be reclassified subsequently to operating result | 9a | - | 1,862 |
| Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve | 9a | - | (26) |
| **Total Other Comprehensive Income** |     | **1,836** |

| **Total Comprehensive Income** |       |        |        |
|                               | 2,407 | 4,105  |        |

1 Transferred to Statement of Changes in Equity

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.
Municipal Council of Roxby Downs

Statement of Financial Position
as at 30 June 2019

<table>
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<th>Notes</th>
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<td><strong>Current Assets</strong></td>
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<td>Trade &amp; Other Receivables</td>
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<td>Inventories</td>
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<td><strong>Total Current Assets</strong></td>
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</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure, Property, Plant &amp; Equipment</td>
<td>7a</td>
<td>117,987</td>
<td>120,014</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>117,987</strong></td>
<td><strong>120,014</strong></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>133,049</strong></td>
<td><strong>130,343</strong></td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade &amp; Other Payables</td>
<td>8a</td>
<td>1,415</td>
<td>1,182</td>
</tr>
<tr>
<td>Provisions</td>
<td>8c</td>
<td>503</td>
<td>458</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>1,918</strong></td>
<td><strong>1,640</strong></td>
</tr>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>8c</td>
<td>1,205</td>
<td>1,184</td>
</tr>
<tr>
<td><strong>Total Non-Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>1,205</strong></td>
<td><strong>1,184</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>3,123</strong></td>
<td><strong>2,824</strong></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>129,926</strong></td>
<td><strong>127,519</strong></td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated Surplus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset Revaluation Reserves</td>
<td>9a</td>
<td>101,285</td>
<td>101,285</td>
</tr>
<tr>
<td><strong>Total Council Equity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>129,926</strong></td>
<td><strong>127,519</strong></td>
</tr>
</tbody>
</table>

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.
Municipal Council of Roxby Downs

Statement of Changes in Equity for the year ended 30 June 2019

<table>
<thead>
<tr>
<th>$ '000</th>
<th>Asset Reserve</th>
<th>Total Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accumulated Surplus</td>
<td>Revaluation Reserve</td>
</tr>
<tr>
<td><strong>2019</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at the end of previous reporting period</td>
<td>26,234</td>
<td>101,285</td>
</tr>
<tr>
<td>a. Net Surplus / (Deficit) for Year</td>
<td>2,407</td>
<td>-</td>
</tr>
<tr>
<td>Total Comprehensive Income</td>
<td>2,407</td>
<td>-</td>
</tr>
<tr>
<td>Balance at the end of period</td>
<td>26,641</td>
<td>101,285</td>
</tr>
</tbody>
</table>

**2018**

<table>
<thead>
<tr>
<th>$ '000</th>
<th>Asset Reserve</th>
<th>Total Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accumulated Surplus</td>
<td>Revaluation Reserve</td>
</tr>
<tr>
<td><strong>2018</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at the end of previous reporting period</td>
<td>23,965</td>
<td>99,449</td>
</tr>
<tr>
<td>a. Net Surplus / (Deficit) for Year</td>
<td>2,269</td>
<td>-</td>
</tr>
<tr>
<td>b. Other Comprehensive Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Gain (Loss) on Revaluation of I,PP&amp;E</td>
<td>-</td>
<td>1,862</td>
</tr>
<tr>
<td>- IPP&amp;E Impairment (Expense) / Recoupments Offset to ARR</td>
<td>-</td>
<td>(26)</td>
</tr>
<tr>
<td>Other Comprehensive Income</td>
<td>-</td>
<td>1,836</td>
</tr>
<tr>
<td>Total Comprehensive Income</td>
<td>2,269</td>
<td>1,836</td>
</tr>
<tr>
<td>Balance at the end of period</td>
<td>26,234</td>
<td>101,285</td>
</tr>
</tbody>
</table>

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.
Municipal Council of Roxby Downs

Statement of Cash Flows
for the year ended 30 June 2019

<table>
<thead>
<tr>
<th>$ ’000</th>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Flows from Operating Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates Receipts</td>
<td></td>
<td>5,271</td>
<td>5,533</td>
</tr>
<tr>
<td>Statutory Charges</td>
<td></td>
<td>44</td>
<td>66</td>
</tr>
<tr>
<td>User Charges</td>
<td></td>
<td>11,893</td>
<td>11,418</td>
</tr>
<tr>
<td>Grants, Subsidies and Contributions (operating purpose)</td>
<td></td>
<td>1,001</td>
<td>1,097</td>
</tr>
<tr>
<td>Investment Receipts</td>
<td></td>
<td>189</td>
<td>52</td>
</tr>
<tr>
<td>Reimbursements</td>
<td></td>
<td>3</td>
<td>39</td>
</tr>
<tr>
<td>Other Receipts</td>
<td></td>
<td>127</td>
<td>341</td>
</tr>
<tr>
<td><strong>Payments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments to Employees</td>
<td></td>
<td>(4,642)</td>
<td>(4,704)</td>
</tr>
<tr>
<td>Payments for Materials, Contracts &amp; Other Expenses</td>
<td></td>
<td>(8,665)</td>
<td>(8,290)</td>
</tr>
<tr>
<td>Finance Payments</td>
<td></td>
<td>(1)</td>
<td>(29)</td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) Operating Activities</strong></td>
<td></td>
<td>5,220</td>
<td>5,523</td>
</tr>
<tr>
<td><strong>Cash Flows from Investing Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts Received Specifically for New/Upgraded Assets</td>
<td></td>
<td>165</td>
<td>45</td>
</tr>
<tr>
<td>Sale of Surplus Assets</td>
<td></td>
<td>20</td>
<td>-</td>
</tr>
<tr>
<td><strong>Payments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure on Renewal/Replacement of Assets</td>
<td></td>
<td>(918)</td>
<td>(722)</td>
</tr>
<tr>
<td>Expenditure on New/Upgraded Assets</td>
<td></td>
<td>(162)</td>
<td>(283)</td>
</tr>
<tr>
<td>Investment in Term Deposits</td>
<td></td>
<td>(4,000)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) Investing Activities</strong></td>
<td></td>
<td>(4,895)</td>
<td>(960)</td>
</tr>
<tr>
<td><strong>Cash Flows from Financing Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nil</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Payments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayment of Bonds &amp; Deposits</td>
<td></td>
<td>(11)</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) Financing Activities</strong></td>
<td></td>
<td>(11)</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Net Increase (Decrease) in Cash Held</strong></td>
<td></td>
<td>314</td>
<td>4,562</td>
</tr>
<tr>
<td>plus: Cash &amp; Cash Equivalents at beginning of period</td>
<td></td>
<td>7,184</td>
<td>2,622</td>
</tr>
<tr>
<td><strong>Cash &amp; Cash Equivalents at end of period</strong></td>
<td></td>
<td>7,498</td>
<td>7,184</td>
</tr>
</tbody>
</table>

Additional Information:

plus: Investments on hand - end of year | 5c | 4,000 | - |

**Total Cash, Cash Equivalents & Investments** | | 11,498 | 7,184 |

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.
## Contents of the Notes accompanying the Financial Statements

<table>
<thead>
<tr>
<th>Note</th>
<th>Details</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Significant Accounting Policies</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>Income</td>
<td>14</td>
</tr>
<tr>
<td>3</td>
<td>Expenses</td>
<td>17</td>
</tr>
<tr>
<td>4</td>
<td>Asset Disposal &amp; Fair Value Adjustments</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td><strong>Current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>5a</td>
<td>Cash &amp; Cash Equivalents</td>
<td>19</td>
</tr>
<tr>
<td>5b</td>
<td>Trade &amp; Other Receivables</td>
<td>19</td>
</tr>
<tr>
<td>5c</td>
<td>Other Financial Assets (Investments)</td>
<td>19</td>
</tr>
<tr>
<td>5d</td>
<td>Inventories</td>
<td>19</td>
</tr>
<tr>
<td>6</td>
<td><strong>Non-Current Assets</strong></td>
<td>19 n/a</td>
</tr>
<tr>
<td></td>
<td><strong>Fixed Assets</strong></td>
<td></td>
</tr>
<tr>
<td>7a</td>
<td>Infrastructure, Property, Plant &amp; Equipment</td>
<td>20</td>
</tr>
<tr>
<td>7b</td>
<td>Valuation of Infrastructure, Property, Plant &amp; Equipment</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td><strong>Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>8a</td>
<td>Trade &amp; Other Payables</td>
<td>23</td>
</tr>
<tr>
<td>8b</td>
<td>Borrowings</td>
<td>23 n/a</td>
</tr>
<tr>
<td>8c</td>
<td>Provisions</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td><strong>Reserves</strong></td>
<td></td>
</tr>
<tr>
<td>9a</td>
<td>Asset Revaluation Reserve</td>
<td>24</td>
</tr>
<tr>
<td>10</td>
<td>Assets Subject to Restrictions</td>
<td>24 n/a</td>
</tr>
<tr>
<td>11</td>
<td>Reconciliation to Statement of Cashflows</td>
<td>25</td>
</tr>
<tr>
<td>12a</td>
<td>Functions</td>
<td>26</td>
</tr>
<tr>
<td>12b</td>
<td>Components of Functions</td>
<td>27</td>
</tr>
<tr>
<td>13</td>
<td>Financial Instruments</td>
<td>27</td>
</tr>
<tr>
<td>14</td>
<td>Commitments for Expenditure</td>
<td>30</td>
</tr>
<tr>
<td>15</td>
<td>Financial Indicators</td>
<td>31</td>
</tr>
<tr>
<td>16</td>
<td>Uniform Presentation of Finances</td>
<td>32</td>
</tr>
<tr>
<td>17</td>
<td>Operating Leases</td>
<td>33</td>
</tr>
<tr>
<td>18</td>
<td>Superannuation</td>
<td>34</td>
</tr>
<tr>
<td>19</td>
<td>Interests in Other Entities</td>
<td>34 n/a</td>
</tr>
<tr>
<td>20</td>
<td>Non Current Assets Held for Sale &amp; Discontinued Operations</td>
<td>35 n/a</td>
</tr>
<tr>
<td>21</td>
<td>Contingencies &amp; Assets/Liabilities Not Recognised in the Balance Sheet</td>
<td>35</td>
</tr>
<tr>
<td>22</td>
<td>Events After the Balance Sheet Date</td>
<td>36</td>
</tr>
<tr>
<td>23</td>
<td>Related Party Transactions</td>
<td>36</td>
</tr>
</tbody>
</table>

**n/a** - not applicable
The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis using the historical cost convention in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the Local Government (Financial Management) Regulations 2011 dated 30 October 2019.

1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council’s accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars ($'000).

2 The Local Government Reporting Entity

Municipal Council of Roxby Downs is incorporated under the South Australian Local Government Act 1999 and has its principal place of business at Richardson Place, Roxby Downs. These financial statements include the Council’s direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

The principal activities and entities conducted other than in the Council’s own name that have been included in these consolidated financial statements are: Roxby Power and Roxby Water.

The Act prescribes requirements regarding the management of power and water assets, including for cost recovery from consumers (Refer Note 2 User Charges).

Power and Water assets owned by the Council are disclosed in Note 7 Infrastructure, Property, Plant and Equipment. Revaluation increments are separately disclosed in Note 9 Reserves.

3 Income Recognition

Income is measured at the fair value of the consideration received or receivable. Income is recognised when the Council obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever first occurs.

Where grants, contributions and donations recognised as incomes during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the amounts subject to those undischarged conditions are disclosed in these notes. Also disclosed is the amount of grants, contributions and receivables recognised as incomes in a previous reporting period which were obtained in respect of the Council’s operations for the current reporting period.

In recent years the payment of untied financial assistance grants has varied from the annual allocation as shown in the table below:
Because these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the operating results of these periods have been distorted compared to those that would have been reported had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 15 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

### 4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at Council’s option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Received for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the Local Government Act 1999. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

### 5 Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

### 6.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held “ready for use”. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects’ fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

### 6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are given below. No capitalisation threshold is applied to the acquisition of land or interests in land.

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Threshold (’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings - new construction/extensions</td>
<td>$10</td>
</tr>
<tr>
<td>Road construction &amp; reconstruction</td>
<td>$10</td>
</tr>
<tr>
<td>All Other Assets</td>
<td>$5</td>
</tr>
</tbody>
</table>

### 6.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.
6.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are listed below. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

*Plant, Furniture & Equipment*
- Office Equipment: 5 to 10 years
- Office Furniture: 10 to 20 years
- Vehicles and Road-making Equip: 3 to 8 years
- Other Plant & Equipment: 3 to 20 years

*Building & Other Structures*
- Buildings – masonry: 20 to 60 years
- Buildings – other construction: 20 to 60 years
- Park Structures – masonry: 50 to 100 years
- Park Structures – other construction: 20 to 40 years
- Playground equipment: 5 to 15 years
- Benches, seats, etc: 5 to 15 years

*Infrastructure*
- Sealed Roads – Surface: 18 to 38 years
- Sealed Roads – Structure: 20 to 99 years
- Unsealed Roads: 10 to 34 years
- Paving & Footpaths, Kerb & Gutter: 25 to 72 years
- Drains: 40 to 70 years
- Flood Control Structures: 6 to 60 years
- Reticulation Pipes – PVC: 70 to 80 years
- Reticulation Pipes – other: 25 to 75 years
- Pumps & Telemetry: 15 to 25 years

6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed 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 (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

7 Payables

7.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

8 Employee Benefits

8.1 Salaries, Wages & Compensated Absences

Liabilities for employees’ entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Weighted avg. discount rate: 3.17% (2018, 2.06%)
Weighted avg. settlement period: 1 years (2018, 2 years)
No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken sick leave.

8.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council’s involvement with the schemes are reported in Note 18.

9 Provisions for Reinstatement, Restoration and Rehabilitation

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation and rehabilitation of disturbed areas. Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs and are carried at the net present value of estimated future costs.

Although estimated future costs are based on a closure plan, such plans are based on current environmental requirements which may change. Council’s policy to maximise recycling is extending the operational life of these facilities, and significant uncertainty exists in the estimation of the future closure date.

10 Leases

Lease arrangements have been accounted for in accordance with Australian Accounting Standard AASB 117.

In respect of finance leases, where Council substantially carries all of the risks incident to ownership, the leased items are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. The assets are disclosed within the appropriate asset class and are amortised to expense over the period during which the Council is expected to benefit from the use of the leased assets. Lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.

In respect of operating leases, where the lessor substantially retains all of the risks and benefits incident to ownership of the leased items, lease payments are charged to expense over the lease term.

11 GST Implications

In accordance with UIG Abstract 1031 “Accounting for the Goods & Services Tax”

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

12 New accounting standards and UIG interpretations

In the current year, Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

Municipal Council of Roxby Downs has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

AASB 7 Financial Instruments - Disclosures and AASB 9 Financial Instruments commenced from 1 July 2018 and have the effect that non-contractual receivables (e.g. rates & charges) are now treated as financial instruments. Although the disclosures made in Note 13 Financial Instruments have
changed, there are no changes to the amounts disclosed.

AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities, which will commence from 1 July 2019, affect the timing with which revenues, particularly special purpose grants, are recognised. Amounts received in relation to contracts with sufficiently specific performance obligations will in future only be recognised as these obligations are fulfilled. In these Statements, there was no amount which has been recognised as revenue, in accordance with the current Standards, but would in future be recorded as a liability "Amounts in Advance" until the performance obligations have been fulfilled.

AASB 16 Leases, which will commence from 1 July 2019, requires that the right of use conveyed by leasing contracts - except leases with a maximum term of 12 months and leases for non-material amounts - be recognised as a form of Infrastructure, Property, Plant and Equipment, and that the lease liability be disclosed as a liability.

As a result of the new accounting procedure, the following changes will be made to balance sheet amounts as at 1 July 2019:

<table>
<thead>
<tr>
<th>Note Line Item</th>
<th>Change ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPP&amp;E Right-of-Use Asset</td>
<td>+ $84</td>
</tr>
<tr>
<td>Lease Liability</td>
<td>- $84</td>
</tr>
</tbody>
</table>

The effect on profit and loss in future years will be non-material.

Some Australian Accounting Standards and Interpretations have been issued but are not yet effective. Those standards have not been applied in these financial statements. Council will implement them when they are effective.

The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these illustrative statements.

The standards are not expected to have a material impact upon Council’s future financial statements are:

- Effective for annual reporting periods beginning on or after 1 January 2019
  - AASB 15 Revenue from Contracts with Customers
  - AASB 16 Leases
  - AASB 16 Leases (Appendix D)
  - AASB 1058 Income of Not-for-Profit Entities
  - AASB 1058 Income of Not-for-Profit Entities (Appendix D)
  - AASB 1059 Service Concession Arrangements: Grantors
  - AASB 1059 Service Concession Arrangements: Grantors (Appendix D)
  - AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities
  - AASB 2017-1 Amendments to Australian Accounting Standards - Transfers of Investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments
  - AASB 2017-4 Amendments to Australian Accounting Standards – Uncertainty over Income Tax Treatments
  - AASB 2017-6 Amendments to Australian Accounting Standards – Prepayment Features with Negative Compensation
  - AASB 2017-7 Amendments to Australian Accounting Standards – Long-term Interests in Associates and Joint Ventures
  - AASB 2018-1 Amendments to Australian Accounting Standards – Annual Improvements 2015–2017 Cycle
  - AASB 2018-2 Amendments to Australian Accounting Standards – Plan Amendment, Curtailment or Settlement
Note 1. Summary of Significant Accounting Policies (continued)

- AASB 2018-3 Amendments to Australian Accounting Standards – Reduced Disclosure Requirements
- AASB 2018-4 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Public Sector Licensors
- AASB 2018-5 Amendments to Australian Accounting Standards - Deferral of AASB 1059
  Effective for annual reporting periods beginning on or after 1 January 2021
- AASB 17 Insurance Contracts
- AASB 17 Insurance Contracts (Appendix D)

13 Comparative Figures

To ensure comparability with the current reporting period’s figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

14 Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.
## Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

### Note 2. Income

<table>
<thead>
<tr>
<th>$ '000</th>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(a). Rates Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>General Rates</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Rates</td>
<td></td>
<td>4,648</td>
<td>4,681</td>
</tr>
<tr>
<td>Less: Discretionary Rebates, Remissions &amp; Write Offs</td>
<td>(202)</td>
<td>(153)</td>
<td></td>
</tr>
<tr>
<td><strong>Total General Rates</strong></td>
<td></td>
<td>4,446</td>
<td>4,528</td>
</tr>
<tr>
<td><strong>Other Rates (Including Service Charges)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural Resource Management Levy</td>
<td></td>
<td>114</td>
<td>114</td>
</tr>
<tr>
<td>Waste Collection</td>
<td></td>
<td>792</td>
<td>791</td>
</tr>
<tr>
<td><strong>Total Other Rates</strong></td>
<td></td>
<td>906</td>
<td>905</td>
</tr>
<tr>
<td><strong>Other Charges</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Penalties for Late Payment</td>
<td></td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>Legal &amp; Other Costs Recovered</td>
<td></td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total Other Charges</strong></td>
<td></td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total Rates Revenues</strong></td>
<td></td>
<td>5,379</td>
<td>5,463</td>
</tr>
</tbody>
</table>

| **(b). Statutory Charges** | | | |
| Development Act Fees | | 11 | 32 |
| Animal Registration Fees & Fines | | 31 | 30 |
| Parking Fines / Expiation Fees | | 2 | 4 |
| **Total Statutory Charges** | | 44 | 66 |

| **(c). User Charges** | | | |
| Commercial Activity Revenue | | 1,792 | 1,763 |
| Electricity | | 4,793 | 4,726 |
| Water | | 3,049 | 2,937 |
| Sewer | | 2,097 | 2,078 |
| **Total User Charges** | | 11,731 | 11,504 |
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 2. Income (continued)

<table>
<thead>
<tr>
<th>$ '000</th>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>(d). Investment Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>189</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>- Local Government Finance Authority</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Investment Income</td>
<td>189</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>(e). Reimbursements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance Workcover</td>
<td>-</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>NRM Collection Costs Reimbursement</td>
<td>3</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total Reimbursements</td>
<td>3</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>(f). Other Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sundry</td>
<td>19</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>Commission Income</td>
<td>73</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Total Other Income</td>
<td>92</td>
<td>83</td>
<td></td>
</tr>
<tr>
<td>(g). Grants, Subsidies, Contributions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts Received Specifically for New or Upgraded Assets</td>
<td>165</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Total Amounts Received Specifically for New or Upgraded Assets</td>
<td>165</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Other Grants, Subsidies and Contributions</td>
<td>39</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Untied - Financial Assistance Grant</td>
<td>280</td>
<td>258</td>
<td></td>
</tr>
<tr>
<td>Roads to Recovery</td>
<td>57</td>
<td>104</td>
<td></td>
</tr>
<tr>
<td>Library and Communications</td>
<td>24</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Municipal Deficit Funding</td>
<td>600</td>
<td>600</td>
<td></td>
</tr>
<tr>
<td>Youth</td>
<td>1</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Total Other Grants, Subsidies and Contributions</td>
<td>1,001</td>
<td>1,041</td>
<td></td>
</tr>
<tr>
<td>Total Grants, Subsidies, Contributions</td>
<td>1,166</td>
<td>1,086</td>
<td></td>
</tr>
</tbody>
</table>

The functions to which these grants relate are shown in Note 12.

(i) Sources of grants

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Government</td>
<td>337</td>
<td>362</td>
</tr>
<tr>
<td>State Government</td>
<td>364</td>
<td>424</td>
</tr>
<tr>
<td>Other</td>
<td>465</td>
<td>300</td>
</tr>
<tr>
<td>Total</td>
<td>1,166</td>
<td>1,086</td>
</tr>
</tbody>
</table>
## Note 2. Income (continued)

### (h). Conditions over Grants & Contributions

Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unexpended at the close of the previous reporting period</strong></td>
<td>201</td>
<td>201</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expended during the current period from revenues recognised in previous reporting periods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heritage &amp; Cultural Services</td>
<td>(41)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>(41)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Unexpended at the close of this reporting period</strong></td>
<td>160</td>
<td>201</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in assets subject to conditions in the current reporting period</strong></td>
<td>(41)</td>
<td>-</td>
</tr>
</tbody>
</table>

### (i). Physical Resources Received Free of Charge

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sculpture</td>
<td>50</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Physical Resources Received Free of Charge</strong></td>
<td>50</td>
<td>-</td>
</tr>
</tbody>
</table>
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 3. Expenses

<table>
<thead>
<tr>
<th>$ '000</th>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a). Employee Costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td></td>
<td>3,614</td>
<td>3,688</td>
</tr>
<tr>
<td>Employee Leave Expense</td>
<td></td>
<td>614</td>
<td>379</td>
</tr>
<tr>
<td>Superannuation - Defined Contribution Plan Contributions</td>
<td></td>
<td>364</td>
<td>330</td>
</tr>
<tr>
<td>Workers' Compensation Insurance</td>
<td></td>
<td>58</td>
<td>126</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>72</td>
<td>142</td>
</tr>
<tr>
<td><strong>Total Operating Employee Costs</strong></td>
<td></td>
<td><strong>4,722</strong></td>
<td><strong>4,665</strong></td>
</tr>
<tr>
<td>Total Number of Employees (full time equivalent at end of reporting period)</td>
<td></td>
<td>46</td>
<td>54</td>
</tr>
<tr>
<td>(b). Materials, Contracts and Other Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) Prescribed Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auditor's Remuneration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Auditing the Financial Reports</td>
<td></td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>Bad and Doubtful Debts</td>
<td></td>
<td>61</td>
<td>42</td>
</tr>
<tr>
<td><strong>Subtotal - Prescribed Expenses</strong></td>
<td></td>
<td><strong>95</strong></td>
<td><strong>76</strong></td>
</tr>
<tr>
<td>(ii) Other Materials, Contracts and Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractors</td>
<td></td>
<td>5,502</td>
<td>5,528</td>
</tr>
<tr>
<td>External Houses</td>
<td></td>
<td>95</td>
<td>194</td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
<td>164</td>
<td>193</td>
</tr>
<tr>
<td>Legal Expenses</td>
<td></td>
<td>3</td>
<td>37</td>
</tr>
<tr>
<td>Levies Paid to Government - NRM levy</td>
<td></td>
<td>115</td>
<td>114</td>
</tr>
<tr>
<td>Purchase of Power</td>
<td></td>
<td>1,412</td>
<td>1,240</td>
</tr>
<tr>
<td>Purchase of Water</td>
<td></td>
<td>806</td>
<td>778</td>
</tr>
<tr>
<td>Sundry</td>
<td></td>
<td>116</td>
<td>122</td>
</tr>
<tr>
<td><strong>Subtotal - Other Material, Contracts &amp; Expenses</strong></td>
<td></td>
<td><strong>8,213</strong></td>
<td><strong>8,206</strong></td>
</tr>
<tr>
<td><strong>Total Materials, Contracts and Other Expenses</strong></td>
<td></td>
<td><strong>8,308</strong></td>
<td><strong>8,282</strong></td>
</tr>
</tbody>
</table>
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 3. Expenses (continued)

<table>
<thead>
<tr>
<th>$'000</th>
<th>Notes 2019</th>
<th>2018</th>
</tr>
</thead>
</table>

(c). Depreciation, Amortisation and Impairment

(i) Depreciation and Amortisation

| Buildings & Other Structures | 460 | 397 |
| Infrastructure               |     |     |
| - Stormwater Drainage        | 97  | 95  |
| - Roads                      | 540 | 506 |
| - Footpaths                  | 321 | 319 |
| - Kerbing and Guttering      | 168 | 168 |
| - Car Parks                  | 13  | 13  |
| - Parks and Gardens          | 104 | 96  |
| - Power                      | 772 | 769 |
| - Water                      | 252 | 251 |
| - Sewerage                   | 322 | 335 |
| Plant & Equipment            | 146 | 109 |
| Furniture & Fittings         | 13  | 16  |
| Subtotal                     | 3,208 | 3,074 |

(ii) Impairment

| Nil                           |     |     |

Total Depreciation, Amortisation and Impairment

| 3,208 | 3,074 |

(d). Finance Costs

| Other                         | 1  | -  |
| Total Finance Costs          | 1  | -  |

Note 4. Asset Disposal & Fair Value Adjustments

Infrastructure, Property, Plant & Equipment

(i) Assets Surplus to Requirements

| Proceeds from Disposal        | 20 | -  |
| Less: Carrying Amount of Assets Sold | (28) | -  |

Gain (Loss) on Disposal

| (8) | -  |

Fair Value Adjustments

| Revaluation Decrement Expensed | -  | (3) |

Total Fair Value Adjustments

| -  | (3) |

Net Gain (Loss) on Disposal or Revaluation of Assets

| (8) | (3) |
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 5. Current Assets

<table>
<thead>
<tr>
<th>$'000</th>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a). Cash &amp; Cash Equivalents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash on Hand at Bank</td>
<td></td>
<td>945</td>
<td>677</td>
</tr>
<tr>
<td>Deposits at Call</td>
<td></td>
<td>6,553</td>
<td>6,507</td>
</tr>
<tr>
<td><strong>Total Cash &amp; Cash Equivalents</strong></td>
<td></td>
<td><strong>7,498</strong></td>
<td><strong>7,184</strong></td>
</tr>
<tr>
<td>(b). Trade &amp; Other Receivables</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates - General &amp; Other</td>
<td></td>
<td>408</td>
<td>300</td>
</tr>
<tr>
<td>Accrued Revenues</td>
<td></td>
<td>39</td>
<td>19</td>
</tr>
<tr>
<td>Debtors - General</td>
<td></td>
<td>592</td>
<td>321</td>
</tr>
<tr>
<td>GST Recoupment</td>
<td></td>
<td>84</td>
<td>91</td>
</tr>
<tr>
<td>Prepayments</td>
<td></td>
<td>89</td>
<td>79</td>
</tr>
<tr>
<td>Refundable Expenses (Insurance Claims &amp; Bonds)</td>
<td></td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>Electricity Charges</td>
<td></td>
<td>1,021</td>
<td>1,207</td>
</tr>
<tr>
<td>Water &amp; Sewer Charges</td>
<td></td>
<td>1,337</td>
<td>1,181</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td><strong>3,573</strong></td>
<td><strong>3,198</strong></td>
</tr>
<tr>
<td>Less: Allowance for Doubtful Debts</td>
<td></td>
<td>(38)</td>
<td>(83)</td>
</tr>
<tr>
<td><strong>Total Trade &amp; Other Receivables</strong></td>
<td></td>
<td><strong>3,535</strong></td>
<td><strong>3,115</strong></td>
</tr>
<tr>
<td>(c). Other Financial Assets (Investments)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Financial Assets - Term Deposits</td>
<td></td>
<td>4,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Other Financial Assets (Investments)</strong></td>
<td></td>
<td><strong>4,000</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

Amounts included in other financial assets that are not expected to be received within 12 months of reporting date are disclosed in Note 13

(d). Inventories

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roxbylink</td>
<td>29</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total Inventories</strong></td>
<td><strong>29</strong></td>
<td><strong>30</strong></td>
</tr>
</tbody>
</table>

Note 6. Non-Current Assets

Nil
### Note 7a. Infrastructure, Property, Plant & Equipment

#### Fair Value

<table>
<thead>
<tr>
<th>$'000</th>
<th>Fair Value Level</th>
<th>Asset Additions</th>
<th>WDV of Asset Disposals</th>
<th>Depreciation Expense (Note 3c)</th>
<th>Impairment Loss (recognised in P/L) (Note 3c)</th>
<th>Impairment Loss (recognised in Equity) (Note 9)</th>
<th>WIP Transfers</th>
<th>Revaluation Increments to Equity (ARR) (Note 9)</th>
<th>as at 30/6/2018</th>
<th>as at 30/6/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>At Fair Value</td>
<td>At Cost</td>
<td>Acc. Dep'n</td>
<td>Carrying Value</td>
<td>New / Upgrade</td>
<td>Renewals</td>
<td></td>
<td>At Fair Value</td>
<td>At Cost</td>
</tr>
<tr>
<td>Capital Work in Progress</td>
<td>-</td>
<td>123</td>
<td>-</td>
<td>123</td>
<td>41</td>
<td>145</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(119)</td>
</tr>
<tr>
<td>Land - Community</td>
<td>2</td>
<td>1,361</td>
<td>-</td>
<td>-</td>
<td>1,361</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Land - Community</td>
<td>3</td>
<td>10,911</td>
<td>-</td>
<td>-</td>
<td>10,911</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Buildings &amp; Other Structures</td>
<td>2</td>
<td>3,284</td>
<td>995</td>
<td>3,093</td>
<td>1,186</td>
<td>-</td>
<td>35</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Buildings &amp; Other Structures</td>
<td>3</td>
<td>18,802</td>
<td>-</td>
<td>10,815</td>
<td>7,987</td>
<td>-</td>
<td>261</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Stormwater Drainage</td>
<td>3</td>
<td>6,726</td>
<td>-</td>
<td>1,961</td>
<td>4,765</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(97)</td>
</tr>
<tr>
<td>- Roads</td>
<td>3</td>
<td>25,641</td>
<td>-</td>
<td>8,117</td>
<td>17,524</td>
<td>-</td>
<td>226</td>
<td>-</td>
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</tr>
<tr>
<td>- Footpaths</td>
<td>3</td>
<td>13,433</td>
<td>-</td>
<td>3,371</td>
<td>10,062</td>
<td>2</td>
<td>86</td>
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</tr>
<tr>
<td>- Kerbing and Guttering</td>
<td>3</td>
<td>11,756</td>
<td>-</td>
<td>1,763</td>
<td>9,993</td>
<td>-</td>
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<tr>
<td>- Car Parks</td>
<td>3</td>
<td>738</td>
<td>-</td>
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<td>546</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>- Parks and Gardens</td>
<td>3</td>
<td>3,275</td>
<td>-</td>
<td>1,009</td>
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<td>- Power</td>
<td>3</td>
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<td>-</td>
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<tr>
<td>- Water</td>
<td>3</td>
<td>18,936</td>
<td>-</td>
<td>6,127</td>
<td>12,809</td>
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<td>-</td>
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<tr>
<td>- Sewerage</td>
<td>3</td>
<td>22,027</td>
<td>-</td>
<td>4,738</td>
<td>17,289</td>
<td>39</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(322)</td>
</tr>
<tr>
<td>Plant &amp; Equipment</td>
<td>-</td>
<td>672</td>
<td>310</td>
<td>362</td>
<td>78</td>
<td>56</td>
<td>-</td>
<td>(146)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Furniture &amp; Fittings</td>
<td>-</td>
<td>393</td>
<td>357</td>
<td>36</td>
<td>20</td>
<td>15</td>
<td>-</td>
<td>(13)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Infrastructure, Property, Plant &amp; Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comparatives</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment &
Investment Property

$ '000

Valuation of Assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Information on Valuations

Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and/or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.

- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.
Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

$'000

Valuation of Assets (continued)

Other Information
At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.D5 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are restated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use
The following non financial assets of Council are being utilised at other than their highest and best use:

For land which Council has an unfettered right to sell, the “highest and best use” recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land.

Much of the land under Council’s care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 1999. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the “highest and best use” available to Council, with a rebuttable presumption that the current use is the “highest and best use”. The reason for the current use of a large proportion of Council’s assets being other than the “highest and best use” relates to Council’s principal role as the provider of services to the community, rather than the use of those assets for the generation of revenue.

For buildings and other structures on and in the land, including infrastructure, “highest and best use” is determined in accordance with the land on and in which they are situated.

Transition to AASB 13 - Fair Value Measurement
The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

Land & Land Improvements
Council being of the opinion that it is not possible to attribute a value sufficiently reliably to qualify for recognition, land under roads has not been recognised in these reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

Freehold land and land over which Council has control, but does not have title, is recognised on the cost basis. No capitalisation threshold is applied to the acquisition of land or interests in land.

Fair value level 2 land assets were valued by JLL using desktop valuation as at 30 June 2019. All other Land Assets were valued as at 30 June 2019 using the South Australian Valuer-General Valuation.
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

$ '000

Valuation of Assets (continued)

Buildings & Other Structures
Fair value level 2 Building assets were valued by JLL using desktop valuation as at 30 June 2019.
Fair value level 3 Building assets were valued by Council staff using independently verifiable unit rates for 30 June 2017.

Infrastructure
Roads, Footpaths, Kerbing and Guttering, Car Parks, Parks and Gardens, Power Infrastructure, Water Infrastructure, Stormwater Drainage
These Infrastructure assets were valued by Council staff using independently verifiable unit rates for 30 June 2017.

Sewer
Sewer assets were valued by Gayler Professional Services for 30 June 2018.

Plant & Equipment
These assets are recognised on cost basis.

Furniture & Fittings
These assets are recognised on cost basis.

Work in Progress
These assets are recognised on cost basis.

Note 8. Liabilities

<table>
<thead>
<tr>
<th>$ '000</th>
<th>Notes</th>
<th>2019</th>
<th>2019</th>
<th>2018</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Current</td>
<td>Non Current</td>
<td>Current</td>
<td>Non Current</td>
</tr>
</tbody>
</table>

(a). Trade and Other Payables

Goods & Services 810 - 810 -
Accrued Expenses - Employee Entitlements 121 - 99 -
Accrued Expenses - Other 470 - 248 -
Deposits, Retentions & Bonds 14 - 25 -
Total Trade and Other Payables 1,415 - 1,182 -

(b). Borrowings

Nil
Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 8. Liabilities (continued)

<table>
<thead>
<tr>
<th>$ ’000</th>
<th>2019</th>
<th>2019</th>
<th>2018</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes</td>
<td>Current</td>
<td>Non Current</td>
<td>Current</td>
<td>Non Current</td>
</tr>
<tr>
<td>(c). Provisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Entitlements (including oncosts)</td>
<td>296</td>
<td>83</td>
<td>251</td>
<td>62</td>
</tr>
<tr>
<td>Future Reinstatement / Restoration, etc</td>
<td>207</td>
<td>1,122</td>
<td>207</td>
<td>1,122</td>
</tr>
<tr>
<td>Total Provisions</td>
<td>503</td>
<td>1,205</td>
<td>458</td>
<td>1,184</td>
</tr>
</tbody>
</table>

Amounts included in trade & other payables that are not expected to be settled within 12 months of reporting date

Long service leave entitlement and provision for landfill restoration | 1,205 | 1,184 |

Note 9. Reserves

<table>
<thead>
<tr>
<th>$ ’000</th>
<th>1/7/2018</th>
<th>Increments (Decrements)</th>
<th>Transfers</th>
<th>Impairments</th>
<th>30/6/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a). Asset Revaluation Reserve</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land - Community</td>
<td>10,124</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,124</td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Stormwater Drainage</td>
<td>5,448</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,448</td>
</tr>
<tr>
<td>- Roads</td>
<td>15,146</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>15,146</td>
</tr>
<tr>
<td>- Footpaths</td>
<td>9,721</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9,721</td>
</tr>
<tr>
<td>- Kerbing and Guttering</td>
<td>10,033</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,033</td>
</tr>
<tr>
<td>- Car Parks</td>
<td>636</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>636</td>
</tr>
<tr>
<td>- Parks and Gardens</td>
<td>1,549</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,549</td>
</tr>
<tr>
<td>- Power</td>
<td>23,653</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>23,653</td>
</tr>
<tr>
<td>- Water</td>
<td>13,188</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>13,188</td>
</tr>
<tr>
<td>- Sewerage</td>
<td>11,787</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>11,787</td>
</tr>
<tr>
<td>Total Asset Revaluation Reserve</td>
<td>101,285</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>101,285</td>
</tr>
<tr>
<td>Comparatives</td>
<td>99,449</td>
<td>1,862</td>
<td>-</td>
<td>(26)</td>
<td>101,285</td>
</tr>
</tbody>
</table>

PURPOSES OF RESERVES

Asset Revaluation Reserves

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable).

Note 10. Assets Subject to Restrictions

Council does not hold any assets subject to restrictions
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 11. Reconciliation to Statement of Cash Flows

(a). Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to
maturity subject to insignificant risk of changes of value. Cash at the
end of the reporting period as shown in the Statement of Cash Flows
is reconciled to the related items in the Balance Sheet as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Cash &amp; Equivalent Assets</td>
<td>7,498</td>
<td>7,184</td>
</tr>
<tr>
<td>Less: Short-Term Borrowings</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Balances per Statement of Cash Flows</strong></td>
<td><strong>7,498</strong></td>
<td><strong>7,184</strong></td>
</tr>
</tbody>
</table>

(b). Reconciliation of Change in Net Assets to Cash
from Operating Activities

<table>
<thead>
<tr>
<th>Net Surplus/(Deficit)</th>
<th>2,407</th>
<th>2,269</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Cash Items in Income Statements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation, Amortisation &amp; Impairment</td>
<td>3,208</td>
<td>3,074</td>
</tr>
<tr>
<td>Fair Value Adjustments</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Non-Cash Asset Acquisitions</td>
<td>(50)</td>
<td>-</td>
</tr>
<tr>
<td>Grants for Capital Acquisitions (Treated as Investing Activity Receipts)</td>
<td>(165)</td>
<td>(45)</td>
</tr>
<tr>
<td>Net (Gain) Loss on Disposals</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td><strong>Add (Less): Changes in Net Current Assets</strong></td>
<td><strong>5,408</strong></td>
<td><strong>5,301</strong></td>
</tr>
<tr>
<td>Net (Increase)/Decrease in Receivables</td>
<td>(465)</td>
<td>188</td>
</tr>
<tr>
<td>Change in Allowances for Under-Recovery of Receivables</td>
<td>45</td>
<td>33</td>
</tr>
<tr>
<td>Net (Increase)/Decrease in Inventories</td>
<td>1</td>
<td>(9)</td>
</tr>
<tr>
<td>Net Increase/(Decrease) in Trade &amp; Other Payables</td>
<td>165</td>
<td>62</td>
</tr>
<tr>
<td>Net Increase/(Decrease) in Unpaid Employee Benefits</td>
<td>66</td>
<td>(54)</td>
</tr>
<tr>
<td>Net Increase/(Decrease) in Other Provisions</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) operations</strong></td>
<td><strong>5,220</strong></td>
<td><strong>5,523</strong></td>
</tr>
</tbody>
</table>

(c). Non-Cash Financing and Investing Activities

<table>
<thead>
<tr>
<th>Acquisition of assets by means of:</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Physical Resources Received Free of Charge</td>
<td>50</td>
<td>-</td>
</tr>
<tr>
<td><strong>Amounts recognised in Income Statement</strong></td>
<td><strong>50</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Total Non-Cash Financing &amp; Investing Activities</strong></td>
<td><strong>50</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

(d). Financing Arrangements

Unrestricted access was available at balance date to the
following lines of credit:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Overdrafts</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Corporate Credit Cards</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>LGFA Cash Advance Debenture Facility</td>
<td>2,500</td>
<td>2,500</td>
</tr>
</tbody>
</table>

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.
Note 12a. Functions

Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).

<table>
<thead>
<tr>
<th>Functions/Activities</th>
<th>INCOME</th>
<th>EXPENSES</th>
<th>OPERATING SURPLUS (DEFICIT)</th>
<th>GRANTS INCLUDED IN INCOME</th>
<th>TOTAL ASSETS HELD (CURRENT &amp; NON-CURRENT)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
<td>2019</td>
<td>2018</td>
<td>Actual</td>
</tr>
<tr>
<td>Municipal</td>
<td>8,500</td>
<td>8,507</td>
<td>9,470</td>
<td>9,904</td>
<td>(970)</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>(970)</td>
<td>(1,397)</td>
<td>1,001</td>
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<td></td>
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<td>1,041</td>
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<td>79,006</td>
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<td>77,451</td>
</tr>
<tr>
<td>Power</td>
<td>4,793</td>
<td>4,726</td>
<td>3,605</td>
<td>3,278</td>
<td>1,188</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>1,448</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>-</td>
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<td>23,139</td>
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<td></td>
<td></td>
<td>22,794</td>
</tr>
<tr>
<td>Water</td>
<td>5,146</td>
<td>5,015</td>
<td>3,164</td>
<td>2,839</td>
<td>1,982</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>2,176</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>30,901</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>30,098</td>
</tr>
<tr>
<td>Total Functions/Activities</td>
<td>18,439</td>
<td>18,248</td>
<td>16,239</td>
<td>16,021</td>
<td>2,200</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,227</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,001</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,041</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>133,049</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>130,343</td>
</tr>
</tbody>
</table>

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets, amounts received specifically for new or upgraded assets and physical resources received free of charge.
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 12b. Components of Functions

$ '000

The activities relating to Council functions are as follows:

Municipal
General operations, Council offices, rates, governance, participating in Local Government Associations, general grants.
Dog and cat control, Development Act, planning and building fees and charges, environmental health expenses, emergency services support.
Community Youth Centre operation and services, community development support, volunteer support, family support, festivals, community board activities, health, media, business support and tourism promotion.
Roads and transport, Parks and Gardens, off road tracks, stormwater, footpaths, streetscaping, skate park and public street lighting, landfill & recycling, maintenance and disposal fees, garbage collection and charges, environmental protection, litter control, vandalism.
Operations and maintenance of Recreation Centre, swimming pool, tennis and netball courts, community ovals plus other support to sport and recreation groups.
Art Gallery, Visitor Information Centre, cinema, auditorium, Public Library, Cultural Centre administration.

Power
Retail and distribution of electricity, power purchases and electricity infrastructure maintenance.

Water
Retail and distribution of water, water purchases and water infrastructure maintenance.
Sewerage infrastructure and lagoons maintenance, treated waste water and sewerage service charges.

Note 13. Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits  

Accounting Policy:  
Carried at lower of cost and net realisable value; Interest is recognised when earned.

Terms & Conditions:  
Deposits are returning fixed interest rates of 1.3% (2018: between 0.4% and 1.5%). Short term deposits have an average maturity of 180 days and an average interest rate of 2.2% (2018: 180 days and 2.5%).

Carrying Amount:  
Approximates fair value due to the short term to maturity.
### Recognised Financial Instruments

#### Receivables

<table>
<thead>
<tr>
<th>Description</th>
<th>Accounting Policy</th>
<th>Terms &amp; Conditions</th>
<th>Carrying Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rates &amp; Associated Charges</td>
<td>Carried at nominal values less any allowance for doubtful debts.</td>
<td>Secured over the subject land, arrears attract interest of 8% (2018: 8%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.</td>
<td>Approximates fair value (after deduction of any allowance).</td>
</tr>
<tr>
<td>(including legals &amp; penalties for late payment)</td>
<td>An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees &amp; Other Charges</td>
<td>Carried at nominal values less any allowance for doubtful debts.</td>
<td>Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.</td>
<td>Approximates fair value (after deduction of any allowance).</td>
</tr>
<tr>
<td>Other Levels of Government</td>
<td>Carried at nominal value.</td>
<td>Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.</td>
<td>Approximates fair value.</td>
</tr>
</tbody>
</table>

#### Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Accounting Policy</th>
<th>Terms &amp; Conditions</th>
<th>Carrying Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creditors and Accruals</td>
<td>Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.</td>
<td>Liabilities are normally settled on 30 day terms.</td>
<td>Approximates fair value.</td>
</tr>
</tbody>
</table>
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 13. Financial Instruments (continued)

<table>
<thead>
<tr>
<th>$ '000</th>
<th>Due &lt; 1 year</th>
<th>Due &gt; 1 year &amp; ≤ 5 years</th>
<th>Due &gt; 5 years</th>
<th>Total Contractual Cash Flows</th>
<th>Carrying Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Equivalents 7,498</td>
<td></td>
<td></td>
<td></td>
<td>7,498</td>
<td>7,498</td>
</tr>
<tr>
<td>Receivables 3,362</td>
<td></td>
<td></td>
<td></td>
<td>3,362</td>
<td>3,362</td>
</tr>
<tr>
<td>Other Financial Assets 4,000</td>
<td></td>
<td></td>
<td></td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Total Financial Assets 14,860</td>
<td></td>
<td></td>
<td></td>
<td>14,860</td>
<td>14,860</td>
</tr>
<tr>
<td>Financial Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables 1,415</td>
<td></td>
<td></td>
<td></td>
<td>1,415</td>
<td>1,415</td>
</tr>
<tr>
<td>Total Financial Liabilities 1,415</td>
<td></td>
<td></td>
<td></td>
<td>1,415</td>
<td>1,415</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Equivalents 7,184</td>
<td></td>
<td></td>
<td></td>
<td>7,184</td>
<td>7,184</td>
</tr>
<tr>
<td>Receivables 2,945</td>
<td></td>
<td></td>
<td></td>
<td>2,945</td>
<td>2,945</td>
</tr>
<tr>
<td>Total Financial Assets 10,129</td>
<td></td>
<td></td>
<td></td>
<td>10,129</td>
<td>10,129</td>
</tr>
<tr>
<td>Financial Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables 1,074</td>
<td></td>
<td></td>
<td></td>
<td>1,074</td>
<td>1,074</td>
</tr>
<tr>
<td>Total Financial Liabilities 1,074</td>
<td></td>
<td></td>
<td></td>
<td>1,074</td>
<td>1,074</td>
</tr>
</tbody>
</table>

Net Fair Value
All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

Risk Exposures
Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any allowance for doubtful debts. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council’s boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council’s financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 14. Commitments for Expenditure

<table>
<thead>
<tr>
<th>$ '000</th>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a). Capital Commitments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>-</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Stadium Floor Resurfacing</td>
<td>-</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td><strong>These expenditures are payable:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not later than one year</td>
<td>-</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>Later than one year and not later than 5 years</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Later than 5 years</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>(b). Other Expenditure Commitments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit Services</td>
<td>69</td>
<td>104</td>
<td></td>
</tr>
<tr>
<td>Waste Management Services</td>
<td>2,757</td>
<td>3,508</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>1,568</td>
<td>56</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,394</td>
<td>3,668</td>
<td></td>
</tr>
<tr>
<td><strong>These expenditures are payable:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not later than one year</td>
<td>1,112</td>
<td>912</td>
<td></td>
</tr>
<tr>
<td>Later than one year and not later than 5 years</td>
<td>3,282</td>
<td>2,756</td>
<td></td>
</tr>
<tr>
<td>Later than 5 years</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,394</td>
<td>3,668</td>
<td></td>
</tr>
</tbody>
</table>
Note 15. Financial Indicators

<table>
<thead>
<tr>
<th></th>
<th>Amounts 2019</th>
<th>Indicator 2019</th>
<th>Prior Periods</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ ’000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Operating Surplus Ratio</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Surplus</td>
<td>2,200</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Total Operating Income</td>
<td>18,439</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This ratio expresses the operating surplus as a percentage of total operating revenue.

2. Net Financial Liabilities Ratio

Net Financial Liabilities | (11,910) | (65%) | (41%) | (17%) |
Total Operating Income | 18,439 |       |       |       |

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.

Adjustments to Ratios

In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.

Adjusted Operating Surplus Ratio | 11% | 12% | 7%

Adjusted Net Financial Liabilities Ratio | (65%) | (41%) | (17%)

3. Asset Renewal Funding Ratio

Net Asset Renewals | 918 |
Infrastructure & Asset Management Plan required expenditure | 967 | 95% | 127% | 4%

Net asset renewal expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 16. Uniform Presentation of Finances

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common ‘core’ of financial information, which enables meaningful comparisons of each Council's finances.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>18,439</td>
<td>18,248</td>
</tr>
<tr>
<td>less Expenses</td>
<td>(16,239)</td>
<td>(16,021)</td>
</tr>
<tr>
<td>Operating Surplus / (Deficit)</td>
<td>2,200</td>
<td>2,227</td>
</tr>
</tbody>
</table>

**Net Outlays on Existing Assets**

- Capital Expenditure on Renewal and Replacement of Existing Assets | (918) | (722) |
- \textit{add back} Depreciation, Amortisation and Impairment | 3,208 | 3,074 |

**Subtotal** | 2,290 | 2,352 |

**Net Outlays on New and Upgraded Assets**

- Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments) | (162) | (283) |
- \textit{add back} Amounts Received Specifically for New and Upgraded Assets | 165 | 45 |
- \textit{add back} Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments and Non-Current Assets Held for Resale) | 20 | - |

**Subtotal** | 23 | (238) |

**Net Lending / (Borrowing) for Financial Year** | 4,513 | 4,341 |
Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 17. Operating Leases

Municipal Council of Roxby Downs

Lease Payment Commitments of Council

Council has entered into non-cancellable operating leases for various items of photocopier/printer units and building.

No lease imposes any additional restrictions on Council in relation to additional debt or further leasing.

Leases in relation to computer and office equipment permit Council, at expiry of the lease, to elect to re-lease return or acquire the equipment leased.

No lease contains any escalation clause.

Commitments under non-cancellable operating leases that have not been recognised in the financial statements are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>29</td>
<td>57</td>
</tr>
<tr>
<td>Later than one year and not later than 5 years</td>
<td>73</td>
<td>18</td>
</tr>
<tr>
<td>Later than 5 years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>75</td>
</tr>
</tbody>
</table>

$ '000
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 18. Superannuation

$ '000

The Council makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members
Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2018/19; 9.50% in 2017/18). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members
Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member’s contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund’s Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2017/18) of “superannuation” salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member’s benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section’s assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund’s actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2017. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council’s contribution rates at some future time.

Contributions to Other Superannuation Schemes
Council also makes contributions to other superannuation schemes selected by employees under the “choice of fund” legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Note 19. Interests in Other Entities

Council has no interest in any Equity Accounted Businesses such as Joint Ventures, Associates & Joint Operations.
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 20. Non-Current Assets Held for Sale & Discontinued Operations

Council does not have any Non-Current Assets Held for Sale or any Discontinued Operations

Note 21. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. LAND UNDER ROADS
As reported in the Financial Statements, Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

At reporting date, Council controlled 39 km of road reserves of average width 15 metres.

2. POTENTIAL INSURANCE LOSSES
Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

3. LEGAL MATTERS
Council is the planning consent authority for its area under the Development Act 1993 (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. At the date of these reports, Council had no notice of appeals against planning decisions made prior to reporting date.

Council is disputing a contractual issue relating to waste management contract. Any potential outcome from this dispute is expected not to be material to the Council.
Municipal Council of Roxby Downs

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 22. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2019, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Certification of Financial Statements as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 21/10/19.

Council is unaware of any material or significant "non adjusting events" that should be disclosed.

Note 23. Related Party Transactions

Based on the following table, in all, 6 persons were paid the following total compensation:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-Term Employee Benefits</td>
<td>878</td>
<td>790</td>
</tr>
<tr>
<td>Post-Employment Benefits</td>
<td>94</td>
<td>77</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>972</td>
<td>867</td>
</tr>
</tbody>
</table>

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

**Related Parties and Key Management Services**

The Department of Energy and Mining, pursuant to the authority given to it in the Roxby Downs (Indenture Ratification) Act 1982 has significant influence over Municipal Council of Roxby Downs.

During 2018/19 the State Government of South Australia paid $300,000 ($300,000 in 2017/18) to Council to assist in funding the provision of municipal services.

During 2018/19 the State Government of South Australia provided Key Management Services to Council. Council paid $158,081 ($217,750 in 2017/18) for these services during the year.

One close family member of key management personnel is employed by Council in accordance with the terms of the Award, and as recorded in the public Register of Salaries maintained in accordance with section 105 of the Local Government Act 1999.

**Other Disclosures**

During the year BHP paid $300,000 ($300,000 in 2017/18) to Council to assist in funding the provision of municipal services and $165,000 (nil in 2017/18) specifically for new/ upgraded assets.

Pursuant to the Roxby Downs (Indenture Ratification) Act 1982 BHP supplies electricity and water to Council as the distribution authority for which Council pays BHP. For properties within the township of Roxby Downs BHP pays Council for water, sewerage, electricity and rates.
INDEPENDENT AUDITOR’S REPORT
TO THE ADMINISTRATOR OF THE MUNICIPAL COUNCIL
OF ROXBYS DOWNS

Opinion

We have audited the accompanying financial report of the Municipal Council of Roxby Downs, which comprises the statement of financial position as at 30 June 2019, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the Certification of the Financial Statements.

In our opinion, the financial report gives a true and fair view of the financial position of the Municipal Council of Roxby Downs as of 30 June 2019, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards and the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Report section of our report. We are independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the financial report, which gives a true and fair view in accordance with Australian Accounting Standards and the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011, and for such internal control as the committee and management determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the entity’s ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the entity’s financial reporting process.
The Council’s Responsibility for the Internal Controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with Section 125 of the Local Government Act 1999 in relation to Internal Controls, to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and incurring of liabilities are in accordance with legislative provisions.

Our Responsibility

Our responsibility is to express an opinion on the Council’s compliance with Section 125 of the Local Government Act 1999 in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3100 Compliance Engagements, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the Local Government Act 1999 in relation only to the Internal Controls specified above for the period 1 July 2018 to 30 June 2019. ASAE 3100 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

Our procedures included obtaining an understanding of internal controls in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities, evaluating management’s assessment of these internal controls, assessing the risk that a material weakness exists, and testing and evaluating the design and implementation of controls on a sample basis on the assessed risks.

BENTLEYS SA AUDIT PARTNERSHIP

DAVID PAPA
PARTNER

Dated at Adelaide this 31st day of October 2019
INDEPENDENT ASSURANCE REPORT ON INTERNAL CONTROLS OF THE MUNICIPAL COUNCIL OF ROXBY DOWNS

Opinion

We have audited the compliance of the Municipal Council of Roxby Downs (the Council) with the requirements of Section 125 of the Local Government Act 1999 in relation to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2018 to 30 June 2019 are in accordance with legislative provisions.

In our opinion, the Council has complied, in all material respects, with Section 125 of the Local Government Act 1999 in relation to Internal Controls, established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with legislative provisions for the period 1 July 2018 to 30 June 2019.

Limitation on Use

This report has been prepared for the Administrator of the Council in accordance with Section 129 of the Local Government Act 1999 in relation to Internal Controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the Administrator of the Council, or for any purpose other than that for which it was prepared.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on internal controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Independence

In conducting our engagement, we have complied with the independence requirements of the Australian professional accounting bodies.
The Council’s Responsibility for the Internal Controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with Section 125 of the Local Government Act 1999 in relation to Internal Controls, to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and incurring of liabilities are in accordance with legislative provisions.

Our Responsibility

Our responsibility is to express an opinion on the Council’s compliance with Section 125 of the Local Government Act 1999 in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3100 Compliance Engagements, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the Local Government Act 1999 in relation only to the Internal Controls specified above for the period 1 July 2018 to 30 June 2019. ASAE 3100 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

Our procedures included obtaining an understanding of internal controls in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities, evaluating management’s assessment of these internal controls, assessing the risk that a material weakness exists, and testing and evaluating the design and implementation of controls on a sample basis on the assessed risks.

BENTLEYS SA AUDIT PARTNERSHIP

DAVID PAPA
PARTNER

Dated at Adelaide this 31st day of October 2019
Municipal Council of Roxby Downs

General Purpose Financial Statements
for the year ended 30 June 2019

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Municipal Council of Roxby Downs for the year ended 30 June 2019, the Council's Auditor, Bentleys SA Audit Partnership has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.

Roy Blight  
CHIEF EXECUTIVE OFFICER

Date: 19 September 2019

David Powell  
PRESIDING MEMBER, AUDIT COMMITTEE
Certification of Auditor Independence

I confirm that, for the audit of the financial statements of the Municipal Council of Roxby Downs for the year ended 30 June 2019, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) Local Government (Financial Management) Regulations 2011.

Bentleys SA Audit Partnership

[Signature]

David Papa
Partner

Dated at Adelaide this 17th September 2019
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date 15 November 2019
Title of Report Financial Performance ending September 2019

1. Purpose

To consider a review of Council’s Financial Performance ending September 2019, including a review of the power and water aged debtors.

2. Recommendation

That Council receives the Financial Performance ending September 2019 report which has been reviewed by the Audit Committee and notes they made no substantive comments in relation to the report.

3. Background

A review was undertaken on Council’s financial performance for the period ending September 2019, including a review of the power and water aged debtors. This was done for internal (management accounting) purposes.

4. Discussion

1) Council’s September 2019 Financial Performance
   A review was undertaken on the key accounts (based on materiality) of each business unit – Municipal, Power and Water - by comparing the September year-to-date (YTD) actuals against budget review 1.

2) Aged debtors
   A review was undertaken on the aging category of power and water debtors to ensure that actions have been taken to address any long outstanding debt.

5. Policy Implications

5.1 Financial/Budget
   As detailed in attached.

5.2 Resources
   Nil

5.3 Legal and Risk Management
   Effective debtor management mitigates the risk of bad debts and insufficient cashflow for operations.

6. Report Consultation

Roy Blight - Chief Executive
Sayying Toh – Financial Accountant
Audit Committee – Meeting 15 November 2019
7. **Attachments**

   September 2019 Financial Performance Report
   September 2019 Aged Power Debtors
   September 2019 Aged Water Debtors

8. **Report Authorisers**

   Drew Ellis
   Group Manager Corporate Services
**September 2019 Financial Performance Report**

The table below summarises the operating surplus for each business units for the year ending 30 September 2019:

<table>
<thead>
<tr>
<th>In $’000</th>
<th>Sep19 YTD budget*</th>
<th>Sep19 YTD actuals</th>
<th>Variance ($/ %)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Council consolidated result</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>8,198</td>
<td>8,145</td>
<td>(53) (1%)</td>
</tr>
<tr>
<td>Expenses</td>
<td>4,457</td>
<td>3,948</td>
<td>509 11%</td>
</tr>
<tr>
<td>Consolidated operating surplus/ (deficit)</td>
<td>3,741</td>
<td>4,197</td>
<td>456 12%</td>
</tr>
<tr>
<td><strong>Municipal (combined Municipal and Roxbylink)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>6,048</td>
<td>5,998</td>
<td>(50) (1%)</td>
</tr>
<tr>
<td>Expenses**</td>
<td>2,726</td>
<td>2,402</td>
<td>324 12%</td>
</tr>
<tr>
<td>Operating surplus/ (deficit)</td>
<td>3,322</td>
<td>3,595</td>
<td>274 8%</td>
</tr>
<tr>
<td><strong>Power</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>1,095</td>
<td>1,056</td>
<td>(39) (4%)</td>
</tr>
<tr>
<td>Expenses**</td>
<td>1,002</td>
<td>891</td>
<td>111 12%</td>
</tr>
<tr>
<td>Operating surplus/ (deficit)</td>
<td>93</td>
<td>165</td>
<td>72 77%</td>
</tr>
<tr>
<td><strong>Water (combined Water and Sewer)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>1,055</td>
<td>1,091</td>
<td>36 3%</td>
</tr>
<tr>
<td>Expenses**</td>
<td>729</td>
<td>654</td>
<td>75 10%</td>
</tr>
<tr>
<td>Operating surplus/ (deficit)</td>
<td>326</td>
<td>437</td>
<td>111 34%</td>
</tr>
</tbody>
</table>

Note: +ve variance = favourable to budget; -ve variance = unfavourable to budget.
* Budgeted balance is based on budget review 1.
**Sept19 YTD Municipal consolidated overhead of $510k was allocated to Power ($248k) and Water ($262k).

**Sep19 YTD profit and loss overview:**

Sep19 YTD consolidated operating surplus has outperformed budget by $456k. This $456k is influenced by a combination of:
- Budgeted maintenance expenses not yet incurred due to timing
- Lower than expected investment income due to timing of maturity of term deposits

**Approach:**
The following report details our analysis for the individual business unit, on its key account: rates and user charges, grants, payroll expenses, materials, contractors and other expenses.

For the purpose of our analysis, we have disaggregated the Municipal (combined) financial performance to Municipal and Roxbylink.
Business Unit – Municipal

a. Rates and other income: $47k unfavourable to budget (-1%)

<table>
<thead>
<tr>
<th></th>
<th>Sep19 YTD budget</th>
<th>Sep19 YTD actuals</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal rates</td>
<td>$5,450k</td>
<td>$5,444k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Investment income</td>
<td>$83k</td>
<td>$41k</td>
<td>Contributed by timing of interest income not yet recognised on current term deposits. Forecast to be in line with budget.</td>
</tr>
<tr>
<td>Other income</td>
<td>$22k</td>
<td>$23k</td>
<td>Mainly made up of Service SA income ($16k). Materially in line with budget.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b. Grants and Municipal Deficit Funding (for all business units): $4k favourable to budget (6%)

September 2019 YTD balance was mainly made up of:

<table>
<thead>
<tr>
<th></th>
<th>Sep19 YTD actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports grant</td>
<td>$35k</td>
</tr>
<tr>
<td>Financial Assistance Grant – first quarter</td>
<td>$28k</td>
</tr>
<tr>
<td>Other grant (e.g. Regional Transport Relief Fund)</td>
<td>$5k</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$68k</td>
</tr>
</tbody>
</table>
c. **Employee cost (for all business units):** $159k favourable to budget (12%)

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Sep19 YTD budget</th>
<th>Sep19 YTD actuals</th>
<th>Variance to budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate</td>
<td>$316k</td>
<td>$316k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Governance</td>
<td>$164k</td>
<td>$135k</td>
<td>Contributed by late replacement of Community Team Assistant.</td>
</tr>
</tbody>
</table>
| Roxbylink           | $465k            | $417k             | Variance to budget mainly contributed by:  
  i) delay in staff replacement especially in Café ($9k favourable to budget).  
  ii) $12k lower payroll on building maintenance due to late replacement of maintenance officer. |
| Works               | $133k            | $108k             | Contributed by late replacement of Asset Management Officer and a part time Environmental Officer rather than full time as budgeted. |
| Power               | $74k             | $59k              | Contributed by late recruitment of Electricity Officer (started in October 2019). |
| Water and sewer     | $51k             | $43k              | Materially in line with budget. |
| Other employee cost | $105k            | $71k              | Contributed by $12k lower FBT expense and $10k lower staff training cost than budgeted. |
| **Total**           | **$1,308k**      | **$1,149k**       |                     |
d. **Materials, contractors and other expenses:**

1. **Community and corporate operating expenses:** $111k favourable to budget (18%)

<table>
<thead>
<tr>
<th></th>
<th>Sep19 YTD budget</th>
<th>Sep19 YTD actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community and regulatory expenses</td>
<td>$87k</td>
<td>$44k</td>
</tr>
<tr>
<td>Corporate administration</td>
<td>$192k</td>
<td>$175k</td>
</tr>
<tr>
<td>External consultants</td>
<td>$106k</td>
<td>$56k</td>
</tr>
<tr>
<td>Insurance costs</td>
<td>$119k</td>
<td>$119k</td>
</tr>
<tr>
<td>IT operating</td>
<td>$107k</td>
<td>$94k</td>
</tr>
<tr>
<td>Legal expenses</td>
<td>$8k</td>
<td>$20k</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$619k</strong></td>
<td><strong>$508k</strong></td>
</tr>
</tbody>
</table>

Variance to budget mainly contributed by:

- **Community and regulatory expenses**
  - i) $15k YTD budgeted arts and cultural projects not yet incurred.
  - ii) $14k YTD budgeted community support related expenses.

- **Corporate administration**
  - $6k YTD favourable variance to budget.

- **External consultants**
  - i) $12k YTD budgeted internal auditor not yet appointed.
  - ii) $26k YTD budgeted general management advice not yet incurred.

- **Insurance costs**
  - Materially in line with budget.

- **IT operating**
  - Variance to budget mainly contributed by timing of annual contract subscription fees.

- **Legal expenses**
  - Balance is made up of legal cost incurred on BSH contract dispute.
2. **Works contractor**: $7k favourable to budget (2%)

<table>
<thead>
<tr>
<th>Service</th>
<th>Sep19 YTD budget</th>
<th>Sep19 YTD actuals</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Townscaping – Stevens Resources</td>
<td>$241k</td>
<td>$238k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Waste – BSH</td>
<td>$216k</td>
<td>$211k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Street cleaning - Envirosweep</td>
<td>$6k</td>
<td>$7k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$463k</strong></td>
<td><strong>$456k</strong></td>
<td></td>
</tr>
</tbody>
</table>
3. **Infrastructure maintenance and utilities**: $53k favourable to budget (32%)

<table>
<thead>
<tr>
<th>Category</th>
<th>Sep19 YTD Budget</th>
<th>Sep19 YTD actual</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Footpath maintenance</td>
<td>$8k</td>
<td>$1k</td>
<td>Contributed by timing of maintenances to be incurred in coming months.</td>
</tr>
<tr>
<td>Parks and gardens maintenance</td>
<td>$26k</td>
<td>$18k</td>
<td>Sep19 YTD balance is mainly made up of playground maintenance of $14k.</td>
</tr>
<tr>
<td>Roads and street maintenance</td>
<td>$16k</td>
<td>$1k</td>
<td>Contributed by timing of maintenances (e.g. road cracks seal and street signs replacement) to be incurred in coming months.</td>
</tr>
<tr>
<td>Stormwater maintenance</td>
<td>$20k</td>
<td>$1k</td>
<td>Contributed by budgeted stormwater dam cleanouts to be performed in coming months.</td>
</tr>
<tr>
<td>Infrastructure utilities</td>
<td>$94k</td>
<td>$90k</td>
<td>This mainly relates to utilities charges on town’s street lights ($24k) and street irrigation ($35k). Materially in line with budget.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$164k</strong></td>
<td><strong>$111k</strong></td>
<td></td>
</tr>
</tbody>
</table>
**Business Unit – Power**

**User charges** - $39k unfavourable to budget (-4%)

**Power related expenses** - $86k favourable to budget (18%)

<table>
<thead>
<tr>
<th></th>
<th>Sep19 YTD budget</th>
<th>Sep19 YTD actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Power income</strong></td>
<td>$1,095k</td>
<td>$1,056k</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Materially in line with budget. YTD balance driven by seasonality, with power income expected to be higher in summer months.</td>
</tr>
<tr>
<td><strong>Power purchases</strong></td>
<td>$294k</td>
<td>$317k</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td><strong>Power operating</strong></td>
<td>$29k</td>
<td>$20k</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td><strong>Power maintenance</strong></td>
<td>$155k</td>
<td>$55k</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Variance to budget mainly contributed by timing of maintenance works to be performed in coming months: i) $31k YTD budgeted low voltage power maintenance ii) $21k YTD budgeted power meter maintenance iii) $19k YTD budgeted power line maintenance</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$478k</td>
<td>$392k</td>
</tr>
</tbody>
</table>

Power Sep19 YTD employee cost = $59k as discussed in section (c) above.

Overhead allocation from Municipal to Power for Sep19 YTD was $248k.
**Business Unit – Water**

**User charges** - $36k favourable to budget (3%)

**Water related expenses** - $69k favourable to budget (27%)

<table>
<thead>
<tr>
<th></th>
<th>Sep19 YTD budget</th>
<th>Sep19 YTD actuals</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Water income</td>
<td>$525k</td>
<td>$567k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Sewer income</td>
<td>$530k</td>
<td>$524k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,055k</strong></td>
<td><strong>$1,091k</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Water and sewer related expenses:**

<table>
<thead>
<tr>
<th></th>
<th>Sep19 YTD budget</th>
<th>Sep19 YTD actuals</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Water purchases</td>
<td>$119k</td>
<td>$131k</td>
<td>Variation contributed by usage volume - higher water purchases in line with higher water income.</td>
</tr>
<tr>
<td>Water and sewer operating</td>
<td>$38k</td>
<td>$18k</td>
<td>Variance to budget mainly contributed by timing of budgeted SCADA maintenance and spare parts to be incurred in coming months.</td>
</tr>
</tbody>
</table>
| Water and sewer maintenance | $99k             | $38k              | Variance to budget mainly contributed by maintenance works to be performed in coming months on these areas:  
  i) Pump station with $23k YTD budgeted  
  ii) Water meter with $11k YTD budgeted  
  iii) Sewer lagoons with $12k YTD budgeted |
| **Total**                | **$256k**        | **$187k**         |                          |

Water and sewer Sep19 YTD employee cost = $43k as discussed in section (c) above.

Overhead allocation from Municipal to Water and Sewer for Sep19 YTD was $262k.
**Business unit – Roxbylink**

### a. User charges income: $11k favourable to budget (3%)

<table>
<thead>
<tr>
<th></th>
<th>Sep19 YTD budget</th>
<th>Sep19 YTD actual</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Café</td>
<td>$147k</td>
<td>$160k</td>
<td>Contributed by better than budgeted beverage sales.</td>
</tr>
<tr>
<td>Cinema</td>
<td>$19k</td>
<td>$20k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Functions</td>
<td>$40k</td>
<td>$44k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Gym</td>
<td>$33k</td>
<td>$34k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Kiosk</td>
<td>$31k</td>
<td>$26k</td>
<td>Contributed by lower beverage sales than budgeted due to broken slushie machine which was fixed in late Sep 19.</td>
</tr>
<tr>
<td>Pool</td>
<td>$33k</td>
<td>$26k</td>
<td>Contributed by lower swim school enrolments than budgeted.</td>
</tr>
<tr>
<td>Sports &amp; recreational</td>
<td>$61k</td>
<td>$63k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Community</td>
<td>$30k</td>
<td>$32k</td>
<td>Mainly made up of auditorium hire fee income, Visitor Information Centre events and merchandise commission sales. Materially in line with budget.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$394k</strong></td>
<td><strong>$405k</strong></td>
<td></td>
</tr>
</tbody>
</table>
We reviewed profit margins on the respective function areas, with one profit margin excluding payroll, and the other profit margin after taken payroll into account.

b. **Profit margin (excluding payroll):** $43k unfavourable to budget (-27%)  
   *i.e. income less operating expenses*

<table>
<thead>
<tr>
<th></th>
<th>Sep19 YTD budget margin ($/ %)</th>
<th>Sep19 YTD actual margin ($/ %)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Café</td>
<td>$86k 58%</td>
<td>$84k 52%</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Cinema</td>
<td>$6k 31%</td>
<td>$2k 12%</td>
<td>Contributed by higher than budgeted commission expense.</td>
</tr>
<tr>
<td>Functions</td>
<td>$11k 29%</td>
<td>($10k) 22%</td>
<td>Contributed by $22k orders paid for upcoming functions with income to be recognised over coming months.</td>
</tr>
<tr>
<td>Gym</td>
<td>$27k 82%</td>
<td>$29k 87%</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Kiosk</td>
<td>$11k 36%</td>
<td>$6k 22%</td>
<td>Contributed by timing of product orders, inventory to be used up when demand increase over summer months.</td>
</tr>
<tr>
<td>Pool</td>
<td>$19k 57%</td>
<td>$6k 23%</td>
<td>Contributed by timing of purchase of materials/ chemicals in preparation for summer months.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$160k</strong></td>
<td><strong>$117k</strong></td>
<td></td>
</tr>
</tbody>
</table>
c. **Profit margin (including payroll):** $139k favourable to budget (97%)  
*i.e. income less expenses less respective employee cost*

<table>
<thead>
<tr>
<th></th>
<th>Sep19 YTD budget margin ($/ %)</th>
<th>Sep19 YTD actual margin ($/ %)</th>
<th>Favourable variance in payroll expense due to delay in staff replacement.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Café</td>
<td>($9k) (6%)</td>
<td>($2k) (1%)</td>
<td></td>
</tr>
<tr>
<td>Cinema</td>
<td>$4k 24%</td>
<td>$1k 6%</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Functions</td>
<td>$2k 4%</td>
<td>($19k) (43%)</td>
<td>Contributed by higher operating expense than budgeted as discussed in (b). Sep19 YTD payroll of $10k in line with budget.</td>
</tr>
<tr>
<td>Gym</td>
<td>($2k) (5%)</td>
<td>$1k 3%</td>
<td>Sep19 YTD payroll of $28k in line with budget.</td>
</tr>
<tr>
<td>Kiosk</td>
<td>($13k) (43%)</td>
<td>($21k) (80%)</td>
<td>Contributed by higher operating expense than budgeted as discussed in (b). Sep19 YTD payroll of $26k in line with budget.</td>
</tr>
<tr>
<td>Pool</td>
<td>($6k) (17%)</td>
<td>($12k) (46%)</td>
<td>Margin mainly contributed by higher operating expense than budgeted as discussed in (b). Sep19 YTD payroll of $27k materially in line with budget.</td>
</tr>
<tr>
<td>Total</td>
<td>($23k)</td>
<td>($51k)</td>
<td></td>
</tr>
</tbody>
</table>
### d. Other operating, maintenance and utilities expense: $30k favourable to budget (13%)

<table>
<thead>
<tr>
<th>Service</th>
<th>Sep19 YTD budget</th>
<th>Sep19 YTD actuals</th>
<th>Variance to budget remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating - admin</td>
<td>$93k</td>
<td>$72k</td>
<td>Variance to budget mainly contributed by $14k lower utilities usage than budgeted.</td>
</tr>
<tr>
<td>Operating - community</td>
<td>$16k</td>
<td>$19k</td>
<td>Community expense is mainly made up of library and Visitor Information Centre operating expenses. Materially in line with budget.</td>
</tr>
<tr>
<td>Maintenance - courts and ovals</td>
<td>$25k</td>
<td>$20k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Maintenance – pool</td>
<td>$6k</td>
<td>$10k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td>Maintenance – building and plants</td>
<td>$42k</td>
<td>$28k</td>
<td>Contributed by lower maintenance work performed than budgeted due to late replacement of maintenance officer.</td>
</tr>
<tr>
<td>Ovals and pool utilities</td>
<td>$57k</td>
<td>$60k</td>
<td>Materially in line with budget.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$239k</strong></td>
<td><strong>$209k</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Sept 2019 Aged Power Debtors Analysis

<table>
<thead>
<tr>
<th>Aged category</th>
<th>Range (days)</th>
<th>Count</th>
<th>Balance @ 30/9/19 ($)</th>
<th>Comments</th>
<th>Balance @ 30/6/19 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>&lt;30</td>
<td>1,446</td>
<td>863,394</td>
<td>Balance is mainly made up Sep 2019 quarterly bill of $728k (due on 18 Nov 2019) and $139k Sept 19 monthly power bill on commercial properties.</td>
<td>948,228</td>
</tr>
<tr>
<td>30 Days</td>
<td>30-60</td>
<td>11</td>
<td>9,677</td>
<td>Balance mainly relates to tenants left in August 2019. Amount not material.</td>
<td>488</td>
</tr>
<tr>
<td>60 Days</td>
<td>60-90</td>
<td>13</td>
<td>8,506</td>
<td>Balance mainly relates to tenants left in July 2019. Amount not material.</td>
<td>1,193</td>
</tr>
<tr>
<td>90 Days</td>
<td>90-120</td>
<td>4</td>
<td>2,977</td>
<td>Balance relates to a company in liquidation.</td>
<td>7,550</td>
</tr>
<tr>
<td>&gt;120 Days</td>
<td>&gt;120</td>
<td>136</td>
<td>276,714</td>
<td>Increase in balance compared to Jun19 balance was mainly made up of $76k owed by 2 current largest commercial properties on their monthly bill. Risk of recoverability of these bills is low, and is currently being followed up by the Electricity Officer.</td>
<td>204,402</td>
</tr>
</tbody>
</table>

Gross debtors balance 1,161,268
Debtors in credit balance - 147,007
Power debtors as at 30 Sep 2019 1,014,261
# Sept 2019 Aged Water Debtors Analysis

<table>
<thead>
<tr>
<th>Age bracket</th>
<th>Unpaid bill qtr</th>
<th>Count</th>
<th>Balance @ 30/9/19 ($)</th>
<th>Comments</th>
<th>Balance @ 30/6/19 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>Sep19 bill</td>
<td>1,134</td>
<td>665,283</td>
<td>Balance mainly relates to Sept 19 quarterly bills due on 18 Nov 19.</td>
<td>671,561</td>
</tr>
<tr>
<td>2 quarters outstanding</td>
<td>Jun19 &amp; Sep19 bill</td>
<td>11</td>
<td>17,191</td>
<td>Of this balance, $6.7k balance remain outstanding as at 28 Oct 19. Collectibility risk not deemed to be material.</td>
<td>59,655</td>
</tr>
<tr>
<td>3 quarters outstanding</td>
<td>Mar19 - Sep19 bill</td>
<td>4</td>
<td>7,274</td>
<td>The largest balance within this aged category of $3.5k relates to a customer in bankruptcy. Remaining balance not deemed to be material.</td>
<td>5,791</td>
</tr>
<tr>
<td>&gt; 3 quarters</td>
<td>Unpaid bill &lt; Mar19</td>
<td>13</td>
<td>42,217</td>
<td>Balance relates to 3 customers ($12.8k) relates to mortgagee/ customers in bankruptcy. Of the remaining 11 customers who had amount outstanding greater than $1k, they have been actively pursued by KEMPS debt collector.</td>
<td>31,524</td>
</tr>
</tbody>
</table>

Gross debtor balance 731,965  
BHP outstanding water bills 507,984  
Debtors in credit balance 9,204  

Water debtors as at 30 June 2019 1,230,745 (A+B+C)
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date: 27 November 2019
Title of Report: Appointment of Internal Auditor

1. Purpose

Appointment of an Internal Auditor.

2. Recommendation

1. That Council appoints Galpins Accountants, Auditor and Business Consultants (ABN 30 630 511 757) to the role of internal auditor for a period of 3 years, and

2. Authorises the Administrator and Chief Executive to enter into a service contract to secure the services.

3. Background

Council owns and manages approximately $120 million of infrastructure, property, plant and equipment for the benefit of its community. This includes the Roxbylink complex, an important hub in the community that includes a pool, cinema, gymnasium, library and café. Other council services include waste management, power and water services (via the Roxby Power and Roxby Water divisions of Council).

Historically the internal audit function has been carried out in an ad-hoc manner.

4. Discussion

Internal audit is an important function in any organisation especially one that collects and spends public funds. It seeks to ensure the efficacy of the management of the organisation’s resources. The objective is to assist the Council to accomplish its objectives, by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, financial control and the governance processes.

The internal auditor will establish a risk-based internal audit plan, drawing upon a combination of auditor experience and knowledge of the sector, internal Controltrack reports and discussion with senior management for this purpose.

The internal auditor will conduct quarterly internal audits, in line with the established plan.

The brief is to ensure the audits add value and insight, rather than a ‘box ticking’ exercises.

The internal auditor will be responsible for drafting audit reports, presenting findings to management and from time to time drafting Audit Committee reports.

The internal auditor will answer direct to the Chief Executive and have a line of responsibility to the Administrator and will liaise with the Audit Committee and Council’s appointed external auditor.

In short, the internal auditor focusses on internal systems and processes whereas the external audit focuses on the recording and efficacy of the accounts. The external auditor also comments on the internal controls and therefore has an interrelationship with the internal auditor.

Following consultation with the below stated parties it was considered that a direct expression of interest be sought from a mid-level firm specialising in local government audit services because of experience, understanding of the context and ability to compare and
benchmark Roxby Down’s performance. Galpins, the preferred invitee, has considerable local government experience in both internal and external audits in city, regional and remote councils in South Australia. Galpins demonstrated their fine understanding of the internal audit function, is adequately and appropriately resourced and priced appropriately. Due diligence was undertaken by the Chief Executive and independently by the Administrator.

The appointment of Galpins is consistent with Council’s procurement process having regard for the limited range of recognised providers of this service and the forecast budget.

5. **Policy Implications**

5.1 **Financial/Budget**

The estimated cost to the Council is $50,000 per annum which is in line with the budget and less than can be provided by an hoc service.

5.2 **Resources**

No additional resources will be required

5.3 **Legal and Risk Management**

The appointment of an internal auditor strengthens the risk management processes of the council’s operations.

6. **Report Consultation**

Geoff Whitbread - The Administrator
David Powell - Chair of Audit Committee
The Audit Committee
David Pappa - Bentley’s, External Auditor

7. **Report Authoriser**

Roy Blight
Chief Executive
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date: 27 November 2019

1. Purpose
To consider the proposed Roxbylink trading hours for the Christmas break.

2. Recommendation
That the Roxbylink hours be as follows:

- Library will be closed from Wednesday 25 December 2019 and will resume normal hours on Monday 6 January 2020
- Crèche will be closed from Monday 16 December 2019 and will resume normal hours on Monday 20 January 2020
- The Indoor Pool will be closed from Monday 23 December 2019 and will resume normal hours on Thursday 2 January 2020 (to allow for maintenance works)
- Community Youth Centre will be closed from Monday 16 December 2019 and will reopen Monday 13 January 2020
- Kiosk and Cinema will be open in conjunction with the Pool and Gym hours
- Café, Gym, VIC and Outdoor Pool hours are as per listing below

<table>
<thead>
<tr>
<th>Date</th>
<th>Cafe</th>
<th>VIC</th>
<th>Gym</th>
<th>Outdoor Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td>22/12</td>
<td>10am-2pm</td>
<td>10am-2pm</td>
<td>12pm-8pm</td>
<td>10am-8pm</td>
</tr>
<tr>
<td>23/12</td>
<td>10am-2pm</td>
<td>10am-2pm</td>
<td>12pm-8pm</td>
<td>10am-8pm</td>
</tr>
<tr>
<td>24/12</td>
<td>10am-2pm</td>
<td>10am-2pm</td>
<td>12pm-6pm</td>
<td>10am-6pm</td>
</tr>
<tr>
<td>25/12</td>
<td>CLOSED</td>
<td>CLOSED</td>
<td>CLOSED</td>
<td>CLOSED</td>
</tr>
<tr>
<td>26/12</td>
<td>CLOSED</td>
<td>CLOSED</td>
<td>10am-4pm</td>
<td>10am-4pm</td>
</tr>
<tr>
<td>27/12</td>
<td>10am-2pm</td>
<td>10am-2pm</td>
<td>12pm-8pm</td>
<td>10am-8pm</td>
</tr>
<tr>
<td>28/12</td>
<td>10am-2pm</td>
<td>10am-2pm</td>
<td>12pm-8pm</td>
<td>10am-8pm</td>
</tr>
<tr>
<td>29/12</td>
<td>10am-2pm</td>
<td>10am-2pm</td>
<td>12pm-8pm</td>
<td>10am-8pm</td>
</tr>
<tr>
<td>30/12</td>
<td>10am-2pm</td>
<td>10am-2pm</td>
<td>12pm-8pm</td>
<td>10am-8pm</td>
</tr>
<tr>
<td>31/12</td>
<td>10am-2pm</td>
<td>10am-2pm</td>
<td>12pm-6pm</td>
<td>10am-6pm</td>
</tr>
<tr>
<td>1/1</td>
<td>10am-2pm</td>
<td>10am-2pm</td>
<td>10am-4pm</td>
<td>10am-4pm</td>
</tr>
<tr>
<td>2/1</td>
<td></td>
<td></td>
<td>Resume Normal Trading Hours</td>
<td></td>
</tr>
</tbody>
</table>

3. Background
Roxbylink has traditionally operated on reduced hours over the Christmas break.

4. Policy Implications

5.1 Financial/Budget
In accordance with budget plans

5.2 Resources
As per normal centre operations

5.3 Legal and Risk Management
Adequate staff are available for the designated business hours.
5. **Report Consultation**

Matthew Kinnaird – Acting Group Manager Lifestyle & Sport  
Cassie Weir – Acting Operations Manager

6. **Report Authoriser**

Roy Blight  
Chief Executive
REPORT FOR ORDINARY COUNCIL MEETING

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>27 November 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title of Report</td>
<td>Off-leash Dog Park Development</td>
</tr>
</tbody>
</table>

1. **Purpose**

   To provide an update to Council on the outcome from the community consultation relating to the proposed off-leash dog park on Pioneer Drive.

2. **Recommendation**

   That Council receives the report and endorses the implementation of the proposed off-leash dog park.

3. **Background**

   Community support for a dog park at the proposed location has existed since it was included in the Sports and Recreation Master Plan, and subsequent community consultation resulted in development of the concept. Liaison with BHP then commenced to propose use of the land for a dog park.

   A licence agreement for Council use of the proposed land on the corner of Olympic Way and Pioneer Drive (Lot 677) between Council and BHP was signed on 15/10/2019.

   Prior to commencement of works to change the existing site into an off-leash dog park, community consultation was carried out with residents in the immediate vicinity of the proposed site.

   Feedback received included the following key points and concerns:

   1) Increase in dust, litter and weeds since the caravan park ceased at the site
   2) Tree bark on footpath
   3) Supportive of dog park provided it is well maintained including car park
   4) Increased traffic noise, dust
   5) Barking dogs

4. **Discussion**

   The site has remained unused for approximately five years and is not densely vegetated.

   Construction of walking paths and the addition of mulch to the site is expected to significantly reduce the occurrence of windblown sand and dust from the site. Additionally, the addition of landscaping and planting of more vegetation at the site is being prepared for consideration in the 2020-21 budget (subject to Council approval).

   The proposed dog park facility includes provision for a car park and bins to facilitate disposal of dog faeces into dedicated bins. Routine maintenance will be carried out by the townscape maintenance contractor to maintain effective litter control at the site.

   It is not expected that noise from barking dogs will be cause for complaint, although it is noted that some parts of the proposed park would be within 100 metres from the homes closest to the site. However, the front part of the site that faces Pioneer Drive will be primarily for car parking, and therefore visitors to the site would be a distance of more than 100 metres to the nearest home.
Traffic noise is not expected to change significantly; traffic counters were placed on Pioneer Drive near the Olympic Way intersection in 2019 which indicated on average there are 2,139 vehicle movements per day.

It is proposed to complete the works in March 2020.

5. **Policy Implications**

5.1 **Financial/Budget**

A total of $60,000 has been budgeted for the development of the dog park which was approved in the 2019/20 budget. The funds are available in account number 13411010.

5.2 **Resources**

Quotes for materials including fencing and signage will be required.

5.3 **Legal and Risk Management**

Signage will be included reminding owners that they are required to maintain effective control of their dogs when using the facility.

6. **Report Consultation**

Consultation was carried out between 21 October and 1 November 2019 with nearby, potentially residents. Additionally, the following staff were consulted regarding the proposed dog park:

Geoff Thompson - Superintendent Asset Services  
Rene Ayala - Municipal Services Supervisor  
Dale Moore - Council Ranger  
Juliette Demaine - Communications and Engagement  
Amanda Astri - Research and Media

7. **Attachments**

Concept plan approved at May 2019 Council Meeting.

8. **Report Authoriser**

Stuart Edwards  
Group Manager Essential Services and Assets
Concept Plan for Off Leash Dog Park on corner of Pioneer Drive and Olympic Way

Proposed Dog Park

- Install bin and dog waste bag dispenser near entrance
- Install water fountain with dog bowl provision
- Air lock gate assembly for access to Large Dog Park
- Carpark spaces
- Provide seating under trees for shade
- Air lock gate assembly for access to Small Dog Park
- Install water fountain with dog bowl provision
- 1800mm high netting fence to boundary of Dog Park
- Air lock gate assembly for access to Small & Large Dog Parks
- Total Area: 5,300m² (approx)
- Double gates for emergency vehicles access
- Internal path utilizing existing road base

Contact Details
Roxby Council
16 Spencer Street
Roxby Downs SA 5725

Contact Details
Office Hours: 8:00 am to 5:00 pm Mon - Fri
Telephone: (08) 8571 0310
Fax: (08) 8571 0452

Disclaimer
This map is a representation of the information currently held by the Roxby Council. While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Any feedback on omissions or errors would be appreciated.
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date: 27 November 2019

1. Purpose


2. Recommendation

That the production of the report be noted by Council.

3. Background

Council is a contributing local government member of Regional Development Australia Far North.

4. Discussion

Regional Development Australia Far North provided a 27 page report on the outcomes for local government for the 12 month period to 30 June 2019.

5. Policy Implications

5.1 Financial/Budget

Annual contribution by Council for 2019/2020 is $18,500.00 ex GST.

5.2 Resources

Regional Development Australia Far North provide local businesses with access to State and Federal Government services and programs.

5.3 Legal and Risk Management

The Local Government Act envisages that councils will also operate at the regional level through resource sharing and engagement.

6. Report Consultation

Regional Development Australia Far North.

7. Attachments


8. Report Authoriser

Roy Blight
Chief Executive
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Summary of Key Achievements and Learnings from the Previous Year  3
Capacity Building Activity  4
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Summary of Key Achievements

In the 2018/2019 financial year, RDA Far North achieved the following:

- Facilitated $6.5m worth of investment / potential investment into the region
- Assisted 79 regional businesses with specialist business advice
- Assisted 20 proponents with funding applications, and 21 letters of support
- Held 99 meetings with regional stakeholders
- Made five submissions to Parliamentary/Senate Inquiries
- Facilitated, organised, promoted 18 regional information / workshop sessions with a total of 540 attendees

This year has continued to provide exciting times for the Far North region with many challenges keeping us busy with a lot of opportunities ripe for picking.

Attraction, recruitment and retainment of skilled employees poses challenges for our vast region. Competitive salary packages are being offered by various industries and businesses, however sourcing the skilled staff within the region as well as encouraging non regional candidates and their families to relocate to the region is proving to be a hurdle. Many small and medium businesses are competing with major mining companies that seemingly offer different working conditions, rosters and salaries. The refocus of Government training and skills programs on traineeships and apprenticeships has also placed the region at a disadvantage when it comes to the significant increase in construction we are undergoing. In response to both skilled and non-skilled labour forces needs RDA Far North has been involved in the Designated Area Migration Agreement for South Australia and has continued highlighting the need for appropriate training programs for the civil construction industry.

The attraction of the region as a renewable energy hub continues with an ever increasing number of projects in the pipeline. Two major projects with a combined value of $900 million and total of 460 construction are currently underway, and as exciting as this is, it also sees increased pressure on our services, retail, hospitality and accommodation industries. Added to this are an additional six projects which have either received approval or are in the planning and feasibility stages, an additional total value of $1.5 billion and 2,400 construction jobs at peak. RDA Far North is working with stakeholders to look at viable solutions to ensure that the disruption impacts are minimal but that the most economic value and legacy can be captured.

Two major natural events have had a significant impact on the region with the majority being in Drought and the floods in Queensland which in turn has seen water in Kati Thanda-Lake Eyre.

Agriculture is one of the principal economic drivers accounting for a large share of the industry output, jobs and exports out of the region, it is a traditional mainstay industry based on sheep, grains and beef cattle production covering more than 400,000 square kilometres, or over half the Far North Region’s land mass. There are 212 Pastoral properties in the unincorporated areas of the region and approximately 50 primary production leases within council boundaries. The sectors notable contribution to industry value-added, employment and regional exports, coupled with strong local linkages throughout the region’s economy makes it an important industry to our regions sustainability. The ongoing effects of drought are not only evident across the agricultural sector they are felt across the entire far north region with roll on economic and social impacts in many small and remote communities. RDA Far North has worked with numerous stakeholders in implementing programs and services across those effected by the drought.
Kati Thanda–Lake Eyre, is a dry salt lake in the northern part of the state which on the rare occasions that it fills, is the largest lake in Australia, covering 9,500 km² and becomes a significant tourism attraction. During the northern monsoon season, rivers from the north-east part of the Lake Eyre Basin in outback Queensland flow towards the lake through the Channel Country. The amount of water from the monsoon determines whether water will reach the lake and, if it does, how deep the lake will get. Typically a 1.5 m flood occurs every three years, a 4 m flood every decade, and a fill or near fill a few times a century. In late March 2019, floodwaters began arriving as a result of torrential rains in northern Queensland in January. In the past, the water had taken anywhere from three to 10 months to reach the lake, but this time it arrived in two. The first flooding was closely followed by another surge, following rains produced by Cyclone Trevor. The flooding of the lake creates a significant tourism attraction drawing hundreds of thousands of visitors over the duration of its fill. Whilst this has brought enormous benefit to businesses in the two closest communities to the lake, it also adds significant challenge in the pressure it puts on services. RDA Far North has worked with key stakeholders on ways to capture the benefits and planning to address the pressure on services meeting the needs of both visitors and the community.

There were numerous government and non-government funding and grant opportunities for the financial year, which saw RDA Far North staff effectively taken off-line for various periods of time in order to assist businesses and organisations with applications and supporting documentation. As some of these opportunities have a very short time frame for which to prepare all documentation and the application, RDA Far North is working with businesses early and before opportunities arise so that the applicants are effectively grant-ready. This will assist in reducing the short notice that many of the funding and grant programs give and will free up staff members time when the pressure of grants does hit. RDA Far North has a list of over 40 regional businesses and projects seeking grant and funding support and notifies these proponents when opportunities arise.

**Capacity Building Activity**

RDA Far North held a two day Committee and staff planning session utilising the capacity building funding to engage an external facilitator to design and manage the day which enabled full participation from all members and staff over the duration. A copy of the report from the day was provided to

Day one provided an opportunity for Committee and Staff to work together and take a birds eye view of the organisation. Some of the challenges that were agreed upon include infrastructure, construction “boom”, size of the region, small and medium enterprise support/investment and the ageing demographic. A SWOT analysis was undertaken with input from both board and staff. At the end of day one, all agreed that one of the first priorities for the organisation was to look at brand recognition and communications.

Day two was attended by the committee only, after a quick review of day one with staff. Some of the key actions to come out of this day were:

- Redefine the Board’s vision and mission
- Relaunch of the RDA Far North brand
- Inclusion of a staff question time for each committee meeting
- Changes in voting e.g. consensus decisions
- Work through issues and opportunities from the SWOT Analysis at each committee meeting

Feedback from the two day session from Committee member and staff was positive and the committee continues to address and work through the actions.
### Table of Outcomes, Activities and Performance Measures

<table>
<thead>
<tr>
<th>OUTCOME THEME 1</th>
<th>Increased economic opportunities and investment in Far North Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT i.</td>
<td>Identify economic development opportunities that leverage private and public sector investment in Your Region.</td>
</tr>
</tbody>
</table>

**What will we do?**

- Link potential investors with critical points of information and play lead coordinating/liaison role
- Support potential investors with promotion of projects
- Play a lead role with and support the investment/potential investment of at least $1m into the region

**What did we do?**

**Result (numbers or $s)**

**Measure (i.e. organisations, jobs, participants)**

**Lead/support role**

**Priority Performance Measures**

1. Three organisations or potential investors engaged and/or assisted with, and investment opportunities.

- 1 x business looking to further plans for a major project venture in the Outback area after the success of a pilot project. RDA Far North provided guidance on local businesses and regional intelligence.
- 1 x business seeking land for major solar project. RDA Far North assisted with contacts for various land parcels as well as for local businesses that can assist with site planning and preparation work.
- 1 x businesses seeking investment for two new patented ideas. RDA Far North assisted business with Entrepreneur grant

In addition to the businesses and organisations that RDA Far North has assisted with investment through grant and funding opportunities, staff have also met with potential major private investors in the region. Discussions are at early stages but the projects are centred on renewable energy projects and will bring future benefits to the wider region. Activity in the mining sector has increased with Oz Minerals, BHP Billiton and CU River all in varying ramp up stages providing added opportunities for local content. RDA Far North has linked these potential investors/projects with local and regional businesses/workforce which can assist them in their early planning and exploration stages.

RDA Far North played a lead role in working with potential investors in the region with us being recognised as the first point of contact for many of these.
and other funding options and referred them to AusIndustry to apply for a case manager.

### Additional Performance Measures 2. Support the investment/potential investment of at least $1m into the Far North region

<table>
<thead>
<tr>
<th>Description</th>
<th>Investment Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$770,100 of total investment facilitated:</td>
<td></td>
</tr>
<tr>
<td>- $22,000 for a local sporting club for machinery</td>
<td></td>
</tr>
<tr>
<td>- $309,500 for not for profit program</td>
<td></td>
</tr>
<tr>
<td>- $2,500 for sporting club plant</td>
<td></td>
</tr>
<tr>
<td>- $70,000 for major music event</td>
<td></td>
</tr>
<tr>
<td>- $1,700 for community event entertainment</td>
<td></td>
</tr>
<tr>
<td>- $17,975 for not for profit infrastructure</td>
<td></td>
</tr>
<tr>
<td>- $38,000 for sporting club infrastructure</td>
<td></td>
</tr>
<tr>
<td>- $19,999 for not for profit event</td>
<td></td>
</tr>
<tr>
<td>- $289,000 for not for profit mens shed</td>
<td></td>
</tr>
<tr>
<td>Resulting in approximately 10 ongoing positions</td>
<td></td>
</tr>
<tr>
<td>$5,730,000 of potential investment facilitated:</td>
<td></td>
</tr>
<tr>
<td>- $1.5m private business expansion</td>
<td></td>
</tr>
<tr>
<td>- $200,000 for not for profit</td>
<td></td>
</tr>
</tbody>
</table>

Investment and potential investment facilitated inclusive of grants and funding assistance for private and not for profit entities across the region totalled just over $6.5 million.

The potential investment covers businesses and entities that RDA Far North has worked with to assist with funding and grant applications where results have not yet been announced or where the applications were unsuccessful however they are looking for other options or looking to invest themselves to ensure the project continues.

RDA Far North played both lead and supporting roles for the assistance provided. The support roles including providing letters of support for applications and reviewing applications. The lead roles were provide to numerous proponents with this including extensive assistance in identifying project costs, seeking quotes, site identification, consultation with stakeholders, preparation of business cases/project plans, seeking letters of support, providing letters of support, gathering of all supporting documentation and application writing.
### Additional Performance Measures

1. **Three initiatives to promote the region to attract investment.**

   - Coober Pedy Economic Growth and Investment Strategy (EGIS) finalised and released.
   - Flinders Ranges, Roxby Downs and Outback Communities EGIS's updated.

   The EGIS are our regional economic profiles providing the blueprint for future investment opportunities within the Far North region. They use economic data including location specific economy stocks and flows to identify areas for investment which have the most benefit to the region.

   RDA Far North continue to update our EGIS suite ensuring it provides current overall economic profile of our region. Our role in the development of these was a lead role and staff worked closely with Local Government partners and held workshops with community and business leaders to ensure we captured objectives, actions and economic opportunities effectively.

2. **How well did we do it?**

   A key role of RDA Far North is to link with businesses and companies to encourage and assist investment in the region, for smaller and medium enterprises to larger national or international companies. Staff provide a crucial link to levels of government and know the capacities of regional businesses that can tap into opportunities. The last couple of years have seen an increase in renewable energy investment in the region, for which RDA Far North has assisted and maintained working relationships with the companies that have projects either in the planning phases or under construction. Whilst it seems that this interest has peaked, we are still fielding and assisting enquiries where companies are looking for land or business capabilities. The ability of our staff to be able to assist these companies is largely due to working closely with regional businesses and understanding their capabilities and capacities, which makes the overall process easier for the investors as well as the businesses with RDA Far North providing the main link in the chain.

3. **Did it have an impact?**

   As the first point of contact for new investors, and referral point for Local Government, provide our reputation and success at being able to provide the services required. We will maintain contact with these businesses to gauge the success including regional business participation and engagement.

4. **Social Media Usage**

   RDA Far North is an active user of social media and as well as this we ensure relevant information is also available on our website; including general information and status updates on key regional projects (economic development updates).
Information for sessions, workshops, grant opportunities etc. is also sent out to our database via email, which is sometime targeted at businesses and associations within a certain catchment area or industry, where relevant.
### OUTCOME THEME 2

**Increased trade and jobs creation.**

### OUTPUT ii.

Connect the Far North region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in Your Region.

### What will we do?

- Play a lead and assistance role in creating opportunities for investment attraction for growth and renewal in development, businesses, projects and infrastructure.
- Link emerging businesses and entrepreneurs with business support, investment and growth programs
- Support business growth by assisting connect businesses with export opportunities and readiness support
- Create a pipeline of identified investment and job opportunities in the region for the 2018/2019 financial year

### What did we do?

#### Priority Performance Measures

1. Three organisations or potential investors/businesses assisted directly or indirectly including the number of potential and/or actual jobs created.

<table>
<thead>
<tr>
<th>Result (numbers or $)</th>
<th>Measure (i.e. organisations, jobs, participants)</th>
<th>Lead/support role</th>
</tr>
</thead>
<tbody>
<tr>
<td>$770,100 of total investment facilitated:</td>
<td>20 businesses assisted in obtaining funding from various state, federal and philanthropic grant and funding streams.</td>
<td></td>
</tr>
<tr>
<td>- $22,000 for a local sporting club for machinery (2 grants)</td>
<td>$770,100 represents the total project cost, with the grant funding secured being $464,000. Many of these projects were not for profit community and sporting organisations to buy vital equipment and plant or upgrade infrastructure.</td>
<td></td>
</tr>
<tr>
<td>- $309,500 for not for profit program</td>
<td>21 letters of support were provided to proponents for funding and grant applications.</td>
<td></td>
</tr>
<tr>
<td>- $2,500 for sporting club plant</td>
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<td></td>
</tr>
<tr>
<td>- $70,000 for not major music event</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Resulting in approximately 10

RDA Far North played a lead role in many of the applications for the not for profit community and sporting organisations and local government by provided extensive assistance in identifying project cots, seeking quotes, site identification, consultation with stakeholders, preparation of business cases/project plans, seeking letters of support, providing letters of support, gathering all supporting documentation and application writing.

Where RDA Far North played a supporting role it was focussed on application review and provision of letters of support.
<table>
<thead>
<tr>
<th>OUTCOME THEME 2</th>
<th>Increased trade and jobs creation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT ii.</td>
<td>Connect the Far North region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in Your Region.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ongoing positions</th>
</tr>
</thead>
</table>

$5,730,000 of potential investment facilitated:
- $1.5m private business expansion
- $200,000 for not for profit infrastructure
- $3,900,000 local government infrastructure
- $20,000 for sporting infrastructure
- $110,000 for sporting infrastructure

2. Six organisations, emerging businesses and/or entrepreneurs connected with business support, investment and growth programs.

- 79 businesses and community organisations provided business advice support.
- 2 businesses were referred to the entrepreneur grant and provided assistance with linking with AusIndustry business advisor.

Business support and advisory services have been provided to 79 regional businesses which include private and not for profit organisations and business organisations. This support has included business start-up advice, business purchase and franchise advice, expansion, purchase of plant and material, staff and human resource information, constitutional guidance, development plan application process and advice.

Referrals have been made to the Australian Tax Office, AusIndustry, Consumer and Business Services, macro-investors and local government.

RDA Far North plays a lead role in the provision of business support and advisory services and is the first point of contact for businesses looking to start up or expand.

3. Three organisations connected with export opportunities or export

- Maintained contact with businesses already exporting

Our region has few businesses that are seen to “export” their product/s. We have assisted

Facilitation role connecting businesses with opportunity.
<table>
<thead>
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<th>OUTCOME THEME 2</th>
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</tbody>
</table>

**readiness support.**

which also included connecting like businesses following opportunity identified for collaboration. 

businesses in the past with preparation for export and linking them with government programs and mentors. These businesses are well established and we have not had any new businesses looking to export.

We aim to keep our knowledge of export market opportunities up to date through the participation of events/information sessions etc. For example events held by the Australian China Business Council particularly in relation to the China International Import Expo (CIIE) 2019.

**Additional Performance Measures**

<table>
<thead>
<tr>
<th>Identified pipeline of investment and jobs in the region for the next 12 months</th>
</tr>
</thead>
</table>

Economic Development Updates and Register developed and maintained

RDA Far North has developed and regularly updates a list of projects in the region that are either under construction or in the planning phases.

In addition to this, our Regional Profile outlines our infrastructure priorities under 5 main headings, those being: water; energy; tourism; transport and supply chain; and skills.

A lead role is played for the development of the project register and staff regularly liaise with stakeholders, including Local Government, to ensure that we capture the current priority projects.

The updating of the project list is an initiative of RDA Far North.
<table>
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<th>OUTCOME THEME 2</th>
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<td>Connect the Far North region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in Your Region.</td>
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### How well did we do it?

A key role of RDA Far North is to link with businesses and companies to encourage and assist investment in the region, for smaller and medium enterprises to larger national or international companies. Staff provide a crucial link to levels of government and know the capacities of regional businesses that can tap into opportunities. The last couple of years have seen an increase in renewable energy investment in the region, for which RDA Far North has assisted and maintained working relationships with the companies that have projects either in the planning phases or under construction. Whilst it seems that this interest has peaked, we are still fielding and assisting enquiries where companies are looking for land or business capabilities. The ability of our staff to be able to assist these companies is largely due to working closely with regional businesses and understanding their capabilities and capacities, which makes the overall process easier for the investors as well as the businesses with RDA Far North providing the main link in the chain.

The provision of business advisory services for small and medium regional enterprises is an important role of RDA Far North. Staff travel the region on a regular basis and the food working relationships developed with businesses assisting in the gathering of vital regional intelligence in return.

### Did it have an impact?

As the first point of contact for new investors, and referral point for Local Government, provide our reputation and success at being able to provide the services required. We will maintain contact with these businesses to gauge the success including regional business participation and engagement.

### Social Media Usage

RDA Far North is an active user of social media and as well as this we ensure relevant information is also available on our website; including general information and status updates on key regional projects (economic development updates). Information for sessions, workshops, grant opportunities etc. is also sent out to our database via email, which is sometime targeted at businesses and associations within a certain catchment area or industry, where relevant.
## Outcome Theme 3

Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.

### Output iii.

Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.

### What will we do?

- Work with regional stakeholders, businesses, industry and communities to gain “on the ground” level of understanding of issues and challenges facing the region.
- Continue to work with stakeholders and play a lead role in progressing actions from the Economic Growth and Investment Strategies for the region.

### What did we do?

**Priority Performance Measure**

1. Participate in/facilitate ten collaborative working groups/projects/partnerships with governments and regional stakeholders and report on outcomes.

<table>
<thead>
<tr>
<th>Result (numbers or $s)</th>
<th>Measure (i.e. organisations, jobs, participants)</th>
<th>Lead/support role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative working groups/partnerships formed and regular meetings held, including:</td>
<td>RDA Far North has been involved in over 13 stakeholder committees, with examples of some provided. These committees are representative of the business support and industry groups and other key stakeholders that RDA Far North works with.</td>
<td>The role that RDA Far North plays is different for each committee/group. For some we play the lead role in that the group is formed under the RDA and we facilitate meetings, others we participate as a member and for some of the business associations, we are an active member however do not have voting rights.</td>
</tr>
<tr>
<td>- Flinders Ranges and Outback Tourism</td>
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<tr>
<td>- Global Maintenance Upper Spencer Gulf</td>
<td></td>
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<tr>
<td>- Outback Roads Action Group</td>
<td></td>
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<tr>
<td>- Regional Development SA</td>
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<tr>
<td>- Climate Change Steering Committee</td>
<td></td>
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<tr>
<td>- Roxby Downs Business Forum</td>
<td></td>
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<tr>
<td>- Coober Pedy Retail, Business and Tourism Association</td>
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<td></td>
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<tr>
<td>- Flinders Ranges Visitor Centre Committee</td>
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<tr>
<td>- Far North Local Government Roundtable</td>
<td></td>
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<tr>
<td>- Port Augusta Business Centre Board of Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Upper Spencer Gulf community Owned Tertiary Education Centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OUTCOME THEME 3</td>
<td>Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.</td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
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<td></td>
</tr>
<tr>
<td>OUTPUT iii.</td>
<td>Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.</td>
<td></td>
</tr>
<tr>
<td>Additional Performance Measures 1</td>
<td>Participate in/facilitate 30 meetings with stakeholders.</td>
<td></td>
</tr>
</tbody>
</table>

- Cultana Environmental Advisory Committee
- Regional Accelerator Music Program

<table>
<thead>
<tr>
<th>Additional Performance Measures 1</th>
<th>99 meetings held/attended with other Local, State and Commonwealth Department bodies</th>
</tr>
</thead>
</table>

The following outlines the workshops held and number of attendees:
- Facebook Masterclass – Quorn – 12 attendees
- Facebook Masterclass Port Augusta – 20 attendees
- Facebook Masterclass – Coober Pedy – 10 attendees
- Social Media and Digital Marketing Workshop – Hawker – 11 attendees
- Social Media and Digital Marketing Workshop – Port Augusta – 9 attendees
- Flinders Ranges and Outback Tourism Forum – Port Augusta – 145 delegates
- Facebook Masterclass – Roxby Downs – 14 attendees
- Tourism 2030 – Coober Pedy – 18 attendees

RDA Far North holds regular meetings with stakeholders regarding a range of issues such as Infrastructure, Tourism, Climate Change, Employment, Skills etc.

The workshops were attended by stakeholders and clients and in most cases were facilitated by RDA Far North. There was a total of 18 sessions with approximate 540 attendees.

Most times a lead role was played whether it be the instigator of the meeting or a participant.

Of the workshops RDA Far North was the main organiser and promoter (in partnership) for 14 of the 18 sessions. For the other four sessions, the role was mainly a promotional/support role.
<table>
<thead>
<tr>
<th>OUTCOME THEME 3</th>
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<td>Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.</td>
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</tbody>
</table>

- Coober Pedy Economic Development Forum – Coober Pedy – 25 attendees
- NBN Roadshow – Andamooka, Roxby Downs, Marree, Lyndhurst, Copley, Hawker, Carrieton, Yunta – 30 stakeholders/residents/businesses
- 5 Star Cleaning for Tourism – Wilpena Pound – 16 attendees
- 5 Star Cleaning for Tourism – Port Augusta – 8 attendees
- Australian Tourism Data Warehouse Workshop – Quorn – 22 attendees
- Social Media and Digital Marketing – Coober Pedy – 8 attendees
- Social Media and Digital Marketing – Port Augusta – 25 attendees
- Oz Minerals Local Business Participation Workshop – Port Augusta – 150 attendees
- Drought Roundtable – Port Augusta – 12 attendees
- NBN Roundtable – Coober Pedy – 5 attendees

**Additional Performance Measures** 2. Report on progress on ten actions from Economic Growth and

- Support the development of Coober Pedy’s visitor economy
- Support growth and development

Actions form part of funding agreements with Local Government partners and are reported on quarterly.

Lead role in ensuring these KPI’s are actioned and reported on.
<table>
<thead>
<tr>
<th>OUTCOME THEME 3</th>
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</tbody>
</table>

**Investment Strategies.**

- Continue to review, assess and prioritise the Flinders Ranges strategic regional road upgrade needs
- Continue to collaborate with relevant State and Federal Government departments and agencies to progress the Strzelecki Track upgrade and sealing project proposal
- Prepare a regional wayfinding strategy
- Continue to support the rollout of the National Broadband Network
- Continue to actively pursue the extension of mobile and satellite phone coverage
- Continue to provide business development support to traditional and non-traditional tourism businesses and to pastoralists looking to diversify into tourism and other businesses
- Continue to provide business development support to pastoralists looking to diversify into tourism and other businesses
<table>
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</tr>
<tr>
<td></td>
<td>- Investigate place-based community development opportunities to promote the outback as a location of choice for working and living beyond mining, with a focus on Leigh Creek as a pilot project</td>
</tr>
<tr>
<td></td>
<td>- Undertake and assessment of all industry infrastructure needs in the region to identify cross-industry linkages and opportunities to help prioritise projects</td>
</tr>
<tr>
<td></td>
<td>- Promote and utilise existing State and Federal government programs to build the capacity of businesses and communities to utilise digital technology</td>
</tr>
<tr>
<td></td>
<td>- Develop a Port Augusta Tourism Strategy</td>
</tr>
<tr>
<td></td>
<td>- Facilitate an updated vision for Roxby Downs</td>
</tr>
<tr>
<td>How well did we do it?</td>
<td>RDA Far North partnered with the Adelaide Business Hub to rollout the Digital Business Solutions program, which saw the Facebook Masterclass and Social Media and Digital Marketing workshops across the region. This is a great partnership and covers three years and is a successful program (see Case Study).</td>
</tr>
<tr>
<td></td>
<td>The actions from the EGIS’ form part of the funding agreements with Local Government partners and provide specific projects for staff to work on.</td>
</tr>
<tr>
<td>OUTCOME THEME 3</td>
<td>Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.</td>
</tr>
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<td>OUTPUT iii.</td>
<td>Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.</td>
</tr>
<tr>
<td>Did it have an impact?</td>
<td>Feedback for the workshop was all positive and follow up has also been done to find out what other topic the businesses want to cover. All the actions from the EGIS go towards developing the communities and region and the many industries within it. Staff provide monthly reports to the committee where they effectively report again the EGIS outcomes. The agreed actions allow the Local Government body to choose their preferred focus and in doing so gives us a more defined area on which to focus our efforts with clients and other stakeholders.</td>
</tr>
<tr>
<td>Social Media Usage</td>
<td>RDA Far North is an active user of social media and as well as this we ensure relevant information is also available on our website; including general information and status updates on key regional projects (economic development updates). Information for sessions, workshops, grant opportunities etc. is also sent out to our database via email, which is sometime targeted at businesses and associations within a certain catchment area or industry, where relevant.</td>
</tr>
<tr>
<td>OUTCOME THEME 4</td>
<td>Achieve Government program objectives.</td>
</tr>
<tr>
<td>----------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>OUTPUT iv.</td>
<td>Assist in the delivery of Commonwealth programs including public and private sector decentralisation.</td>
</tr>
</tbody>
</table>
| What will we do? | - Number of promotional activities undertaken to promote Commonwealth programs.  
                   - Number of submissions/inquiries made to support and advocate to highlight regional issues, challenges and success stories. |
| What did we do? | **Priority Performance Measures**  

1. Participate in Parliamentary and Senate inquiries relevant to the region by making submissions and presenting on panels where invited.  
   - Submissions made for the following Parliamentary and Senate Inquiries:  
     - Remote Area Tax Concession (verbal)  
     - Development of Mining Sector  
     - Drought Preparedness and Resilience Consultation  
     - Regional Telecommunications Review 2018  
     - The Next Generation of Employment Services  
   - Five submissions made – submissions are made on topics of relevance to the region.  
   - Lead role in the preparation of the submissions. Where relevant, RDA Far North will ask other regional stakeholders for their input either via email or survey.  

2. 12 promotional activities undertaken to promote and deliver Commonwealth programs.  
   - Dissemination of information for the following Commonwealth Government funding and grant opportunities:  
     - Drought Communities Programme  
     - Entrepreneurs Grants  
     - Building Better Regions Fund  
     - Mobile Blackspot Programme  
     - Australian Small Business  
   - Information is disseminated via email, social media, e-blasts, on our website or via face to face. It is estimated that over 30 promotional activities were undertaken.  
   - Lead and support role in the dissemination of the information. |
<table>
<thead>
<tr>
<th>OUTCOME THEME 4</th>
<th>Achieve Government program objectives.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT iv.</td>
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<table>
<thead>
<tr>
<th>Advisory Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Apprenticeships</td>
</tr>
<tr>
<td>Youth Jobs Pathway</td>
</tr>
<tr>
<td>Veteran Affairs</td>
</tr>
<tr>
<td>Volunteer</td>
</tr>
</tbody>
</table>

Activities included:
- Grants E-Newsletter
- Social Media Posts
- Face to face meetings with businesses and organisations
- Targeted emails
- Website

**How well did we do it?**
RDA Far North makes submissions into parliamentary and Senate Inquiries when the topic is relevant to the region. Where relevant, we will seek regional stakeholder input into the submissions and often use surveys to collect this information. This is an effective way of ensuring that the wider views of the region are considered and included in the final submission.

**Did it have an impact?**
Having an input into parliamentary and senate inquiries ensures that the region has a voice on matters that are important.

**Social Media Usage**
RDA Far North is an active user of social media and as well as this we ensure relevant information is also available on our website; including general information and status updates on key regional projects (economic development updates). Information for sessions, workshops, grant opportunities etc. is also sent out to our database via email, which is sometime targeted at businesses and associations within a certain catchment area or industry, where relevant.
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<tr>
<th><strong>Outcome Theme 5</strong></th>
<th>Maximise access to Government programs and grants.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output v.</strong></td>
<td>Promote and disseminate information on Commonwealth policies and grant programs and support community stakeholders in Your Region to develop project proposals to access funding.</td>
</tr>
</tbody>
</table>

### What will we do?
- Undertake monitoring of information access points to ensure we are abreast of Government programs and initiatives.
- Promote opportunities through face to face meetings, e-newsletters, email etc.
- Work with regional proponents to develop applications and supporting documentation.

### What did we do?

<table>
<thead>
<tr>
<th>Priority Performance Measures</th>
<th>Result (numbers or $)</th>
<th>Measure (i.e. organisations, jobs, participants)</th>
<th>Lead/support role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assist proponents with a total of 20 enquiries for programs and grants and assist with 12 proposals.</td>
<td>Worked with 55 organisations seeking grant opportunities.</td>
<td>A spreadsheet has been developed containing 55 projects awaiting opportunities. We continue to be aware of opportunities and follow these up with the organisations when they are available and assist where possible.</td>
<td>Lead role in seeking opportunities and support role in assisting proponents.</td>
</tr>
</tbody>
</table>
| 2. Number and value of successful proposals. | 10 successful proposals at a value of $464,000 in funding received for projects at a total value of $770,100. | The following were successful grants for the various Councils:  
- The Flinders Ranges Council - $29,600  
- Outback Communities Authority - $250,100  
- Port Augusta City Council - $164,499  
- Outback Communities Authority / The Flinders Ranges Council - $19,000 | Lead role in seeking opportunities and support role in assisting proponents. |
| 3. Six promotional activities undertaken to promote programs and grant opportunities. | Activities included:  
- Grants E-Newsletter  
- Social Media Posts  
- Face to face meetings with businesses and organisations  
- Targeted emails | Information is disseminated via email, social media, e-blasts, on our website or via face to face. It is estimated that over 30 promotional activities were undertaken. | Lead role in the dissemination of the information. |

### Additional Performance Measures 1.
- Activities included: | Information is disseminated via email, social media, e-blasts, on our website or via face to face. It is estimated that over 30 promotional activities were undertaken. | Lead role in the dissemination of information. |
<table>
<thead>
<tr>
<th>OUTCOME THEME 5</th>
<th>Maximise access to Government programs and grants.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT v.</td>
<td>Promote and disseminate information on Commonwealth policies and grant programs and support community stakeholders in Your Region to develop project proposals to access funding.</td>
</tr>
<tr>
<td>Number of awareness activities undertaken.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Grants E-Newsletter</td>
</tr>
<tr>
<td></td>
<td>- Social Media Posts</td>
</tr>
<tr>
<td></td>
<td>- Face to face meetings with businesses and organisations</td>
</tr>
<tr>
<td></td>
<td>- Targeted emails</td>
</tr>
<tr>
<td></td>
<td>e-blasts, on our website or via face to face. It is estimated that over 30 promotional activities were undertaken.</td>
</tr>
<tr>
<td>How well did we do it?</td>
<td>Staff are subscribed to various sites and email lists to ensure they are up to date with opportunities and seek funding to match the list of projects. Knowing who is seeking funding and for what assists staff to build strong relationships with the clients who are appreciative of the targeted efforts.</td>
</tr>
<tr>
<td>Did it have an impact?</td>
<td>The work of RDA Far North staff is certainly attributed to the success of the projects and with the majority of them being community or local government focused, the impact on the communities is positive.</td>
</tr>
<tr>
<td>Social Media Usage</td>
<td>RDA Far North is an active user of social media and as well as this we ensure relevant information is also available on our website; including general information and status updates on key regional projects (economic development updates). Information for sessions, workshops, grant opportunities etc. is also sent out to our database via email, which is sometime targeted at businesses and associations within a certain catchment area or industry, where relevant.</td>
</tr>
</tbody>
</table>
### OUTPUT vi

**Outcome Theme 6**

Advice supports development outcomes.

**For Your Region:**

- Provide evidence-based advice to the Commonwealth on critical regional development issues; and
- Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.

**What will we do?**

- Provide advice on economic development in the region including issues, challenges and opportunities.
- Provide advice on any new or development projects/business expansion in the region.
- Work with stakeholders to ensure regional intelligence information is up to date.

**What did we do?**

<table>
<thead>
<tr>
<th>Priority Performance Measures</th>
<th>Result (numbers or $s)</th>
<th>Measure (i.e. organisations s, jobs, participants)</th>
<th>Lead/support role</th>
</tr>
</thead>
</table>
| 1. Six Government consultation sessions/surveys/inquiries/advisory groups provided input to/hosted. | Submissions made for the following Parliamentary and Senate Inquiries:  
- Remote Area Tax Concession (verbal)  
- Development of Mining Sector  
- Drought Preparedness and Resilience Consultation  
- Regional Telecommunications Review 2018  
- The Next Generation of Employment Services | Five submissions made – submissions are made on topics of relevance to the region, its businesses and communities. 
RDA Far North has been involved in over 13 stakeholder committees, as per some examples. These committees are representative of the business support and industry groups and other key stakeholders that RDA Far North works with. | Lead role in the preparation of the submissions. Where relevant, RDA Far North will ask other regional stakeholders for their input either via email or survey. 
The role that RDA Far North plays is different for each committee/group. For some we play the lead role in that the group is formed under the RDA and we facilitate meetings, others we participate as a member and for some of the business associations, we are an active member however do not have voting rights. |

Collaborative working groups/partnerships formed and regular meetings held, including:  
- Flinders Ranges and Outback Tourism  
- Global Maintenance Upper Spencer Gulf  
- Outback Roads Action Group
<table>
<thead>
<tr>
<th>OUTCOME THEME 6</th>
<th>Advice supports development outcomes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT vi</td>
<td>For Your Region:</td>
</tr>
<tr>
<td></td>
<td>• Provide evidence-based advice to the Commonwealth on critical regional development issues; and</td>
</tr>
<tr>
<td></td>
<td>• Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.</td>
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<tr>
<td></td>
<td>• Regional Development SA</td>
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<td>• Climate Change Steering Committee</td>
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<td></td>
<td>• Roxby Downs Business Forum</td>
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<td></td>
<td>• Coober Pedy Retail, Business and Tourism Association</td>
</tr>
<tr>
<td></td>
<td>• Flinders Ranges Visitor Centre Committee</td>
</tr>
<tr>
<td></td>
<td>• Local Government Roundtable</td>
</tr>
<tr>
<td></td>
<td>• Port Augusta Business Centre Board of Management</td>
</tr>
<tr>
<td></td>
<td>• Upper Spencer Gulf community Owned Tertiary Education Centre</td>
</tr>
<tr>
<td></td>
<td>• Cultana Environmental Advisory Committee</td>
</tr>
<tr>
<td></td>
<td>• Regional Accelerator Music Program</td>
</tr>
<tr>
<td></td>
<td>2. Two presentations/involvement in events resulting in promotion/recognition of regional activities</td>
</tr>
<tr>
<td></td>
<td>• Drought Roundtable – Port Augusta – 12 attendees</td>
</tr>
<tr>
<td></td>
<td>• NBN Roundtable – Coober Pedy – 5 attendees</td>
</tr>
<tr>
<td></td>
<td>• Flinders Ranges and Outback Tourism Forum – Port</td>
</tr>
<tr>
<td></td>
<td>The workshops were attended by stakeholders and clients and in most cases were facilitated by RDA Far North. There was a total of 18 sessions with approximate 540 attendees.</td>
</tr>
<tr>
<td></td>
<td>Of the workshops RDA Far North was the main organiser and promoter (in partnership) for 14 of the 18 sessions. For the other four sessions, the role was</td>
</tr>
<tr>
<td>OUTCOME THEME 6</td>
<td>Advice supports development outcomes.</td>
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<td>----------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>OUTPUT vi</td>
<td>For Your Region:</td>
</tr>
<tr>
<td></td>
<td>- Provide evidence-based advice to the Commonwealth on critical regional development issues; and</td>
</tr>
<tr>
<td></td>
<td>- Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.</td>
</tr>
<tr>
<td></td>
<td>Augusta – 145 delegates</td>
</tr>
<tr>
<td></td>
<td>- Tourism 2030 – Coober Pedy – 18 attendees</td>
</tr>
<tr>
<td></td>
<td>- Coober Pedy Economic Development Forum – Coober Pedy – 25 attendees</td>
</tr>
<tr>
<td></td>
<td>- NBN Roadshow – Andamooka, Roxby Downs, Marree, Lyndhurst, Copley, Hawker, Carrieton, Yunta – 30 stakeholders/residents/businesses</td>
</tr>
<tr>
<td></td>
<td>mainly a promotional/support role</td>
</tr>
<tr>
<td>Additional Performance Measures</td>
<td>Coober Pedy Economic Growth and Investment Strategy (EGIS) finalised and released.</td>
</tr>
<tr>
<td>1. Update regional Economic Growth and Investment Strategies</td>
<td>Flinders Ranges, Roxby Downs and Outback Communities EGIS’s updated</td>
</tr>
<tr>
<td></td>
<td>RDA Far North has developed and regularly updates a list of projects in the region that are either under construction or in the planning phases.</td>
</tr>
<tr>
<td></td>
<td>Lead role in the development and updating of the EGIS.</td>
</tr>
<tr>
<td>OUTCOME THEME 6</td>
<td>Advice supports development outcomes.</td>
</tr>
<tr>
<td>-----------------</td>
<td>----------------------------------------</td>
</tr>
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<td>For Your Region:</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td>• Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.</td>
</tr>
</tbody>
</table>

| How well did we do it? | Participating in Parliamentary and Senate Inquiries on issues relevant to our region is an important role in ensuring that our region has a voice and we do this successfully by ensuring that research is undertaken into the issue and that researched and substantiated data and information is used. |
|                       | The role that RDA Far North plays on various regional committees is also vital to ensuring that we are abreast of the challenges and opportunities as well as being able to contribute. |
|                       | Organising and hosting workshops relevant to what the business needs of the region are ensure their success and gathering of their needs via surveys ensures we do just this. |
|                       | The EGIS are an important part of the community and economic information suite that RDA Far North has and are referenced by us and stakeholders. |

| Did it have an impact? | In viewing initial or final reports from the Inquiries, RDA Far North information and input is referenced and forms part of these final reports. This means that we are making a sound contribution and that contribution has an impact on the final report. The same goes for the roles that we play on the various committees. |
|                       | Continuing to work closely with regional businesses means that we see the positive impacts of these businesses accessing appropriate training and workshops. |

| Social Media Usage | RDA Far North is an active user of social media and as well as this we ensure relevant information is also available on our website; including general information and status updates on key regional projects (economic development updates). Information for sessions, workshops, grant opportunities etc. is also sent out to our database via email, which is sometime targeted at businesses and associations within a certain catchment area or industry, where relevant. |
**Case Studies**

**Digital Business Solutions Program**

In December 2018 RDA Far North formed a partnership with the Adelaide Business Hub (ABH) to rollout the Digital Business Solutions Program in the region. The three year program offers businesses the chance to access numerous digital workshops (face to face or online), expert one-on-one advice and access to other online materials for a once off fee of $55.

Staff worked closely with the ABH to target key business communities and what training would suit these businesses. Due to the travel distance required across our region, a survey was carried out to ask businesses where they would be likely to attend the workshops and what were their topics of interest.

The first of the workshops rolled out from March to July across Coober Pedy, Port Augusta, Quorn, and Hawker. In all seven workshops were held with 109 businesses attending which is an average of 15 per workshops, which is great attendance numbers for this region. These workshops initially focused on Facebook Masterclass and Social Media and Digital Marketing. It is estimated that 80% of these businesses have also participated in the one-on-one mentoring sessions.

AusIndustry also came along as a partner for these workshops under the Australian Small Business Advisory Services Program.

The relationship built between RDA Far North and ABH staff is a strong one and is the main reason that these workshops are a success in our region. Accurate marketing and targeting of topics of interest help ensure that the training is what the businesses want.

**NBN Regional Roadshow**

RDA Far North has been working with nbn co for a few years on the rollout of the National Broadband Network (NBN) across the region. Having a large remote area has many challenges in the rolling out of the service including lack of sufficient coverage or data and changes in solutions.

To assist in ensuring residents and businesses in our region are kept up to date, we have worked with nbn co staff to undertaken different initiatives to do just this.

In November 2019 RDA Far North and nbn co staff undertook a regional roadshow across the region. nbn co travelled in their SkyMuster vehicle which was fully equipped with satellite communication and people could discuss issues or concerns with staff and have those issues sorted out on the spot. The vehicle also offered a chance to people to experience the NBN and access the free wifi offered.

The roadshow took in the towns of Andamooka, Roxby Downs, Marree, Lyndhurst, Copley, Hawker, Carrieton and Yunta. RDA Far North contacted local businesses and promoted the roadshow prior.

In total approximately 30 businesses and residents discussed various things with nbn co staff including access, packages, accessibility etc. RDA Far North staff also met with various businesses to discuss other relevant topics.

The roadshow offered a great chance for residents and businesses to have NBN issues investigated and sorted and to chat direct with nbn co and RDA Far North staff and also shows a united front in addressing telecommunications and information technology challenges across the region.
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date 27 November 2019
Title of Report  Risk Management Policy and Framework

1. Purpose

To consider and adopt the Risk Management Policy and Risk Management Framework.

2. Recommendation

That Council, having considered the Risk Management Policy and Risk Management Framework, adopts this Policy and Framework and publishes these documents on the Council website subject to the following:

   1. Further review of the categorisation of risk under the risk management framework be considered in the 2020 review of this policy.
   2. The Administrator and Chief Executive work with Council’s Senior Management Team on the preparation of a statement of risk appetite.

3. Background

Section 134(4)(b) of the Local Government Act 1999 requires councils to adopt risk management policies, controls and systems. The existing Risk Management Policy and Risk Management Framework are due for review.

The purpose of the policy is to communicate Council’s commitment to risk management principles in their application across all of Council’s operations and to define responsibilities associated with risk identification, assessment, evaluation and treatment programs. It also provides for the systematic and consistent management of risks across the organisation.


Council staff have recently identified major strategic risks associated with Council’s operations and these are recorded in a Strategic Risks Register.

4. Discussion

The Risk Management Policy and Risk Management Framework have been reviewed and updated to align with the Local Government Mutual Liability Scheme model documents published in December 2018. These documents were reviewed by a member of the LGRS Risk Team prior to being presented to the Audit Committee and were also provided to all staff including the WHS Committee and Senior Management Team for feedback.

The Policy and Framework and Strategic Risks Register were reviewed by the Audit Committee at the meetings held on 18 October 2019 and 15 November 2019. The Audit Committee recommended that further work be done on the risk matrix to better reflect Council’s risk appetite. A comparative analysis of the risk matrixes of six other councils located in regional and remote locations in WA, NSW and QLD was undertaken which revealed a less risk adverse approach that was more closely aligned with Council’s risk appetite. A new risk matrix was developed and presented to the Audit Committee on 15 November 2019. The Audit Committee resolved that having reviewed the Risk Management Policy and Risk Management Framework, recommends these documents to Council for adoption subject to:
1. Further review of the categorisation of risk under the risk management framework be considered in the 2020 review of this policy.

2. The Administrator and Chief Executive work with Council’s Senior Management Team on the preparation of a statement of risk appetite.

3. Policy Implications

5.1 Financial/Budget

Risk Management forms part of the daily operations of each staff member so costs of implementation are absorbed within normal wages. Some additional staff training may be required for implementation. If training is not delivered internally, an allocation can be made from the training budget.

5.2 Resources

This policy and framework will be championed by the Senior Management Team and implemented by all staff with the support provided by the WHS Officer and Risk Specialist.

5.3 Legal and Risk Management

The Risk Management Policy and Framework supports the process of identifying and managing risks across the organisation which, if not properly managed, could expose the Council to financial loss, harm to workers and reputational damage.

4. Report Consultation

Senior Management Team
Peter Price - WHS Officer and Risk Specialist
Roxby Council Staff
Audit Committee at the meeting held on 18 October and 15 November 2019
LGRS Risk Team

5. Attachments

Risk Management Policy
Risk Management Framework

6. Report Authoriser

Michelle Hales
Group Manager Governance and Community
Policy

First Issue/ Approved 21 November 2013
Policy Owner Group Manager Governance and Community
Last Reviewed
Audit Committee Review
Next Review 31 October 2022
Relevant Legislation Local Government Act 1999
Work Health and Safety Act 2012
Civil Liabilities Act 1936
Related Documents ISO31000:2018 Risk Management - Guidelines
Municipality of Roxby Downs Risk Management Framework

1. Purpose

1.1. The purpose of the Risk Management Policy (“Policy”) is to enable an integrated approach to risk management through:

- The commitment of the Municipal Council of Roxby Downs (“Council”) to core risk management principles;
- Defining responsibilities for the application of risk identification, assessment, evaluation and treatment programs across Council operations;
- A Risk Management Framework (“Framework”) that provides the tools and programs to underpin Council’s approach to achieving a balance between the costs of managing a risk and the anticipated benefits.

1.2. The management of risk will be integrated into Council’s governance structures, including decision making. Risk Management leads to the successful achievement of Council’s vision, strategic plan objectives and community expectations.

1.3. To achieve the objectives of the Policy, the Framework has been developed.

2. Policy Statement

2.1. Council is committed to maintaining and applying governance and risk management principles to ensure that any impacts to strategic and business objectives are considered and analysed.

2.2. Council will adopt and implement a systematic approach to identify, assess, evaluate and treat (mitigate) risks. The risk management program involves identifying opportunities to ensure Council achieves its strategic goals whilst recording and managing its operational risks.

2.3. Management will lead, actively participate and have complete oversight over all aspects of risk management within their areas of responsibility.

2.4. Council will maintain the Framework consistent with the guidelines and principles of risk management as set out in the International Standard ISO31000:2018 – Risk Management Guidelines, with the goal of providing a consistent approach for dealing with uncertainties likely to impact on the achievement of Council’s vision.
2.5. The Strategic Risk Register will be periodically and consistently reviewed in accordance with set timeframes identified in the Framework.

3. Performance Measures

The performance of the risk management program will be measured through three distinct categories:

- Compliance with the Policy and related documentation
- Value add to the whole of Council
- Maturity of Council’s risk culture

4. Legislative Requirement and Policy Context

4.1. Section 125 of the Local Government Act 1999 ("LG Act") requires Council to ensure that appropriate policies practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives.

4.2. Section 132A of the LG Act requires Council to ensure that appropriate policies, practices and procedures are implemented and maintained in order to ensure compliance with statutory requirements and achieve and maintain standards of good public administration.

4.3. Section 134(4) (b) of the LG Act requires Council to adopt risk management policies, controls and systems.

5 Definitions

Definitions are outlined within the Framework

6. Roles & Responsibilities

6.1 Council

Council is responsible for the approval of this Policy and Framework. The Council is responsible for overseeing the systematic approach to managing risk across Council operations.

6.2. Audit Committee

The Audit Committee is responsible for checking that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council’s assets, and to secure (as far as possible) the accuracy and reliability of Council records.

6.3 Internal Auditor

The Internal Auditor will evaluate and make recommendations to improve the effectiveness of risk management processes

6.4 Chief Executive (CE)

The CE has the responsibility for ensuring that:

- The framework is established, approved and implemented; and
- Risk management is integrated into Council’s activities and functions.

6.5 Senior Management Team (SMT)

Members of the Senior Management Team are responsible for:
Risk Management Policy

- Commitment to promotion of this Policy and the Framework whilst monitoring Council’s overall risk profile and controls;
- Reporting the status of Council’s risk profile and mitigation strategies to the Audit Committee;
- The implementation, management and evaluation of risk management, in accordance with the Policy and Framework within their areas of responsibility;
- Undertaking the risk management program as per the requirements of the Policy and Framework; and
- Ensuring that risk based information is recorded in Council’s Strategic Risk Register.

6.6 Work Health Safety Officer and Risk Specialist

The Work Health Safety Officer and Risk Specialist is responsible for:

- Assisting the Senior Management Team to develop, implement and maintain the risk management framework and program in a systematic and standardised manner;
- Development and maintenance of the Strategic Risk Register that records reasonably foreseeable operational and strategic risks, including risk mitigation strategies;
- Assisting the Senior Management Team in the development and compilation of reports relating to Council’s risk profile and mitigation strategies.

6.7 Employees, Volunteers and Contractors (Workers):

All Council Workers are responsible for:

- Identifying, evaluating and managing risks in their daily activities and projects;
- Ensuring that controls are implemented, monitored and evaluated as per the agreed schedule;
- Adhering to the requirements of Council’s risk management policy and framework.

7 Availability

7.1 The Policy will be available on Council’s website with hard copies supplied on request.

7.2 The Framework is available to Council employees on Council’s intranet and to contractors and volunteers in induction packs.

8. Review and evaluation

This policy will be reviewed and revaluated no less than every three years.
# Risk Management Policy

## Document History:

<table>
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<tr>
<th>Document History:</th>
<th>Version No</th>
<th>Issue Date</th>
<th>Description of Change</th>
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<td>V1</td>
<td>31/11/2013</td>
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<td>V2</td>
<td>9/12/2015</td>
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<td>LGA WCS</td>
<td>V3</td>
<td>12/2018</td>
<td>Revised policy</td>
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<tr>
<td>Roxby Council</td>
<td>V3</td>
<td>10/2019</td>
<td>Aligned with the LGA WCS Risk management policy</td>
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# Risk Management Framework

<table>
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<tr>
<th>First Issue/ Approved</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework Owner</td>
<td>Group Manager Governance and Community</td>
</tr>
<tr>
<td>Last Reviewed</td>
<td>18 October 2019</td>
</tr>
<tr>
<td>Next Review</td>
<td>31 October 2022</td>
</tr>
<tr>
<td>Responsible Officer</td>
<td>Group Manager Governance and Community</td>
</tr>
</tbody>
</table>

| Relevant Legislation | Local Government Act 1999  
|                      | Work Health and Safety Act 2012  
|                      | Civil Liabilities Act 1936 |

| Related Documents | ISO 31000:2018 Risk Management - Guidelines  
|                  | Municipal Council of Roxby Downs Risk Management Policy  
|                  | Return to Work SA Code of Conduct for Self-Insured Employers V12  
|                  | Work Health Safety and Return to Work Policy  
|                  | Strategic Risk Register |

## Review History

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<td>1.0</td>
<td>Sept 2016</td>
<td>New Document</td>
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<td></td>
<td>2.0</td>
<td>Apr 2018</td>
<td>Updated references, included references to ISO 31000:2018</td>
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<td></td>
<td>3.0</td>
<td>May 2018</td>
<td>Final document for member centre</td>
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<td></td>
<td>3.1</td>
<td>Dec 2018</td>
<td>Revised document</td>
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<tr>
<td>Roxby Downs</td>
<td>V1</td>
<td>Oct 2019</td>
<td>New document in alignment with the LGAMLS template Risk Management Framework V3.1</td>
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1 Introduction

The Municipal Council of Roxby Downs ("Council") is committed to an integrated approach to risk management to assist us in setting appropriate strategies, achieving our objectives and making informed decisions, in the best interests of our community.

Council recognises that managing risk is part of governance and leadership, is fundamental to how the organisation is managed at all levels and will contribute to continuous improvement of its management systems.

Council’s Vision is for Roxby Downs to be: a World Class Community Supporting a World Class Mine

The risk management process is not an isolated function and can be applied to any activity, including decision making, at all levels. Effective identification, analysis, evaluation and treatment of defined risks are critical to Council achieving its objectives and meeting overall community expectations.

2 Purpose

This Framework outlines the requirements and processes supporting Council’s Risk Management Policy in order to create and protect value by improving performance, encouraging innovation and supporting the achievement of Council’s objectives.

This Framework will:

a) Align with the objectives of the Risk Management Policy;
b) Establish roles and responsibilities for managing risk;
c) Establish a standardised, formal and structured process for assessment, treatment and monitoring of identified risks;
d) Encourage innovation by integrating risk management into the strategic and operational processes across all departments of Council;
e) Ensure that Council maximises its opportunities, whilst minimising any negative impacts identified during the risk management process;
f) Ensure that all risks outside the defined risk tolerances are escalated to the relevant manager and additional treatment options implemented;
g) Ensure that (standard) reporting protocols are established for information dissemination across all Council departments; and
h) Assist in the development of a continuous improvement culture by integrating risk management processes into all Council functions.

3 Local Government Risk Services (LGRS)

From the perspective of the Local Government sector in South Australia, certain insurable risks have been transferred to a number of self-managed Schemes managed by Local Government Risk Services (LGRS) via payment of an annual contribution. The Schemes are:

a) Local Government Association Mutual Liability Scheme (LGAMLS) for the purposes of Civil Liability coverage & claims management;
b) Local Government Association Workers Compensation Scheme (LGAWCS) for the purposes of workers compensation coverage & claims management; and

3) Local Government Asset Mutual Fund (LGAMF) for the purposes of asset and fleet coverage and claims management.
As a Member of all the above Schemes and Fund, Council must ensure that WHS, asset and risk management protocols are developed, endorsed and implemented across all departments.

LGRS provides Council with a range of fully funded and subsidised programs and support services to assist in managing risk across the organisation.

4 Risk Management Principles

The international standard for Risk management - Guidelines (ISO 31000:2018) describes risk as:

“…the effect of uncertainty (either positive, negative or both) on objectives…”

The goal is not to eliminate all risks, but rather to manage risks involved in Council’s functions and services and to create and protect value for our stakeholders and community.

ISO 31000:2018 is based on the following eight principles, which underpin this Framework and guide how we manage risk across Council:

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated</td>
<td>An integral part of all organisational processes</td>
</tr>
<tr>
<td>Part of decision-making</td>
<td>Aids decision-makers in making informed choices and identifying the most effective course of action</td>
</tr>
<tr>
<td>Structured and comprehensive</td>
<td>Contributes to efficiency and to consistent and comparable results</td>
</tr>
<tr>
<td>Best available information</td>
<td>Based on historical and current information, as well as on future expectations, taking into account any limitations associated with such information and expectations.</td>
</tr>
<tr>
<td>Customised</td>
<td>Aligns with the internal and external context related to our objectives</td>
</tr>
<tr>
<td>Human and cultural factors</td>
<td>Recognises that the behaviour and culture can significantly influence the achievement of objectives</td>
</tr>
<tr>
<td>Inclusive</td>
<td>Requires appropriate and timely involvement of stakeholders to enable their knowledge, views and perceptions to be considered</td>
</tr>
<tr>
<td>Dynamic</td>
<td>Anticipates, detects, acknowledges and responds to changes in Council’s internal and external contexts that result in new risks emerging and others changing or disappearing</td>
</tr>
<tr>
<td>Continual improvement</td>
<td>Learning and experience drives continuous improvement</td>
</tr>
</tbody>
</table>
5 Risk Management Framework

5.1 Leadership and commitment

Council and the Senior Management Team will demonstrate leadership and commitment to ensure that risk management is integrated into all organisational activities by:

a) Developing and implementing risk management policy, framework and supporting tools and processes;

b) Allocating appropriate resources for risk management; and

c) Assigning roles, authorities, responsibilities and accountabilities with respect to risk management and communicating these at all levels of the organisation.

5.2 Integration

This Framework provides the methods and processes Council use to manage risks and identify opportunities in every part of the organisation.

Governance guides the direction of the organisation and provides the rules, processes and practices necessary for Council to achieve its objectives. Management structures that define risk management accountability and oversight roles across the organisation are critical to achieving the strategy and objectives required for Council to achieve sustainable performance and long-term viability.

Risk Management is not just about the risk assessment process nor is it a stand-alone discipline. In order to maximise risk management benefits and opportunities, it requires integration through Council’s entire operations, as follows:
Enterprise Risk Management

Enterprise risk management encompasses Strategic and Operational Risk Management.

Strategic Risks are identified by reference to both the external environment and Council’s Strategic Management Plan objectives. Strategic risks are monitored by the Senior Management Team with all risk assessments captured and recorded within Council’s Record Management System (Magiq) and Skytrust.

Operational Risks arise from Council’s day-to-day departmental functions and operations to deliver essential services. Operational risks are monitored by Council’s Senior Management Team.

Strategic & Business Planning/Decision Making

Strategic and Business Planning, (which includes long-term financial planning and annual budgeting,) must adequately consider the risks facing Council in setting and pursuing its objectives and the effectiveness of systems that are in place to manage and communicate those risks.

Risk Management will be integrated into Council’s governance structures, including decision making. Risk assessment and management processes will be incorporated into Council reports, where there is a potential impact on achievement of Council’s objectives or on the wider community.

The Senior Management Team is expected to:

a) give adequate consideration to risks when setting Council’s objectives;

b) understand the risks facing Council in pursuit of its objectives;

c) oversee the effectiveness of systems implemented by the organisation to manage risk;
d) accept only those risks that are appropriate in the context of Council's objectives; and

e) consider information about such risks and make sure they are properly communicated to the appropriate stakeholder or governing body

Legislative Compliance

The Local Government Act (SA) 1999 applies to the functions of councils in South Australia, however, due to the diversity of functions and services provided by each council, a range of other Acts, Regulations and Codes of Practice and Standards also apply.

Council has implemented a Work Health and Safety (WHS) system to manage health and safety risks to workers and members of the public, in accordance with the WHS Act (SA) 2012. WHS is a critical component of Council's risk management system and addresses risks facing workers conducting their specified duties.

Service Delivery

Council's risk exposures vary according to the functions, facilities and services it provides and these will inevitably change over time. Council’s planning processes will address both the risks associated with provision of functions, facilities and services, (such as capacity and resources,) and risks arising from their delivery, (such as public safety and community reaction).

Internal Audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve the organisation's operations. It helps Council to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The process of internal audit may result in the identification of new risks or more effective treatments for existing risks.

Emergency Management

Council plans for, and undertakes, prevention, preparedness, response and recovery activities to support its community in the event of emergencies and natural disasters. This process includes alignment and co-operation with lead agencies and other councils in the region as well as providing information and training for workers to protect them from harm whilst responding to emergencies and natural disasters.

Business Continuity Plan

Council is obliged to ensure that critical business functions continue after a business interruption. Council will develop the following plans, taking into consideration reasonably foreseeable risks and their potential impact on achievement of Council's objectives. The Business Continuity Plan (BCP), which is designed to manage risk by limiting or reducing the impact of a disruption, (such as severe weather event or loss of key personnel), and enable the resumption of critical business functions/services of Council following a disruption.

Performance Management

Both risk management and performance management start with the establishment and communication of corporate goals and objectives and development of strategies which are then cascaded throughout the organisation. Appropriate measures and reporting structures will be put in place to monitor the effectiveness of Council’s risk management processes, (at an individual and organisational level), which will in turn assist in identifying gaps or emerging risks.
Information/Data Management

Not only is it critical to the achievement of Council’s objectives that it retains data and corporate knowledge, there are regulatory requirements to do so - Council must comply with the State Records Act 1997, Commonwealth Privacy Act 1988 and Freedom of Information Act 1991. Council’s records may be vulnerable to cyberattack, malicious intent or unauthorised release, should appropriate risk mitigation strategies not be in place.

5.3 Design

Understanding the organisation and its context

Establishing the context involves those involved in the risk management process understanding factors internal and external to the organisation that may influence Council’s ability to achieve its objectives.

Council’s risk management culture, organisational structure, strategy and objectives are factors that define Council’s internal context.

The external environment may include a range of factors such including (but not limited to):

a) increased legislative and compliance requirements;
b) reduced funding from State government;
c) community expectations; and
d) social, cultural, political, technological, economic, natural and built environment.

Roles and responsibilities

The following roles and responsibilities ensure a transparent approach to managing risk within Council.

<table>
<thead>
<tr>
<th>Roles</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council and Administrator</td>
<td>• Adopts Council’s Risk Management Policy</td>
</tr>
<tr>
<td></td>
<td>• Review and consider any report or recommendations regarding the Risk Management Framework</td>
</tr>
<tr>
<td></td>
<td>• Ensure that risks are adequately considered when setting Council’s strategies and objectives</td>
</tr>
<tr>
<td></td>
<td>• Understand the risks facing Council in pursuit of its objectives</td>
</tr>
<tr>
<td></td>
<td>• Ensure there is a systematic and effective approach to managing risk and opportunity across Council operations that is implemented, monitored and communicated</td>
</tr>
<tr>
<td></td>
<td>• Apply risk management principles to the decision making process</td>
</tr>
<tr>
<td></td>
<td>• Monitor Council’s strategic risks</td>
</tr>
<tr>
<td>Audit Committee</td>
<td>• Review and recommend the endorsement of the Risk Management Framework</td>
</tr>
<tr>
<td></td>
<td>• Ensure a framework is implemented and delivers a consistent approach to risk management by assigning authority, responsibility &amp; accountability at appropriate levels within the organisation</td>
</tr>
<tr>
<td></td>
<td>• Review reports from management and auditors and monitor that effective enterprise risk and opportunity management controls have been</td>
</tr>
</tbody>
</table>
## Roles and Responsibilities

<table>
<thead>
<tr>
<th>Roles</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Chief Executive (CE)         | • Promote a strong risk management culture by providing firm and visible support for risk management including ensuring appropriate accountability for the management of risk.  
  • Ensure a customised policy and framework are in place and implemented that deliver a consistent approach to risk management  
  • Ensure that appropriate resources are allocated to managing risk  
  • Ensure Group Managers have the necessary knowledge and skills to effectively fulfil their risk management responsibilities and are accountable for risks arising from the activities of their departments  
  • Regularly review Council’s strategic and operational risks |
| Senior Management Team       | • Commitment to, and promotion of, the Risk Management Policy and Framework  
  • Review and endorse the Risk Management Framework  
  • Monitor Council’s overall risk profile and mitigation strategies  
  • Ensure that risk management is embedded into all critical functions and activities  
  • Ensure documentation of items on the risk register and ongoing and regular reviews of the risk register including the actioning of any overdue risk treatments  
  • Include risk treatments into departmental plans  
  • Empower staff to actively be involved in managing risk  
  • Promote a proactive risk culture in accordance with business management initiatives  
  • Regularly review all risks (at least annually) |
| WHS Officer and Risk Specialist | • Provide guidance and assistance to all staff in relation to the application of this framework and reporting of risks  
  • Ensure relevant risk information is reported and escalated to the Senior Management Team or Audit Committee or cascaded to staff, as relevant  
  • Maintain the Risk Management Policy and Framework to ensure its currency and accuracy  
  • Monitor and maintain Risk Records and timeframes as required  
  • Provide support and advice to Group Managers and staff in the application and use of the Risk Management Framework |
| Employees, Volunteers & Contractors | • Understand the risk management processes that are integrated into all Council activities  
  • Identify, evaluate, report and manage risks and the relevant controls in their daily activities and projects |

### 5.4 Implementation

Council’s risk management framework is supported by an implementation plan that includes timeframes and resource requirements and processes for engagement with, and provision of information to, stakeholders.
5.5 Evaluation
Council will undertake periodic reviews of its risk management framework and implementation plan to measure its effectiveness and to determine whether it remains suitable in supporting the achievement of its strategic and operational objectives.

5.6 Improvement
To maintain and improve the value of risk management to the organisation, Council will monitor and adapt its risk management framework, with a view to continually improving the suitability, adequacy and effectiveness of the risk management process.

6 Risk Management Process
Having good risk management practices ensures that Council can undertake activities knowing that measures are in place to maximise the benefits and minimise the negative effect of uncertainties. Risk management involves both the management of potentially adverse effects as well as the fulfilment of potential opportunities. The risk management process is an integral part of management and decision-making and is integrated into Council’s structure, operations and processes.

The dynamic and variable nature of human behaviour and culture should be considered throughout the risk management process.

Although the risk management process is often presented as sequential, in practice it is iterative.
6.1 Communication and Consultation

Establishing a communication and consultation plan with internal and external stakeholders is critical to the success of the risk management process. Effective communication and consultation throughout the process is essential to ensure that those responsible for implementing risk management, and those with a vested interest, understand the basis on which risk management decisions are made and why particular actions are required.

Council will engage with stakeholders throughout the risk management process to:

a) Correctly identify risks and understand context
b) Gain a better understanding of the views and interests of stakeholders and how their expectations may be managed;
c) Capitalise on the diversity of knowledge, opinions and experience to enhance identification and management of risks and opportunities; and
d) Build a sense of inclusiveness and ownership amongst stakeholders,

6.2 Scope, context and criteria

Defining the scope

Because the risk management process is applied at different levels throughout the organisation, it is important to define the scope and its alignment with Council's objectives; this should include consideration of:

a) Goals and objectives of risk management activities;
b) Proposed outcomes and timing;
c) Responsibilities and accountabilities for the risk management process;
d) Risk management methodologies;
e) Processes, activities and projects and how they may interact with other processes, activities and projects of Council;
f) How effectiveness and/or value will be measured and monitored; and
g) Availability of resources to managed risk.

Defining the context

Defining the context is important because

a) Risk management takes place in the context of Council's objectives and activities; and
b) Organisational factors can be a source of risk; and

The context should reflect the specific environment of the activity to which the risk management process is to be applied, and consider the factors outlined in 0.

Defining risk criteria

Risk criteria are used to evaluate the significance of risk and are reflective of Council’s values, objectives and resources and the views of its stakeholders. Council’s risk criteria are documented throughout this framework and its appendices.
6.3 Risk Assessment

Risk Identification

The aim of risk identification is to develop an inclusive list of events that may occur which - if they do - are likely to have an impact on the achievement of Council’s objectives, as stated in its Strategic Management Plans. Council identifies, assesses and treats risk in the following three groups (risk types):

<table>
<thead>
<tr>
<th>Risk Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>Risks associated with high level strategic goals that align to Council’s Strategic, Annual and Business Plans. Strategic risks may affect the achievement of Council’s corporate objectives. They are key issues for the management and impinge on the whole business rather than a business unit. These risks can be triggered from within the business or externally. In other words they may prevent the organisation from achieving its strategic goals.</td>
</tr>
<tr>
<td>Operational</td>
<td>Risks associated with departmental functions and daily operations to deliver essential services. Often the risks are cost overruns, supply chain/logistic issues, employee issues, fraud, WHS, non-compliance to policies and procedures.</td>
</tr>
<tr>
<td>Project</td>
<td>Risks associated with Project Management that will affect milestones connected to delivering a specific project.</td>
</tr>
</tbody>
</table>

Risk identification naturally flows on from the context discussion and is a process of formally documenting the effects of uncertainty on objectives. An effective approach is to engage as many stakeholders as possible in a structured identification process.

The aim is to generate a list of risks based on those impacts or events. During the identification process, there are a number of questions that need to be asked to capture the information required:

a) What might happen/what could go wrong?
b) What is the cause?
c) How does this affect the objective?

After a risk is identified, it may be categorised and captured in the Risk Register in accordance with the following categories:
The process of risk identification must be comprehensive as risks not identified are by nature excluded from further analysis. Care must be taken to identify and define risks, rather than causes or consequences.

Risk Analysis

Risk analysis involves developing an understanding of a risk. It provides an input to risk evaluation and to decisions on whether risks need to be treated, and the most appropriate risk treatment strategies and methods. The tables included in the appendices are Council’s tools for expressing the consequence, likelihood and level of risk as well as Council’s risk tolerance.

6.3.1.1 Inherent and residual risk

A “risk rating” can be determined by combining the estimates of effect (consequence rating) and cause (likelihood rating). The risks are to be assessed against all consequence categories; and the highest consequence rating will be used.

The first rating obtained will be the inherent risk rating, (i.e. the level of risk at time of risk assessment with no controls.) Once further and additional controls are added to reduce the consequence and/or likelihood, the risk is rated again to determine the residual risk, (i.e. the level of risk remaining after risk treatment).

6.3.1.2 Risk appetite

The Administrator, after considering advice from the Senior Management Team, is responsible for defining Council’s risk appetite, taking into consideration the nature and extent of the risks Council is willing to take in order to achieve its strategic objectives.

The following five questions have been considered in arriving at Council’s position for its risk appetite:

a) Do decision makers understand the degree to which they are permitted to expose Council to the consequences of an event or situation?

b) Does the Senior Management Team understand their aggregated and interlinked level of risk to determine whether it is acceptable or not?

c) Do the Council and Senior Management Team understand the aggregated and interlinked level of risk for Council as a whole?

d) Are Council and Senior Management Team clear risk appetite is not constant? (i.e. there must be flexibility to adapt built in.)

e) Are risk decisions made with full consideration of reward? The appetite needs to help Council and the Senior Management Team take appropriate level of risk for Council, given the potential for reward.

Council’s risk appetite will be included in Council’s regular monitoring and review process of the Risk Framework. This review of appetite will be incorporated into the structure of Council at each level of responsibility due, in part, to the differing focuses with regards to the risks that Council faces at each of these levels.
6.3.1.3 Risk tolerance

Not all risk types for Council are the same in terms of their acceptability. Once a risk has been analysed, it needs to be compared to Council’s tolerance levels. Tolerance can be described as the organisation’s readiness to bear each of the risks after implementation of controls in order to achieve its objectives.

If the assessed risk level is above the tolerable level for that category of risk then treatment may be required. If it is equal to, or below, the tolerable level for that category of risk then the risk can be accepted, (provided the controls are implemented).

Risk Evaluation

Risk Evaluation is the process used to assist in making decisions, based on the outcomes of risk analysis, about which risks need treatment and the priority for implementation of controls. Decisions should take account of the wider context of the risk and include consideration of the tolerance of the risks borne by parties other than Councils who may benefit from the risk. There are also circumstances whereby, despite the risk level, risks cannot be treated.

<table>
<thead>
<tr>
<th>Risk level</th>
<th>Managing risk – priority rating</th>
</tr>
</thead>
</table>
| Extreme    | • Add risk to Council's Risk Register  
|            | • Escalate risk issue immediately to CE/SMT  
|            | • CE/SMT to:  
|            |   o Refer risk to risk owner  
|            |   o Identify and develop treatment strategies for immediate action  
|            |   o Monitor and review actions/strategies  
|            |   o Provide direction and information to relevant stakeholders  
|            | • Consider cessation/suspension of the activity giving rise to the risk until such time as CE/SMT authorises its continuation and/or whilst other risk treatment strategies are being developed/implemented  
|            | • For WHS related risks, the following applies:  
|            |   o Operation of item or activity should not be allowed to continue until the risk level has been reduced  
|            |   o Will commonly be an unacceptable level of risk  
|            |   o May include both short term and long term control measures  
| High       | • Add risk to Council’s Risk Register  
|            | • Escalate risk issue to SMT  
|            | • SMT to:  
|            |   o Refer to relevant risk owner  
|            |   o Identify and develop treatment strategies with appropriate timeframes  
|            |   o Monitor and review actions/strategies to manage risk to an acceptable level  
|            |   o Provide direction and information to relevant stakeholders  
|            | For WHS related risks, the following applies:  
|            |   o Reduce the risk rating so far as is reasonably practicable  
|            |   o Should only be an acceptable level of risk for ‘Major’ or ‘Catastrophic’ consequences
6.4 Risk Treatment

Risk treatment can be conducted using a variety of methods. When looking at risks, treatments are aimed at reducing or removing the potential for consequences occurring. However, when looking at opportunities, treatments look at ensuring that consequences are realised.

Risk treatment involves selecting one or more options for modifying risks, and implementing those options. Once implemented, treatments provide or modify the controls. An action should be implemented to treat certain risks.

Justification for risk treatment is broader than solely economic considerations and should take into account all of Council’s obligations, voluntary commitments and stakeholder views. Appropriate risk treatment options should have regard to Council’s objectives, risk criteria and available resources.

Council will tolerate a level of risk, in accordance with the risk tolerances set out in Appendix E. Any risk that is rated at or below a tolerable level of risk should be discussed with the relevant department to have a treatment plan in place.

Risk treatment options

Risk treatment options are not necessarily mutually exclusive or appropriate in all circumstances. Options may include:

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminate</td>
<td>Remove the asset or service completely so as to eliminate the risk altogether</td>
</tr>
<tr>
<td>Share</td>
<td>Allocate risk to a third party, such as through appropriate contactor management</td>
</tr>
<tr>
<td>Mitigate</td>
<td>Implement a type of treatment control to reduce or remove the risk. This may include but is not limited to options such as substitution (swapping), isolation (barricade), engineering (modify by design) or administration (policy/process)</td>
</tr>
<tr>
<td>Accept</td>
<td>Risk can be accepted for a number of reasons including:</td>
</tr>
<tr>
<td></td>
<td>• no extra treatments being available;</td>
</tr>
</tbody>
</table>
Control characteristics

Risk treatments need to be designed in a manner to ensure they are sufficient to mitigate that risk, and have some of the following characteristics if they are to become an adequate control:

a) Documented (e.g. policies, procedures, task lists, checklists)
b) Systems-oriented (e.g. integrated and/or automated)
c) Preventative (e.g. system controls) or detective
d) Consistent and regular (including during staff absence)
e) Performed by competent and trained individuals
f) Clear responsibility and accountability
g) Create value (i.e. benefits outweigh costs)
h) Achievable for the organisation (based on available resources)
i) Evidenced
j) Confirmed independently

Preparing and implementing risk treatment plans

Risk treatment plans specify how the risk treatment options will be implemented, so that those involved understand what arrangements are in place and to allow progress against the plan to be monitored. Risk treatment plans may be integrated into Council’s existing processes, (e.g. project management plans, risk registers,) and provide the following information:

a) Rationale for selection of treatment options;
b) Responsibilities and accountability for approving and implementing the plan;
c) Proposed actions and timeframes;
d) Resourcing requirements;
e) Constraints and contingencies; and
f) Required reporting and monitoring.

6.5 Monitoring and Review

Review of risks and controls

Monitoring and review must be a formal part of the risk management process and involves regular checking or surveillance of the effectiveness and efficiency of the risk management processes implemented.

A monitoring and review process will:

a) Ensure that implemented controls are effective and adequate;
b) Provide further information to improve risk assessment and treatment plans;
c) Allow for the identification of emerging risks;
d) Identify any (new) activities that may influence established strategies to mitigate risks.
It is essential to monitor all activities and processes in order to capture any new or emerging risks arising from the changing environment, (both internal and external) and the activities undertaken by Council.

Monitoring and review guidelines and timeframes are captured in the Risk Reporting structure. See section 7.

Project risks

Due to the dynamic nature of most projects, a risk may change over the lifecycle of the project, triggering the need for reassessment. The monitor and scheduled review process allows for validation of risks to ensure that they remain relevant and adaptation of project plans as necessary. Any changes in risks throughout the project and after its completion should be recorded and used for future project planning.

Internal audit

The audit process plays an important role in evaluating the internal controls (and risk management processes) currently employed by Council. Our internal audit program is ‘risk based’ and provides assurance that we are managing our risks appropriately. In developing the Internal Audit Plan consideration is given to the extreme, high and moderate risks identified by the risk assessment process. Internal audits assess the adequacy of selected controls identified.

The internal audit process will measure risk by:

- Measuring compliance – has Council met its Policy objectives
- Measuring maturity – measuring against best practice and Council benchmarking
- Measuring value add – has the framework and risk culture added to the achievement of Council’s strategic objectives

Information is shared between the risk management and internal audit functions. Changes in our risk profile are reflected in our Internal Audit Plan. Similarly, control issues identified through internal audit will inform our Risk Management Framework. The internal audits are conducted to provide assurance that key risks have been identified and the controls in place are adequate.

7 Recording and reporting

7.1 General

The risk management process and its outcomes should be documented and reported, in order to:

- Communicate risk management activities and outcomes;
- Provide information for decision making;
- Continuous improvement;
- Assist interaction with stakeholders, including those with responsibility and accountability for risk management activities.

Records will be managed and retained in accordance with State Records General Disposal Schedule 20 for Local Government.
7.2 Risk register

The Risk Register enables Council to document, manage, monitor and review strategic, project and operational risk information in order to build a risk profile and provide direction on how to improve risk management processes. The Risk Register can be used to monitor whether, using the approach outlined in this framework, the risk management process for opportunities is resulting in an increasing trend towards potential for success and less risk with negative consequences.

Strategic Risks

Council will identify and record Strategic Risks on the central Risk Register. Strategic level risks are identified by the Senior Management Team and the Council, as part of an annual review at a minimum. Any risks identified at the Strategic level may be reflected in other corporate documents e.g. Strategic Plan, Annual Business Plan, Asset Management Plans and mitigated through action details in these documents, however these should be collated in the Risk Register for ease of monitoring and review.

Recording and reporting of Strategic level risks is the responsibility of the WHS Officer and Risk Specialist via the Senior Management Team and Audit Committee.

Operational Risks

Council will record and maintain Operational risks on the central Risk Register, which is reviewed at least annually by Group Managers. The Risk Register will incorporate departmental risks and proposed mitigation techniques, as determined by the evaluation process. Recording operational level risks in the register and reporting of implementation and effectiveness of controls is the responsibility of Group Managers, Managers and workers.

Project Risks

Project level risks can be identified by anyone at any time prior to, and during, specified projects and are recorded within the Risk Register. Project level risks must be identified during the Planning process, however can be added as and when necessary. Recording and reporting of Project level risks rest with the identified Project Owner.

7.3 Risk reporting

Purpose

Risk based Reports will draw data from the Risk Register and provide monitoring and profile information to Council, Audit Committee and the Management Team in order to:

a) Understand the risk exposure of the Council;
b) Identify risks that require increased attention and action;
c) Provide risk information to the Council; especially anything effecting the Strategic Management Plan;
d) Provide information to all workers at all levels to make risk informed decisions; and
e) Improve the Risk Management awareness and culture at Council

Content

Risk reporting will include:
a) All Council and Committee reports to include discussion of potential risks, based on completed risk assessment and treatments;

b) An annual review and update of the Risk Register by Group Managers (or as otherwise required, e.g. organisational structure change/ process change/ new project);

c) Quarterly review of Extreme/ High Operational Risks by Senior Management Team provided to the Audit Committee;

d) Annual review of Strategic Risks by the Senior Management Team;

e) All new and emerging Strategic Risks reviewed by Senior Management Team as required;

f) Any risks rated as HIGH or EXTREME after the consideration or implementation of treatment options are reported to Council’s Audit Committee; and.

g) Any actions that are overdue by management for HIGH and EXTREME risks.

8 Training

8.1 Workers

This Framework and supporting policies and tools will be made available to employees through the intranet and to contractors and volunteers via information packs. Council’s Training Needs Analysis (TNA) is a tool used to:

a) capture legislative training and/or licencing requirements, and

b) identify individual tasks within specific jobs and the core competencies required for the safe performance of those jobs.

Risk Management awareness training is captured on Council’s TNA, to ensure the effective implementation of this Framework.

Risk Management should be viewed as an umbrella that is overarching across all Council functions, not as a specialist skill that is owned by a designated risk management position and, as such, Council considers it to be a skill and necessity that workers need to perform their day to day activities. Risk Management awareness training will be provided by Council to relevant workers and will take into consideration the role of the worker within the Risk Management Framework and the level of past risk management experience and knowledge.

8.2 Audit Committee

Audit committee members should, at a minimum, have an understanding of their roles and responsibilities as outlined in Council’s Risk Management Policy and Framework, including the monitoring and review of risk management reports and outcomes from management and external auditors.

9. Review of Risk Management Framework

The review of Council’s Risk Management Framework and processes will be scheduled for completion within 3 years from endorsement.
## APPENDICES

### 9.1 Appendix A: Definitions

<table>
<thead>
<tr>
<th>Key Definitions</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>A process that provides a level of confidence that objectives will be achieved within an acceptable level of risk</td>
</tr>
<tr>
<td>Clinical risk</td>
<td>Risk of an adverse outcome resulting from clinical diagnosis, treatment or patient care.</td>
</tr>
<tr>
<td>Consequence</td>
<td>The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.</td>
</tr>
<tr>
<td>Controls</td>
<td>A measure that modifies risks and increases the likelihood that objectives and goals of an organisation will be achieved.</td>
</tr>
<tr>
<td>Enterprise Risk Management</td>
<td>ERM can be defined as the process affected by an organisation’s management and other personnel, applied in strategy setting and across the organisation, designed to identify potential events that may affect the entity, manage risk to be within its risk appetite, to provide reasonable assurance regarding the achievement of the organisation’s objectives.</td>
</tr>
<tr>
<td>Establishing the Context</td>
<td>Defining the external and internal parameters to be taken when managing risk</td>
</tr>
<tr>
<td>Event</td>
<td>Occurrence of a particular set of circumstances</td>
</tr>
<tr>
<td>Exposure</td>
<td>The risk exposure is a qualitative value of the sum of the consequence of an event multiplied by the likelihood of that event occurring</td>
</tr>
<tr>
<td>External Context</td>
<td>External environment in which the organisation seeks to achieve its objectives</td>
</tr>
<tr>
<td>Financial/Infrastructure Risk</td>
<td>Risk relating to the organisation’s financial sustainability or ability to provide or maintain services, structures and/or facilities</td>
</tr>
<tr>
<td>Frequency</td>
<td>A measure of the rate of occurrence of an event expressed as the number of occurrences of their event in a given time.</td>
</tr>
<tr>
<td>Inherent Risk</td>
<td>Risk at time of risk assessment without existing/current controls</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>An independent, objective assurance and consulting activity designed to add value and improve organisations operations. It helps organisation to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.</td>
</tr>
<tr>
<td>Internal Context</td>
<td>Internal environment in which the organisation seeks to achieve its objectives</td>
</tr>
<tr>
<td>IT (Information Technology) Risk</td>
<td>Risks relating to loss, exploitation or ineffectiveness of the organisations hardware, software or systems, (including data retention and security)</td>
</tr>
<tr>
<td>Legal and compliance risk</td>
<td>Risks relating to failure or inability to comply with legal or regulatory compliance</td>
</tr>
<tr>
<td>Likelihood</td>
<td>Chance of something happening</td>
</tr>
<tr>
<td>Monitor</td>
<td>To check, supervise, observe critically or record the progress of an activity, action or system on a regular basis in order to identify change.</td>
</tr>
<tr>
<td>Operational Risks</td>
<td>Risks associated with departmental functions and daily operations to deliver core services.</td>
</tr>
</tbody>
</table>
## Key Definitions

| **People Risks:** | Risk to the organisation caused by its people, (e.g. relating to culture or behaviour,) or the risk of harming people, (whether employees or not). |
| **Project Risks:** | Risks associated with Project Management that may affect milestones or deliverables connected to a specific project. |
| **Reasonable assurance:** | The concept that enterprise risk management, no matter how well designed and operated, cannot guarantee that an entity’s objectives will be met. This is because of inherent limitations in all Risk Management Frameworks. |
| **Residual Risk:** | Rating of the risk remaining after risk treatment or control has been applied. |
| **Risk Analysis:** | A systematic use of available information to determine how often specified events may occur and the magnitude of their consequences. |
| **Risk Appetite Statement:** | The statement articulates the organisation’s approach to risk and includes both risk appetite and risk tolerance. The risk appetite is broad pursuit of risk whereas risk tolerance is operational and more tactical. |
| **Risk Appetite:** | This is the amount of risk an organisation is prepared to accept or avoid. Broad-based description of the desired level of risk that an entity will take in pursuit of its mission. |
| **Risk Assessment:** | An overall process of risk identification, risk analysis and risk evaluation. |
| **Risk Culture:** | Risk culture refers to the behaviours that lead to how every person thinks about and manages risks. |
| **Risk Escalation Process:** | A risk management system whereby an increasingly higher level of authorisation is required to sanction the continued tolerance of increasingly higher levels of risk. Some organisations use the term risk elevation. |
| **Risk Evaluation:** | The process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria. |
| **Risk Management:** | Coordinated activities to direct and control an organisation with regard to risk. |
| **Risk Management Framework:** | Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation. |
| **Risk Maturity:** | Risk maturity of an organisation is the level of maturity an organisation has reached in its risk culture. A matured risk organisation is where the management are far more adept at identifying and mitigating the risks that could undermine their achievement of business goals. At the same time, they are effectively containing financial reporting and compliance risks and they focus on strategic risks and have integrated their various risk management activities. An organisation with low level of risk maturity are often fragmented and are not adept in identifying and managing their risks. |
| **Risk Owner:** | Staff member with the accountability and authority to manage a risk. |
| **Risk Profile Review:** | Formal process where the organisation’s risk profile is reviewed periodically and annually. |
| **Risk Rating:** | Risk priority based on consequence and likelihood assessments. |
| **Risk Register:** | Register of all identified risks, their consequences, likelihood, rating and treatments. It works well when it is a live document and the risks are reviewed on a periodic basis. |
## Key Definitions

<table>
<thead>
<tr>
<th><strong>Risk Tolerance:</strong></th>
<th>An organisation’s or stakeholder’s readiness to bear the risk after risk treatment/control has been applied in order to achieve its objectives. It also reflects the acceptable variation in outcomes related to specific performance measures linked to objectives the entity seeks to achieve.</th>
</tr>
</thead>
</table>
| **Risk Treatment:** | Risk treatment is a risk modification process - Usually the risk treatment means what are you going to do (modify) with the risk based on its residual risk rating, i.e.  
  • Avoid  
  • Reduce  
  • Transfer  
  • Accept  
  • Share |
| **Risk:** | An event or uncertainty that will stop an organisation to achieve its objectives |
| **Stakeholder:** | Person or organisation that can affect, be affected by, or perceive themselves to be affected by, a decision or activity |
| **Strategic risks:** | Risks associated with high level strategic goals that align to Council’s Strategic, Annual and Business Plans. Strategic risks may affect the achievement of Council’s corporate objectives-They are key issues for the management and impinge on the whole business rather than a business unit. These risks can be triggered from within the business or externally. In other words they may stop the organisation from achieving its strategic goals. |
## 9.2 Appendix B: Consequence Tables

### Qualitative Measures of Consequence (excluding Project Risks)

<table>
<thead>
<tr>
<th>RANK</th>
<th>People</th>
<th>Financial/Infrastructure</th>
<th>Service Delivery</th>
<th>Reputation</th>
<th>Environmental</th>
<th>Legal/Regulatory/Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insignificant</td>
<td>No or minor injuries not requiring first aid treatment, or near miss</td>
<td>Financial – low financial loss $&lt;100,000 impact on operating result</td>
<td>Insignificant interruption to a service – no impact to customers/business</td>
<td>Little community interest, low profile, no news items</td>
<td>Minor Instance of environmental damage. Can be reversed immediately</td>
<td>No noticeable statutory or regulatory impact</td>
</tr>
<tr>
<td>Minor</td>
<td>First aid treatment. Negligible impact on morale</td>
<td>Financial – medium financial loss $&gt;100,000 and $&lt;1,000,000 or 1% of rate revenue</td>
<td>Minor interruption to a service with minimal impact to customers/business</td>
<td>Low impact, some passing interest, low news profile</td>
<td>Minor impact to environment, e.g. on-site chemical release that can be immediately contained. Can be reversed in the short term</td>
<td>Minor/temporary non-compliance with statutory requirements</td>
</tr>
<tr>
<td>Moderate</td>
<td>Significant Injury requiring medical attention. Short Term effect on morale and business</td>
<td>Financial – high financial loss $&gt;1,000,000 and $&lt;2,500,000 or 2.5% of rate revenue</td>
<td>Moderate Interruption to service delivery. Customer impact up to 48 hrs. Partial BCP action may be needed</td>
<td>Moderate impact, moderate public interest, public embarrassment, moderate news profile</td>
<td>Moderate impact to environment. Localised damage or chemical release that has potential to spread but can be contained or reversed with intensive efforts or outside assistance.</td>
<td>Short-term non-compliance with moderate statutory requirements</td>
</tr>
<tr>
<td>Major</td>
<td>Extensive injuries - Serious Long Term Injury. Temporary disablement. Significant impact on morale and business</td>
<td>Financial – major financial loss $&gt;2,500,000 and $&lt;5,000,000 or 5% of rate revenue</td>
<td>Major interruption to service delivery or production capability, Customer impact &gt; 7 days. Component of BCP action may be needed.</td>
<td>Sustained public interest, high negative news profile, Premier/Cabinet publicly involved, third party action</td>
<td>Off-site chemical release, severe loss of environmental amenity or danger of continuing environmental damage.</td>
<td>Significant non-compliance with essential statutory requirements</td>
</tr>
<tr>
<td>Catastrophic</td>
<td>Death. Long term effect on morale and performance of business</td>
<td>Financial – huge/ catastrophic financial loss/exposure $&gt;5,000,000 or 5% of rate revenue</td>
<td>Major interruption to delivery of all or most services for more than 14 days. Full BCP action required.</td>
<td>Widespread public agitation, Government censure, high multiple impacts, widespread negative news profile</td>
<td>Toxic off-site chemical release with detrimental effect, major loss of environmental amenity or irrecoverable environmental damage.</td>
<td>Long term or indefinite non-compliance with essential statutory requirements and may result in criminal charges</td>
</tr>
</tbody>
</table>
## Consequence Table for Project Risks

<table>
<thead>
<tr>
<th>RANK</th>
<th>Cost</th>
<th>Schedule</th>
<th>Performance</th>
<th>Reputation</th>
<th>Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insignificant</td>
<td>&lt; 2.5% of remaining Project Budget</td>
<td>&lt; 2.5% of remaining Project Schedule</td>
<td>Would cause the delivered capability to be functionally fit for all desired missions or tasks, but there may be some qualification to the level to which it would perform non-critical elements of the mission or task. Few such qualifications would exist.</td>
<td>Little community interest, low profile, no news items</td>
<td>Minor injuries not requiring first aid treatment, or near miss</td>
</tr>
<tr>
<td>Minor</td>
<td>2.5-10% of remaining Project Budget</td>
<td>2.5-10% of remaining Project Schedule</td>
<td>Would cause the delivered capability to be functionally fit for all desired missions or tasks, but there would be some qualification to the level to which it would perform non-critical elements of the mission or task. Several such qualifications would exist.</td>
<td>Low impact, some passing interest, low news profile</td>
<td>Minor Medical attention. Negligible impact on morale</td>
</tr>
<tr>
<td>Moderate</td>
<td>10-14% of remaining Project Budget</td>
<td>10-14% of remaining Project Schedule</td>
<td>Would cause the delivered capability to be partly functionally fit for purpose (i.e. degraded ability to perform all desired missions or tasks; however, there are known workarounds). There would be some qualification to the level to which it would perform (e.g. due to issues of relationships, concurrency, etc.). Several such qualifications would exist.</td>
<td>Moderate impact, moderate public interest, public embarrassment, moderate news profile</td>
<td>Significant Injury requiring medical attention. Short Term effect on morale and business</td>
</tr>
<tr>
<td>Major</td>
<td>15-19% of remaining Project Budget</td>
<td>15-19% of remaining Project Schedule</td>
<td>Would cause the delivered capability to be only partly functionally fit for purpose (i.e. degraded ability to perform some core missions or essential tasks or unable to perform non-core missions or tasks, and there are no known workarounds).</td>
<td>Sustained public interest, high negative news profile, Premier/Cabinet publicly involved, third party action</td>
<td>Serious Long Term Injury. Temporary disablement. Significant impact on morale and business</td>
</tr>
<tr>
<td>Catastrophic</td>
<td>&gt;20% of remaining Project Budget</td>
<td>&gt;20% of remaining Project Schedule</td>
<td>Would cause the delivered capability to be functionally unfit for its intended purpose (i.e. unable to perform core missions or essential tasks).</td>
<td>Widespread public agitation, Government censure, high multiple impacts, widespread negative news profile</td>
<td>Would cause loss of life.</td>
</tr>
</tbody>
</table>
### 9.3 Appendix C: Likelihood Table

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Explanation – Operations</th>
<th>Explanation – Projects/ Business Case</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost Certain</td>
<td>It is expected to occur in most circumstances, immediately or within a short period – likely to occur most weeks or months.</td>
<td>Could be expected to occur more than once during the study or project delivery</td>
<td>Expected to occur in most circumstances</td>
</tr>
<tr>
<td>Likely</td>
<td>Will probably occur in most circumstances – several times a year.</td>
<td>Could easily be incurred and has generally occurred in similar studies or projects.</td>
<td>Probably will occur</td>
</tr>
<tr>
<td>Possible</td>
<td>Might occur at some time - within a one – two year period.</td>
<td>Incurred in a minority of similar studies or projects.</td>
<td>Moderate probability of an incident</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Could occur at some time - in a two - five year time frame.</td>
<td>Known to happen, but only rarely.</td>
<td>Low probability of an incident</td>
</tr>
<tr>
<td>Rare</td>
<td>May occur only in exceptional circumstances. Could be incurred in a 5-30 year timeframe.</td>
<td>Has not occurred in similar studies or projects. Conceivable but in extreme circumstances.</td>
<td>Extremely low probability. Will only occur in exceptional circumstances</td>
</tr>
</tbody>
</table>
## 9.4 Appendix D: Risk Matrix

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Insignificant</th>
<th>Minor</th>
<th>Moderate</th>
<th>Major</th>
<th>Catastrophic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost certain</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>Extreme</td>
<td>Extreme</td>
</tr>
<tr>
<td>Likely</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>Extreme</td>
</tr>
<tr>
<td>Possible</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Rare</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
</tr>
</tbody>
</table>
9.5 Appendix E: Risk tolerances

The tolerance level for each residual risk, and specific to Council and its objectives, is stated below:

<table>
<thead>
<tr>
<th>Residual Risk Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero</td>
<td>Willingness to accept no risk at all</td>
</tr>
<tr>
<td>Low</td>
<td>Willingness to accept very little risk</td>
</tr>
<tr>
<td>Moderate</td>
<td>Willingness to accept some reasonable risk</td>
</tr>
<tr>
<td>High</td>
<td>Willingness to accept a high level of risk</td>
</tr>
</tbody>
</table>
## 9.6 Appendix F: Control definitions

<table>
<thead>
<tr>
<th>RATING</th>
<th>Definition</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate</td>
<td>The control is designed in a manner that it can give reasonable assurance</td>
<td>This definition applies to the design of the control</td>
</tr>
<tr>
<td></td>
<td>that the risk will be mitigated. In other words existing systems and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>procedures cover known circumstances and provide reasonable assurance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>for majority of risks.</td>
<td></td>
</tr>
<tr>
<td>Inadequate</td>
<td>The design of the control is not sufficient enough to give reasonable</td>
<td>This definition applies to the design of the control</td>
</tr>
<tr>
<td></td>
<td>assurance that the risk will be mitigated. There may be no systems and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>procedures in place, or existing systems and procedures are obsolete and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>require review</td>
<td></td>
</tr>
<tr>
<td>Effective</td>
<td>The control operates in a manner that is effective in terms of being</td>
<td>This definition applies for the operating effectiveness of the control</td>
</tr>
<tr>
<td></td>
<td>consistent, complete, reliable and timely.</td>
<td></td>
</tr>
<tr>
<td>Ineffective</td>
<td>The control does not or partially operates in a manner that is not</td>
<td>This definition applies for the operating effectiveness of the control</td>
</tr>
<tr>
<td></td>
<td>effective in terms of being consistent, complete, reliable and timely.</td>
<td></td>
</tr>
</tbody>
</table>
1. **Purpose**

To review the Fraud, Corruption, Misconduct and Maladministration Prevention Policy.

2. **Recommendation**

That Council, having reviewed the Fraud, Corruption, Misconduct and Maladministration Prevention Policy, adopts the policy and publishes it on the Council website.

3. **Background**

The current Fraud and Corruption Prevention Policy is due for periodic review. The Local Government Association ("LGA") has updated the model policy and renamed it the Fraud, Corruption, Misconduct and Maladministration Prevention Policy. The new wording broadens the scope of the policy to include prevention and reporting in relation to misconduct and maladministration. The policy also reflects the reporting requirements of the *Public Interest Disclosure Act 2018*.

This policy aims to protect public funds and assets and the integrity, security and reputation of the Council. It outlines the Council's approach to preventing, minimising, identifying and controlling fraudulent/corrupt behaviour and summarises the associated responsibilities of Council and Council employees. It provides a clear statement to all employees through practices, policies and procedures that fraudulent conduct, misconduct and/or maladministration is not acceptable and will not be tolerated.

4. **Discussion**

It is not mandatory for a council to have a dedicated policy dealing with prevention and reporting of fraud, corruption, misconduct and maladministration, but the LGA recommends that it is good governance practice to adopt a policy.

5. **Policy Implications**

5.1 **Financial/Budget**

There is no financial impact arising from this policy review.

5.2 **Resources**

This review was guided by Model Policy documents published by the LGA.

5.3 **Legal and Risk Management**

The Local Government Act 1999 requires that councils have appropriate policies, practices and procedures in place to ensure compliance with statutory requirements and to achieve and maintain standards of good public administration.
6. **Report Consultation**

   Senior Management Team
   Audit Committee at the meetings held on 18 October and 15 November 2019

7. **Attachments**

   Fraud, Corruption, Misconduct and Maladministration Policy

8. **Report Authoriser**

   Michelle Hales
   Group Manager Governance and Community
<table>
<thead>
<tr>
<th>TITLE</th>
<th>FRAUD, CORRUPTION, MISCONDUCT AND MALADMINISTRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latest Review Changes</td>
<td>Replaces the Fraud and Corruption Policy</td>
</tr>
<tr>
<td>Previous Council Reviews</td>
<td>17.11.11</td>
</tr>
<tr>
<td></td>
<td>30.05.13</td>
</tr>
<tr>
<td></td>
<td>30.05.18</td>
</tr>
<tr>
<td>Previous Audit Committee Reviews</td>
<td>17.11.11</td>
</tr>
<tr>
<td></td>
<td>30.05.13</td>
</tr>
</tbody>
</table>

**Applicable Legislation:**
- Local Government Act 1999
- Independent Commissioner Against Corruption Act 2012
- Public Interest Disclosure Act 2018

**Related Policies (alphabetical list):**
- Employee Code of Conduct
- Public Interest Disclosure Policy (2019)

**Related Procedures:**
- Public Interest Disclosure Procedure (2019)

**Reference Documents:**
- LGA Model Policy – Fraud, Corruption, Misconduct and Maladministration Policy 2019
1. Introduction and Scope

1.1 The Municipal Council of Roxby Downs ("Council") is committed to acting in the best interest of the community and to upholding the principles of honesty, integrity and transparency.

1.2 The purpose of this Policy is to ensure that the Council

- properly fulfils its responsibilities under the *Independent Commissioner Against Corruption Act 2012 (ICAC Act)*;
- takes appropriate steps towards compliance with relevant legislation, policies and instruments;
- provides a clear statement to all employees through practices, policies and procedures that fraudulent conduct, misconduct and/or maladministration is not acceptable and will not be tolerated;
- protects Council assets, interests and reputation from the risks associated with fraudulent conduct, misconduct and/or maladministration;
- outlines the Council’s approach to the prevention, detection and response to Fraud, Corruption, Misconduct and Maladministration;
- fosters an ethical environment and culture which is conscious of, actively discourages, does not tolerate and appropriately deals with Fraud, Corruption, Misconduct and Maladministration;
- identifies the relevant responsibilities of employees, the Chief Executive, Senior Managers and Audit Committee;
- educates employees about their obligations to report conduct reasonably suspected of being Fraud, Corruption, Misconduct and/or Maladministration;
- evaluates practices, policies and procedures it has in place in order to further advance Council systems for preventing or minimising Fraud, Corruption, Misconduct and Maladministration; and
- develops a consistent approach to the management of relevant conduct across the organisation through the establishment and maintenance of effective systems and internal controls to guard against Fraud, Corruption, Misconduct and Maladministration.

1.3 Council has established a number of policies and procedures to assist with the prevention and control of Fraud, Corruption, Misconduct and Maladministration, and this Policy forms part of that suite of internal controls. The effectiveness of these procedures will be continuously reviewed and assessed and will remain up to date with any future developments in Fraud, Corruption, Maladministration and Misconduct prevention control techniques.

1.4 This Policy applies to all employees, contractors, consultants and volunteers of the Council. It is intended to complement and be implemented in conjunction with other relevant Council policies and procedures including:

- 1.4.1 Public Interest Disclosure Policy
- 1.4.2 Public Interest Disclosure Procedure
- 1.4.3 Risk Management Policy
- 1.4.4 Code of Conduct for Council Employees
- 1.4.5 Employee Code of Conduct
2. Definitions

For the purposes of this Policy the following definitions apply:

2.1 **Commissioner** means the person holding or acting in the office of the Independent Commissioner Against Corruption per section 4 of the [ICAC Act](#), who has the powers and functions described at section 7 of the [ICAC Act](#).

2.2 **Corruption** in public administration, as provided for in section 5(1) of the [ICAC Act](#), means conduct that constitutes:

2.2.1 an offence against Part 7 Division 4 (offences relating to public officers) of the [Criminal Law Consolidation Act 1935](#), which includes the following offences:

i) bribery or corruption of public officers;

ii) threats or reprisals against public officers;

iii) abuse of public office;

iv) demanding or requiring benefit on basis of public office;

v) offences relating to appointment to public office; or

2.2.2 an offence against the [Public Sector (Honesty and Accountability) Act 1995](#) or the [Public Corporations Act 1993](#), or an attempt to commit such an offence; or

2.2.3 an offence against the [Lobbyist Act 2015](#), or an attempt to commit such an offence; or

2.2.4 any other offence (including an offence against Part 5 (offences of dishonesty) of the [Criminal Law Consolidation Act 1935](#) committed by a public officer while acting in his or her capacity as a public officer or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or an attempt to commit such an offence; or

2.2.5 any of the following in relation to an offence referred to in a preceding paragraph:

i) aiding, abetting, counselling or procuring the commission of the offence;

ii) inducing, whether by threats or promises or otherwise, the commission of the offence;

iii) being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;

iv) conspiring with others to affect the commission of the offence.

2.3 **Council** means Municipal Council of Roxby Downs

2.4 **Directions and Guidelines** means the Directions and Guidelines issued by the Commissioner and as in force from time to time pursuant to section 20 of the [ICAC Act](#) and/or section 14 of the [Public Interest Disclosure Act 2018](#), which are available on the Commissioner’s website ([www.icac.sa.gov.au](http://www.icac.sa.gov.au)).

2.5 **Employee** refers to all the Council’s employees whether they are working in a full-time, part-time or casual capacity.

2.6 **False disclosure** is a disclosure of information relating to Fraud or Corruption, Maladministration or Misconduct that is made by a person who knows the information to be false.
2.7 **Fraud** includes an intentional dishonest act or omission done with the purpose of deceiving.

**Note:** There is no statutory or agreed common law definition of Fraud. Offences addressed under Part 5 and Part 6 of the *Criminal Law Consolidation Act 1935* are considered to constitute Fraud offences. An ordinary or lay meaning of Fraud is 'to obtain dishonestly that which the person is not entitled to'. Fraud is a broad label applicable to conduct / practices that involve knowingly dishonest or deceitful behaviour meant to obtain an unjust benefit. Dishonesty is the key element in fraudulent behaviour, as provided for under section 131 of the *Criminal Law Consolidation Act 1935*.

2.8 **ICAC Act** is the *Independent Commissioner Against Corruption Act 2012*.

2.9 **Maladministration in public administration** is defined in section 5(4) of the *ICAC Act* and means:

- i) conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources; or
- ii) conduct of a public officer involving substantial mismanagement in or in relation to the performance of official functions; and

2.9.2 includes conduct resulting from impropriety, incompetence or negligence; and

2.9.3 is to be assessed having regard to relevant statutory provisions and administrative instructions and directions.

2.10 **Misconduct in public administration** is defined in section 5(3) of the *ICAC Act* and means:

- 2.10.1 contravention of a code of conduct by a public officer while acting in his or her capacity as a public officer that constitutes a ground for disciplinary action against the officer; or
- 2.10.2 other misconduct of a public officer while acting in his or her capacity as a public officer.

2.11 **Office for Public Integrity (OPI)** is the office established under the *ICAC Act* that has the function to:

- 2.11.1 receive and assess complaints about public administration from members of the public;
- 2.11.2 receive and assess reports about corruption, misconduct and maladministration in public administration from inquiry agencies (including the Ombudsman), public authorities (including the Council) and public officers;
- 2.11.3 refer complaints and reports to inquiry agencies, public authorities and public officers in circumstances approved by the Commissioner or make recommendations as to whether and by whom complaints and reports should be investigated;
- 2.11.4 give directions or guidance to public authorities in circumstances approved by the Commissioner;
- 2.11.5 perform other functions assigned to the Office by the Commissioner.
2.12 **PID Act** means the *Public Interest Disclosure Act 2018*.

2.13 **Public administration** is defined at section 4 of the *ICAC Act* and, without limiting the acts that may comprise public administration, an administrative act within the meaning of the *Ombudsman Act 1972* will be taken to be carried out in the course of public administration. For the purposes of this Policy, references to Corruption, Misconduct and Maladministration are taken to mean references to such conduct in public administration.

2.14 **Public Officer** has the meaning given by section 4 and Schedule 1 of the *ICAC Act*, and includes:
- a council member; and
- an employee or officer of the Council;

2.15 **Publish** is defined in section 4 of the *ICAC Act*, and means publish by:

2.15.1 newspaper, radio or television;

2.15.2 internet or other electronic means of creating and sharing content with the public or participating social networking with the public; or

2.15.3 any similar means of communication with the public.

2.16 **Relevant Authority** for the purposes of the PID Act means the person or entity that receives an appropriate disclosure of public interest information in accordance with the PID Act.

2.17 **Responsible Officer** is a person who has completed any training courses approved by the Commissioner for the purposes of the *Public Interest Disclosure Regulations 2019* and has been designated by the Council as a responsible officer under section 12 of the *PID Act*.

2.18 For the purposes of the *ICAC Act*, misconduct or maladministration in public administration will be taken to be **serious or systemic** if the misconduct or maladministration —

2.18.1 is of such a significant nature that it would undermine public confidence in the relevant public authority, or in public administration generally; and

2.18.2 has significant implications for the relevant public authority or for public administration generally (rather than just for the individual public officer concerned).

*Note: further information about serious or systemic misconduct or maladministration is available at the ICAC website: [https://icac.sa.gov.au/glossary](https://icac.sa.gov.au/glossary)*

### 3. Prevention

3.1 The Council recognises that the occurrence of Fraud, Corruption, Misconduct and Maladministration will be more likely to prevail in an administrative environment where opportunities exist for waste and abuse.

3.2 The Council also recognises that the most effective way to prevent the occurrence of Fraud, Corruption, Misconduct and Maladministration is to instil and continually reinforce a culture across the Council of acting lawfully, ethically and in a socially responsible manner, and to support this culture with the implementation of appropriate internal control mechanisms.

3.3 The Council expects employees and council members will assist in facilitating a sound ethical culture and preventing Fraud, Corruption, Misconduct and Maladministration by:
3.3.1 understanding the responsibilities of their positions;

3.3.2 familiarising themselves with Council policies and procedures and adhering to them;

3.3.3 understanding what behaviour constitutes Fraudulent or Corrupt conduct, Misconduct and/or Maladministration;

3.3.4 maintaining an awareness of the strategies that have been implemented by Council to minimise Fraud, Corruption, Misconduct and Maladministration;

3.3.5 being continuously vigilant to the potential for Fraud, Corruption, Misconduct and Maladministration to occur in the Council environment; and

3.3.6 reporting suspected or actual occurrences of Fraud, Corruption, Misconduct and Maladministration in accordance with Part 6 and 7 of this Policy.

4. Roles and responsibilities

4.1 The table in Appendix 1 to this Policy outlines the roles and responsibilities of key individuals and groups with respect to Fraud, Corruption, Misconduct and Maladministration prevention within Council.

5. Educating for Awareness

5.1 The Council recognises that the success and credibility of this Policy will largely depend upon how effectively it is communicated throughout the organisation and beyond. This will be achieved through:

5.1.1 Ongoing staff education/training on maladministration and fraud awareness

5.1.2 An annual Senior Management Team workshop on fraud, corruption, misconduct and maladministration prevention

5.2 The Council will, therefore, from time to time take proactive steps towards ensuring that the wider community is aware of the Council’s zero-tolerance stance towards Fraud, Corruption, Misconduct and Maladministration, including by:

5.2.1 promoting the Council’s initiatives and policies regarding the control and prevention of Fraud, Corruption, Misconduct and Maladministration on the Council website and at Council offices;

5.2.2 referring to the Council’s Fraud, Corruption, Misconduct and Maladministration initiatives in the Council’s Annual Report; and

5.2.3 facilitating public access to all of the documents that constitute the Council’s Fraud, Corruption, Misconduct and Maladministration framework, including those documents identified at clause 1.4 of this Policy.

6. Reporting Corruption, or Systemic or Serious Misconduct and Maladministration

6.1 Any Public Officer who has or acquires knowledge of actual or suspected Corruption, or Systematic or Serious Misconduct or Maladministration in the Council or in other public administration must report this information to the OPI as soon as practicable.
6.2 All reasonable suspicions of Corruption or Systematic or Serious Misconduct or Maladministration must be reported the OPI in accordance with the Commissioner’s reporting requirements as identified in the Commissioner's Directions and Guidelines.

6.2.1 A report to the OPI must be made using the online report form available at: https://icac.sa.gov.au/opi

**Note:** Particulars of what a report should include are available in the ICAC Directions and Guidelines.

6.3 When reporting actual or suspected Corruption, or Systematic or Serious Misconduct or Maladministration, in the Council or in other public administration, to the OPI under the ICAC Act, any requirements of other documents that form part of the Council's Fraud, Corruption, Misconduct and Maladministration framework (including those documents identified at clause 1.4 of this Policy) should also, to the extent possible, be adhered to.

6.4 Nothing in this section is intended to prevent a Public Officer from reporting suspected Corruption or Systematic or Serious Misconduct or Maladministration in the Council or in other public administration to a Relevant Authority, like a Council’s Responsible Officer, for the purposes of the PID Act. Such a disclosure may be protected under the PID Act and, if made to the Council’s Responsible Officer, will be managed in accordance with the Council’s Public Interest Disclosure Policy and Procedure (refer Appendix 2 for the flowchart for notifications relating to the PID Act).

6.5 Public Officers are encouraged to have regard to the Council’s Public Interest Disclosure Procedure when determining where to direct a disclosure.

6.6 Further information about reporting requirements is available at the ICAC website: https://icac.sa.gov.au/

7. Reporting Fraud, Misconduct or Maladministration

7.1 Where an employee, contractor or volunteer has or acquires knowledge of actual or suspected Fraud or other similar conduct that does not constitute Corruption or Systematic or Serious Misconduct or Maladministration (and is therefore not required to be reported to OPI), that knowledge should be reported to the Council's Responsible Officer. Such a disclosure may be protected under the PID Act and will be managed in accordance with the Council's Public Interest Disclosure Policy and Procedure. The flowchart for notifications relating to the PID Act is outlined in Appendix 2.

8. Confidentiality and Publication Prohibitions

8.1 A person who receives information knowing that the information is connected with a matter that forms or is the subject of a complaint, report, assessment, investigation, referral or evaluation under the ICAC Act must not disclose that information, other than in the limited circumstances set out in section 54(3) of the ICAC Act.

8.2 A person must not, other than as authorised by the Commissioner or a court, publish or cause to be published any of the following:

8.2.1 information tending to suggest that a particular person is, has been, may be, or may have been, the subject of a complaint, report, assessment, investigation or referral under the ICAC Act;
8.2.2 information that might enable a person who has made a complaint or report under the ICAC Act to be identified or located;

8.2.3 the fact that a person has made or may be about to make a complaint or report under the ICAC Act;

8.2.4 information that might enable a person who has given or may be about to give information or other evidence under the ICAC Act to be identified or located;

8.2.5 the fact that a person has given or may be about to give information or other evidence under this Act; or

8.2.6 any other information or evidence which the Commissioner has prohibited from publication.

8.3 A failure to comply with the requirements in this part can constitute an offence. A Council employee who fails to comply with these requirements may also face disciplinary action which may include dismissal from employment.

8.4 In addition to the requirements in this part employees should also be mindful of the confidentiality provisions in the Council's Public Interest Disclosure Policy.

9. Action by the Chief Executive (“CE”)

9.1 Unless otherwise directed by OPI or SAPOL, the CE will investigate how the alleged Corruption, Fraud, Misconduct or Maladministration occurred to determine the cause for the breakdown in controls and identify if any recommendations as to changes in policies, procedures or internal controls should be made to the Council. The investigation should:

9.1.1 occur as soon as practicable after the alleged incident; and

9.1.2 not impose on or detract from any investigation being undertaken by the OPI or SAPOL;

9.1.3 have regard to any recommendations in any report received from the Commissioner or SAPOL on the incident.

9.2 The CE will, in conducting the investigation and deciding whether and how to report on the investigation to Council, have regard to the provisions of the Public Interest Disclosure Policy, and any confidentiality requirements under the PID Act and/or ICAC Act.

9.3 Action taken by the CE following an investigation into alleged Corruption, Fraud, Misconduct or Maladministration may include disciplinary action against any employee involved in the incident.

10. False Disclosure

10.1 A person who knowingly makes a false disclosure or a false or misleading statement in a complaint or report will be guilty of an offence under the ICAC Act and the PID Act.

10.2 A Council employee who makes a false disclosure may also face disciplinary action which may include dismissal from employment.

11. Availability of the Policy

11.1 This Policy will be available for inspection at the Council’s offices during ordinary business hours and via the Council’s website www.roxbydowns.sa.gov.au

12. Review

12.1 The Council will review and update this Policy every 12 months as part of its policy review process.
Appendix 1 —
Responsibilities and accountability for Fraud, Corruption, Misconduct and Maladministration prevention actions

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Chief Executive</th>
<th>Senior Managers</th>
<th>Employees</th>
<th>Audit Committee</th>
<th>Contractors Consultants Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance and ethics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Comply with this policy and any related legislation, policy, protocol or procedure.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>2 At all times in the performance of duties or in association with their role with Council, act in an ethical manner.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3 Promote a culture and environment in which Fraud, Corruption, Misconduct and Maladministration is discouraged and not tolerated</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>4 Remain scrupulous in the use of Council information, assets, funds, property, goods or services</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Awareness and training</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1 Promote community awareness of the Council’s commitment to the prevention of Fraud, Corruption, Misconduct and Maladministration.</td>
<td>✓</td>
<td>✓</td>
<td>✓ (as appropriate)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Senior Managers to ensure all employees under their supervision have been educated regarding Fraud, Corruption, Maladministration and Misconduct.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Undertake awareness training or education regarding Fraud, Corruption, Maladministration and Misconduct.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓ (as appropriate)</td>
</tr>
<tr>
<td>4 Develop and deliver training to employees and other public officers to promote ethical conduct and an ethical culture.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Act in an ethical manner at all times in the performance of duties, and comply with ethical obligations in accordance with any relevant code or policy regarding conduct and behaviour</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>6 Adopt and models constructive behaviours and approaches to work which promote ethical behaviours in Council employees</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Chief Executive</td>
<td>Senior Managers</td>
<td>Employees</td>
<td>Audit Committee</td>
<td>Contractors/Consultants/ Volunteers</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>Fraud prevention</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Provide adequate security, including the provision of secure facilities for storage of assets, to assist in the prevention of Fraud, Corruption, Misconduct and Maladministration</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Develop procedures to deter fraudulent or corrupt activity from occurring</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Where relevant, comply with the <em>Public Interest Disclosure Act 2019</em></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>4</td>
<td>Ensure appropriate internal controls are in place and operating effectively to minimise the risks of incidents</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Ensure effective screening (e.g. criminal history) of employees, prospective employees, volunteers (as relevant) and contractors is undertaken, including by use of appropriate and effective contractual arrangements</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Ensure all powers and authorities are appropriately delegated in order to minimise the risk of Fraud, Corruption, Misconduct or Maladministration</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Detection and investigation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Ensure that where appropriate, proper investigations are conducted into allegations of Fraud, Corruption, Misconduct or Maladministration.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Facilitate cooperation with any investigations undertaken by an external authority</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Undertakes risk assessments on a regular basis</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Provides mechanisms for receiving allegations of Fraud, Corruption, Misconduct and Maladministration</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Investigates matters of Fraud, Corruption, Misconduct and Maladministration</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Responsibility                                                                 | Chief Executive | Senior Managers | Employees | Audit Committee | Contractors
|                                                                              |                  |                |           |                | Consultants
|                                                                              | ✓                | ✓              | ✓         | ✓               | ✓ Volunteers
6  Cooperate as required with any investigations undertaken whether internally or by an external authority |

<table>
<thead>
<tr>
<th>Monitoring and reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Report all instances of conduct known or reasonably suspected to be Fraud, Corruption, Maladministration or Misconduct in accordance with Council's policies</td>
</tr>
<tr>
<td>2  Develop mechanisms for receiving allegations of Fraud, Corruption, Misconduct or Maladministration including appointing a responsible officer</td>
</tr>
<tr>
<td>3  Work jointly with other areas of Council to co-ordinate activities relating to the control, prevention, detection and management of Fraud, Corruption, Misconduct or Maladministration</td>
</tr>
<tr>
<td>4  Review the effectiveness of the implemented policies that ensure risks are identified and that controls implemented by management are adequate</td>
</tr>
</tbody>
</table>
Appendix 2 — Flow Chart – Notification Process – Public Interest Disclosure Act

- Disclosure by a public officer about public administration information - can be made to the person responsible for the supervision of the public officer that the information relates to, or the Responsible Officer.
- Disclosure by a member of the public about environmental/health information to do with a location in the council area - can be made to any member, officer or employee of that council, to then be passed on to the Responsible Officer to assess.
- Acknowledge receipt within 2 days - see Part 8 of Procedure.

- Undertaken by the Responsible Officer, or (for public administration disclosures only) by the public officer's supervisor, to determine:
  - if an imminent risk of serious harm exists;
  - whether there is a need to refer to OPI;
  - whether other action is required, and if so, what

- Preliminary Assessment action:
  - For example - report risk of imminent harm to SA Police or another appropriate agency, make report to OPI, etc.
  - See Part 8 of Procedure

- Notify Informant - preliminary assessment
  - Must be done within 30 days of the disclosure being made (s7(1)(b)) - see Part 9 of Procedure
  - Include details of the action that has been, or will be, taken
  - Alternatively, if no action will be taken, advise why

- Notify OPI about disclosure
  - As soon as reasonably practicable
  - Use the online notification form at icac.sa.gov.au
  - Must include the details specified in Guideline One - see Part 9 of Procedure

- Take action
  - May include undertaking investigations, or referring to another relevant authority - see Part 10 of Procedure

- Notify Informant - outcome of action
  - Must be done within either 90 days of the disclosure being made, or such longer period as specified by written notice given within that 90 day period (s7(3)(a)) - see Part 11 of Procedure
  - Include details of the outcome of the action taken

- Notify OPI - outcome of action
  - Use the online notification form at icac.sa.gov.au
  - Must include the details specified in Guideline Two - see Part 11.6 of Procedure

- If applicable, notify Minister - outcome of action
  - Only applicable if the initial disclosure came from/via a Minister (s7(5)(b)(iii)) - see Part 11 of Procedure
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date  
27 November 2019

Title of Report  
Policy Review – Public Consultation Policy

1. Purpose
   
To review the Public Consultation Policy.

2. Recommendation
   
That Council, having reviewed the Public Consultation Policy, adopts the policy and publishes it on the Council website.

3. Background
   
The Local Government Act 1999 (section 50) stipulates that a council must prepare and adopt a public consultation policy. The objective of the Public Consultation Policy is to engage citizens, community groups, organisations and businesses in Council's planning and decision making processes.

A council may, from time to time, alter its public consultation policy or substitute a new policy, however, prior to adopting the policy the council must put the policy out for public consultation.

A council is not required to comply with this requirement if the alteration is of only minor significance that would attract little or no community interest.

4. Discussion
   
The Public Consultation Policy was substantially amended when last reviewed in 2017 to reflect changes to section 50 of the Local Government Act 1999 by the Local Government (Accountability and Governance) Amendment Act 2015. The Local Government Association Model policy was used as the basis for the 2017 review which included consultation with key stakeholders.

There are no material changes to the existing policy. The only amendment is the change of name from Roxby Council to the Municipal Council of Roxby Downs. For this reason the process of public consultation on this policy has not been undertaken.

5. Policy Implications
   
5.1 Financial/Budget

There is no financial impact arising from this policy review

5.2 Resources

This review was guided by Model Policy documents published by the LGA.

5.3 Legal and Risk Management

The Local Government Act 1999 requires that councils have appropriate policies, practices and procedures in place to ensure compliance with statutory requirements and to achieve and maintain standards of good public administration.

6. Report Consultation

Juliette Demaine - Communications and Engagement Officer
7. **Attachments**

Public Consultation Policy

8. **Report Authoriser**

Michelle Hales  
Group Manager Governance and Community
<table>
<thead>
<tr>
<th><strong>TITLE</strong></th>
<th><strong>POLICY -</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Latest Review Changes</td>
<td>Council name changed to Municipal Council of Roxby Downs</td>
</tr>
<tr>
<td>Previous Council Reviews</td>
<td>15.10.17</td>
</tr>
<tr>
<td>Previous Audit Committee Reviews</td>
<td></td>
</tr>
</tbody>
</table>

**Applicable Legislation:**

Local Government Act 1999

**Related Policies (alphabetical list):**

- |

**Related Procedures:**

- Public consultation Procedure

**Reference Documents:**

- LGA Public Consultation Model Policy
Introduction

The Municipal Council of Roxby Downs ("the Council") is committed to open, accountable and responsive decision making, which is informed by effective communication and consultation between the council and the community.

In carrying out its consultation process, the Council applies the following principles:

- members of the community have a right to be informed about issues affecting their area and their lives and to influence council’s decisions about these
- community interest will vary depending on the issue and the number of people affected, and council’s level of consultation will reflect this
- community involvement in Council decision making should result in greater confidence in the Council and responsive decision making
- council decision making will be open, transparent and accountable.

Policy Objective

The purpose of this policy is to engage citizens, community groups, organisations and businesses in the council’s problem solving, planning and decision making at both council and staff levels. Public consultation processes aim to:

- inform citizens, groups and organisations about specific decisions likely to affect them
- ensure all views are considered in planning and decision making
- create joint visions that speak to multiple interests and concerns
- initiate action to resolve issues and problems
- seek out and facilitate the involvement of those potentially affected
- provide participants with the information they need to participate in a meaningful way
- increase public confidence in local government and its management of local resources

Scope

This policy applies to the Administrator, council employees, contractors, agents and consultants acting on behalf of Council.

The Chief Executive is responsible for the implementation of the Public Consultation Policy, establishing the consultation level, reporting outcomes of the consultations to the Council, reviewing the value of the policy, and determining elements within that process where Council has delegated responsibility.
Policy Statement

The preparation and adoption of this policy fulfils the council’s obligations under section 50(1) of the Local Government Act 1999. Section 50 provides that:

- Council must set out the steps that it will follow in cases where the Local Government Act requires consultation on a matter, and
- Council may set out the steps that it will follow in other cases involving the council’s decision-making.

In addition, under the Local Government Act, Council has the following obligations where it is required by law to follow its public consultation policy.

- Council must provide interested persons with a reasonable opportunity to make submissions regarding relevant matters
- Council must publish a notice in a newspaper circulating in the area and on the council’s website, describing the matter under consideration and invite interested persons to make submissions within a period (which must be at least 21 days) stated in the notice
- Council must consider any submission received from the public during the prescribed consultation period.

Council may, from time to time, alter this policy or substitute a new policy. In the instance that any significant changes are being proposed to the public, the council must submit the proposal to a public consultation process.

Other sections of the Local Government Act also refer to consultation requirements, and in some instances set out what a Council must do. See Specified consultation requirements below.

Where there are legislative requirements for consultation under other legislation applicable to the council, such as the Development Act 1993, these specific processes take precedence over this policy, should there be any inconsistency.

Policy Principles

- Consultation should commence early and be part of the assessment process rather than being a one off event
- History of previous consultation programs should be taken into account
- The consultation program should be interesting, equitable, inclusive and adequately resourced
- Diverse consultation methods should be used to maximise opportunity for participation
- The purpose, expected outcomes and decision making process should be clearly communicated to all parties participating either personally or through broader communication channels
Specified consultation requirements

Under the Local Government Act, Council is required to undertake particular types or levels of consultation (as a minimum) in relation to the following:

- Determining the manner, places and times of its principal office (section 45)
- Adopting or varying a public consultation policy (section 50)
- Altering the Code of Practice relating to the principles, policies and procedures that Council will apply to enable public access to Council and Committee Meetings, their minutes and release of documents (section 92)
- Adopting Strategic Management Plans (section 122)
- Adopting annual business plans and budgets (section 123)
- Excluding land from classification as community land (section 193)
- Revoking the classification as community land (section 194)
- Adopting, amending or revoking a management plan for community land (section 197)
- Amending or revoking a management plan for community land (section 198)
- Alienating of community land where the management plan does not allow it (section 202)
- Alienating roads (section 223)
- Planting vegetation where it will have a significant impact on residents, the proprietors or nearby residents (section 232)
- Proposing to remove trees and road construction projects
- Carrying out representation reviews (section 12(5))
- Considering a change of status of Council or name change (section 13)
- Carrying out commercial activities - Prudential Arrangements (section 48)
- Making Bylaws (section 249)
- Making Orders (section 259)

For details of the specific requirements under these sections, refer to the specified sections of the Local Government Act.
Other consultation and engagement methods may include:

- Letters to residents and other stakeholders
- Other direct mail publications or letterbox drops, as appropriate
- Advertising in media outlets as deemed appropriate
- Media releases to appropriate media outlets and community groups
- Community Board and forum meetings
- Direct consultation with stakeholder groups
- Active and passive use of Council's website and social media
- Customer Surveys
- Fixed displays, e.g. community notice boards
- Information sessions

Where possible consultation methods will be tailored to maximise opportunities for community input (e.g. taking into account shift/night workers and those on the mining rosters).

**Policy reviews**

This policy is reviewed every two years or as required.

**Further information**

This policy will be available for inspection at the Council offices listed below during ordinary business hours and available to be downloaded, free of charge, from the council’s website:

www.roxbydowns.sa.gov.au
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date 27 November 2019
Title of Report Sponsorships and Donations Policy

1. Purpose

To adopt a new Sponsorships and Donations Policy.

2. Recommendation

That Council adopts the Sponsorships and Donations Policy and publishes it on the Council’s website.

3. Background

Due to increasing interest by local contracting firms, local businesses and individuals to contribute to Council’s community projects and initiatives it is essential to introduce a policy that creates a framework for the acceptance or non-acceptance of sponsorship and donations. Examples where this policy applies include: donated labour, food, equipment, objects, materials and/or cash.

Council may also be approached from time to time to provide sponsorship or donations. The proposed policy covers the donations that Council will consider making to third parties. These organisations might include charities, community organisations, or extraordinary crisis support providers. Examples include: waived fees for venue hire or cinema tickets.

Operating grants to community organisations do not fall within the scope of this policy.

It is currently not Council policy to sponsor events in cash but in kind support may be provided.

4. Discussion

The proposed policy outlines the types of donations and sponsorships which are welcome as well as the rationale for not accepting some sponsorship and donations. The policy also outlines the difference between sponsorship and donations and the different expectations of donors and sponsors.

To be transparent, staff will record sponsorship and donations that have been accepted in a public register which will be updated every six months and published on the Council website.

Council appreciates and values the contributions of local contractors and businesses to projects that benefit the community. Examples where this is likely to occur include infrastructure related projects like Rotary Park, Hermit Street and Lions Park Playgrounds, the Community Garden, proposed Multipurpose Pump Track and the Community Youth Centre. Community Programs that will benefit include the Breakfast Club, community events and youth related events and activities.

5. Policy Implications

5.1 Financial/Budget

The value of donated goods, labour and materials will be recorded in the register of accepted donations and sponsorship.
5.2 **Resources**

Research was undertaken of other Council policies to identify best practice.

5.3 **Legal and Risk Management**

The Local Government Act 1999 requires that councils have appropriate policies, practices and procedures in place to achieve and maintain standards of good public administration. The public disclosure of donations and sponsorships through a publicly available register contributes to transparency and accountability aims of good public administration.

6. **Report Consultation**

In preparing this report, the following Council officers were consulted:

- Senior Management Team

The following external parties were consulted:

- Audit Committee at the meeting held on 15 November 2019

7. **Attachments**

Sponsorships and Donations policy

8. **Report Authorisers**

Michelle Hales
Group Manager Governance and Community
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Applicable Legislation:

Related Policies (alphabetical list):

Related Procedures:

Reference Documents:
1 PURPOSE

The Sponsorship and Donations Policy provides a framework for the acceptance or provision of donations.

2 SCOPE

This Policy applies to donations or sponsorships provided to Council by the corporate sector or private individuals in support of a Council activity. The Policy also applies to donations provided by Council to a community organisation to support a community initiative.

The policy does not cover sponsorships made to third parties as this is not current Council practice.

The Policy does not include gifts and benefits to individual Council staff which is covered separately in the Gifts and Benefits Policy.

3 INTERPRETATION

3.1 Donation is a provision of cash or items of value with no return benefits expected. An individual or an organisation may make a donation. A donation assumes a philanthropic motivation. Donors may request a modest acknowledgement or that the provision be used for a particular purpose.

3.2 Sponsorship is a commercial arrangement in which a sponsor provides a contribution in money or kind support to an activity in return for specified benefits. Sponsorship is not philanthropic. A Sponsor expects to receive a reciprocal benefit beyond a modest acknowledgement which may include acknowledgement via a logo on signage, banners and on brochures.

4 DONATIONS

4.1 Acceptable donations to Council

An acceptable donation is one that Council deems to represent an appropriate sum of money or in-kind items/goods/services for a project or activity that falls within the scope of Council services.

It is important that Council considers the reasons for the donation and assess this accordingly. When considering whether to accept a donation Council will respect the wishes of the donor as far as possible.

When considering whether to accept a donation, Council should consider the best interest of the public, public accountability, public perceptions and the potential risks as well as the potential benefits.

Examples of acceptable Donations to Council may include, but not limited to:

- Financial or in-kind (e.g. labour, materials) donation towards public facilities on public land
- Library books which meet accepted public library standards for content and condition
- Food for community events
- Documents, photographs, memorabilia, artefacts, diaries and records of historical and/or cultural significance
- Artworks created by local artists for display in public places or which record events
4.2 Unacceptable donations to Council

Examples of unacceptable donations may include but not limited to:
- Objects deemed to be offensive or inappropriate for other reasons
- Financial donations that may infer excessive restrictions or exclusivity of use or benefit to only the donor or another individual or group

4.3 Acceptable donations by Council to third parties

There are some situations where it is appropriate for Council to make a donation. This might include charities, community organisations, events or extraordinary crisis support.

Examples include:
- Cinema tickets for community groups to use for fundraising or awards
- Covering the cost of insurance for a community event

4.4 Unacceptable donations to third parties

Examples include:
- Political groups or groups that are in conflict with Council’s Strategic direction and plans

5 SPONSORSHIPS

5.1 Acceptable sponsorships to Council

- Cash or in-kind support for youth and community service related activities and events
- Cash or in-kind support for the development of community assets

5.2 Unacceptable sponsorships to Council

Council will not accept sponsorship from companies that are:
- currently tendering for work at the Council
- Involved in the manufacture, distribution and wholesaling of tobacco and tobacco related products
- Involved in the manufacture, distribution and wholesaling of alcoholic products where such sponsorship would be related to services or activities for youth
- Involved in the gambling industry

6. RESTRICTIONS AND CONSIDERATIONS

6.1 Where sponsorship or donation involves receipt of a product that product should be evaluated for its fitness for purpose

6.2 The sponsorship or donation must not conflict or be seen to conflict with objectives and policies of the Council

6.3 Funds received from donations and sponsorship must be used for the purpose requested by the sponsor/donor and not be directed to general revenue

6.4 Where there is any doubt regarding what is appropriate in the policy the matter is to be delegated to the Administrator or Chief Executive for clarification.
7 RECORDS MANAGEMENT

A register of donations and sponsorships received and provided (both in kind and in cash) will be maintained and published on Council’s website every 6 months.

8 POLICY REVIEW

This policy will be reviewed every three years.

9 AVAILABILITY OF THE POLICY

This policy will be available for inspection at the Council Office located at 6 Richardson Place, Roxby Downs during ordinary business hours and at the Council’s website www.roxbydowns.sa.gov.au. Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council’s Schedule of Fees and Charges.
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date 27 November 2019
Title of Report Employee Code of Conduct

1. Purpose
To adopt a new Employee Code of Conduct.

2. Recommendation
That Council adopts the Employee Code of Conduct and publishes it on the Council website.

3. Background
On 2 April 2018 the Local Government (General) Variation Regulations 2013 was amended by the Local Government (General) (Employee Code of Conduct) Variation Regulations 2018. This amendment replaced the previous Code of Conduct for Local Government Employees which was gazetted on 20 February 2014. Due to its sector wide coverage, Council adopted both the 2014 and 2018 versions as the primary Codes of Conduct for staff.

Clauses in the 2014 Code that previously dealt employee general behaviour were removed in the 2018 Code with the intent that these matters be addressed under the principles of employment law and managed through each council’s disciplinary processes. The amended 2018 Code now deals solely and exclusively with gifts and benefits.

4. Discussion
Following feedback received from a number of councils, the Local Government Association (LGA) developed a Model Employee Conduct Policy. This is an optional document Council may or may not choose to adopt.

There is a need to have a Code of Conduct that clarifies the standards of behaviour expected of council employees in the performance of their duties and in carrying out their functions as public officials. This supplementary Employee Code of Conduct will operate in addition to the legislated Code of Conduct for Local Government Employees.

The proposed Employee Code of Conduct for the Municipal Council of Roxby Downs is based on the Model LGA Employee Conduct Policy but goes further to include matters such as employment outside council, corporate image and personal use of mobile phones.

5. Policy Implications
5.1 Financial/Budget
There is no financial impact arising from the application of this Employee Code of Conduct.

5.2 Resources
This review was guided by Model Policy documents published by the LGA.

5.3 Legal and Risk Management
The Local Government Act 1999 requires that councils have appropriate policies, practices and procedures in place to ensure compliance with statutory requirements and to achieve and maintain standards of good public administration.
6. **Report Consultation**

   Senior Management Team  
   Workplace Bargaining Committee  
   General staff

7. **Attachment**

   Employee Code of Conduct

8. **Report Authoriser**

   Michelle Hales  
   Group Manager Governance and Community
**CODE OF CONDUCT**

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**Applicable Legislation:**
- Local Government Act 1999;
- Independent Commissioner Against Corruption Act 2012
- Local Government (General) (Employee Code of Conduct) Variation Regulations 2018

**Related Policies (alphabetical list):**
- Privacy Policy
- Children and Vulnerable Persons Safe Environment Policy
- Gifts & Benefits Policy
- Complaints policy
- Equal Opportunity, Discrimination, Harassment and Workplace Bullying Policy
- Performance Management Policy

**Related Procedures:**

**Reference Documents:**
- The Local Government (General) (Employee Code of Conduct) Variation Regulations 2018
- LGA’s Model Employee Conduct Policy (May 2019)
1. PURPOSE

A Code of Conduct for Council Employees forms part of Schedule 2A of the Local Government (General) Regulations 2013, and amended by the Local Government (General) (Employee Code of Conduct) Variation Regulations 2018. This supplementary Employee Code of Conduct operates in addition to these provisions and outlines the standards of behaviour expected of employees of the Municipal Council of Roxby Downs (“Council”) during the performance of their duties and in carrying out their functions as public officials. The principles and behaviours described in the Code are essential to our relationships with the community, contractors and fellow employees.

Council recognises that not only must the actions of employees be above reproach they must also be seen to be above reproach. This leads to public confidence in the system of local government. It is the personal responsibility of Council employees to ensure that they are familiar with, and comply with, the standards in the Code at all times.

2. SCOPE

This code applies to all employees of the Council as well as to other persons who may be engaged to undertake activities or control resources on behalf of Council (e.g. consultants, contractors, volunteers, trainees and work experience students).

The Code applies to the conduct of employees in the course of their employment with Council:

- In the workplace;
- During work activities; and
- At work related functions (on and off Council premises and outside normal business hours)

The Code may also apply to certain activities or behaviours undertaken by employees outside of the workplace where it may impact upon the image and reputation and activities of Council, for example the use of social media or wearing Council identified clothing in public.

3. PRINCIPLES

The Code identifies principles that are fundamental to integrity in public administration and the good functioning of local government. Appropriate conduct and behaviours are derived from these principles:

- Integrity, impartiality and good decision making
- Promotion of the aims and objectives of local government
- Accountability and transparency
- Commitment to the system of local government

The alignment of these principles contributes to good organisational culture.

4. CONDUCT REQUIRED OF COUNCIL EMPLOYEES

This section outlines the behaviours, responsibilities and actions considered essential to upholding the principles of good governance in Councils. Failure to comply with this Code of Conduct may constitute a ground for disciplinary action against the employee, including dismissal, under Section 110(5) of the Local Government Act 1999.
4.1 General behaviour

All employees must:

- Act honestly, ethically, impartially and with integrity in the performance of their duties at all times.
- Act with reasonable care and diligence in the performance of their duties.
- Discharge duties in a professional manner.
- Act in a way that generates community trust and confidence in the Council.
- Show respect and act in a reasonable, just, respectful and non-discriminatory way when dealing with all people.
- Ensure that personal interests, including financial interests, do not influence or interfere with the performance of their role.
- Will not influence in an improper manner the making of decisions by others.

4.2 Responsibilities as an employee of Council

All employees must:

- Comply with all relevant Council policies, codes and resolutions of which they have been made aware, relevant to their particular role.
- Deal with information received in their capacity as a Council employee in a responsible manner. Employees are expected to comply with the requirements of Council’s Privacy Policy.
- Provide advice that is objective, impartial, justifiable and lawful and use their best endeavours to provide accurate information at all times.
- Take all reasonable steps to ensure that the information upon which employees make decisions or actions are based is factually correct and that all relevant information has been obtained and is considered. Adequate documentation must be maintained to support important decisions and actions. Decision making processes are (and are to seen to be) fair and transparent.
- Ensure confidential information which is marked, or reasonably known to be confidential, is kept in the strictest confidence.
- To not disclose confidential or sensitive information to gain a direct or indirect advantage for any other person or cause detriment to council.
- Ensure that relationships with external parties do not amount to interference by improper influence, affecting judgement, decisions and/or actions.
- Comply with all lawful and reasonable directions given by a person with authority to give such directions.
- Only make public comment in relation to their duties when specifically authorised to do so, and restrict such comment to factual information and professional advice.

4.2 Relationships within Council

Employees should treat each other respect, honesty, fairness, sensitivity and dignity. Employees who supervise or manage other employees have a responsibility to model this kind of behaviour and to ensure that the people they supervise understand the standard of performance and behaviour that is expected of them at work and when dealing with members of the public.
• Not make any public criticism of a personal nature of fellow Council employees or
the Administrator.

• Take responsibility for the health and safety of themselves and others when carrying
out their duties and activities which includes general wellbeing and physical injury.

4.3 Use of Council Resources

• Council employees using Council resources (which include public property and
facilities, intellectual property, corporate knowledge, confidential and sensitive
information) must do so effectively and prudently when undertaking Council work.

• Council employees must not use Council resources, including the services of
Council staff, for private purposes, unless legally or properly authorised to do so,
and payments are made where appropriate.

• Council employees must remain accountable and responsible for the use and
collection of public funds.

4.4 Conflict of Interest

Employees must address any conflict of interest, whether actual, material, perceived or
potential by:

(a) identifying, declaring and managing those conflicts of interest so that these
conflicts do not interfere with the proper performance of duty;

(b) reporting any concerns around conflict of interest to their Group Manager and
in the case of the Chief Executive to the Administrator

4.5 Employment Outside Council

Employees wishing to hold secondary employment are required to apply for approval
from their Group Manager. Approval for secondary employment will normally be granted
as long as the following conditions, to minimize possible conflict of interest, are met:

• The additional work has no effect on the employees official duties and this includes
effects from a safety/fatigue management perspective; and

• Council is advised of the outside employment; and

• Council’s resources must not be used whilst engaging in alternate employment.

4.6 Equal Opportunity, Discrimination, Harassment and Workplace Bullying

All employees have the right to work in a safe working environment, including one that is
free from any form of discrimination, harassment or workplace bullying. Staff must not
harass, discriminate against, bully or support others who display these behaviours. Staff
must contribute to building a workplace that tolerates differences and that is free from
intimidation, bullying and harassment (refer Equal Opportunity, Discrimination,
Harassment and Workplace Bullying Policy).
4.7 Corporate Image

How we are professionally presented including what we wear and our tidiness is determined by what our external customers expect of a professional organisation. While on Council duty, dress and appearance must be neat, clean and appropriate to the tasks being undertaken and will be consistent with the general expectations of the community. Any uniform or Personal Protective Equipment provided by Council must be worn where this is required for the function that is being performed.

Employees must recognize that when wearing Council uniform they are representing the Council and should, therefore ensure their behaviour reflects their responsibilities under this Code of Conduct.

4.8 Personal Use of Mobile Phones

Council acknowledges that employees receive and make personal calls and texts during work hours. When accessing personal communications, employees must do so in a manner that does not affect the expected levels of performance and productivity, output and work responsibilities and must comply with Council’s ICT Policy.

5. REPORTING AN ALLEGED BREACH

All employees must comply with this Code of Conduct and report any alleged breaches:

- to their Group Manager or in the case of the Chief Executive to the Administrator. In the event that any factor prevents a report being made to a Group Manager, these reports are to made to the Chief Executive
- as may be required by the Local Government Act 1999
- as may be required pursuant to the Independent Commission Against Corruption Act (SA) 2012.

All employees must with comply with legislative obligations to report suspected maladministration in public office to the Office of Public Integrity, the Independent Commissioner Against Corruption and/or SA Ombudsman.

An employee who is found to have breached the Code will be subject to counselling and/or other disciplinary action (including termination) in accordance with the law.

6. EMPLOYEES’ RIGHTS

Employees are entitled to representation in the consideration of alleged non-compliance with this policy. The principles of fairness, equity and natural justice will apply to any investigation undertaken and management of the matter. Investigations undertaken regarding compliance with this policy will be kept confidential.

7. REVIEW

This Employee Code of Conduct shall be reviewed by the Council within three (3) years of the issued date and at the same time as the review of the Gifts and Benefits Policy. The Policy will also be reviewed if legislation changes.
REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date 27 November 2019
Title of Report Code of Conduct for Volunteers

1. Purpose

To adopt a new Code of Conduct for Volunteers

2. Recommendation

That Council adopts the Code of Conduct for Volunteers and publishes it on the Council website.

3. Background

Council has a small but growing volunteer base. Volunteers, like paid employees, are the public face of the Council and even though they give their time freely, they are still part of the overall structure of the Council. They have the same level of responsibility as the paid workforce in respect of their behaviour and activities while carrying out their duties.

The Code of Conduct for Volunteers is a new document which outlines the principles of good conduct and standards of behaviour the community could reasonably expect Council volunteers to demonstrate in the performance of their duties and the standards volunteers can expect of each other.

4. Discussion

The Code of Conduct for Volunteers will ensure expectations are clearly outlined to all volunteers. The Code of Conduct for Volunteers is based on the Model Code of Conduct produced by the Local Government Association (LGA).

This Code of Conduct for Volunteers is a supporting document to the Volunteer Management Policy approved by Council on 27 March 2019. This document will form part of the suite of documents provided to new volunteers at induction.

5. Policy Implications

5.1 Financial/Budget

There is no financial impact arising from the implementation of this Code of Conduct for Volunteers.

5.2 Resources

This review was guided by Model Policy documents published by the LGA.

5.3 Legal and Risk Management

The Local Government Act 1999 requires that councils have appropriate policies, practices and procedures in place to ensure compliance with statutory requirements and to achieve and maintain standards of good public administration.
6. **Report Consultation**
   Sasha Yantewo - Community Team Coordinator

7. **Attachment**
   Code of Conduct for Volunteers

8. **Report Authoriser**
   Michelle Hales
   Group Manager Governance and Community
**CODE OF CONDUCT**

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**Applicable Legislation:**

- Local Government Act 1999
- Volunteer Protection Act (SA) 2001
- Independent Commissioner Against Corruption Act 2012 (SA)
- Work Health and Safety Act 2012 (SA)

**Related Policies (alphabetical list):**

- Volunteering Australia National Standards for Involving Volunteers in Not for Profit Organisations (2001)
- Covering All Bases: A Guide to Best Practice Management of Volunteers in Local Government (LGA MLS)
- LGA Model Code of Conduct for Volunteers (July 2014)
1. POLICY STATEMENT

Volunteers, like paid employees, are a public face of the Council and even though they give their time freely, they are still a part of the overall structure of the Council.

This Code of Conduct identifies that Volunteers have the same level of responsibility as the paid workforce with regard to their behaviour and activities while carrying out their duties.

2. PURPOSE

This document sets out the standard of conduct expected of all volunteers registered with the Council.

3. SCOPE

The standards in this Code of Conduct relate to all volunteers registered with the Council and are in addition to any statutory requirements of the Local Government Act 1999 or any other relevant Act or Regulation.

4. DEFINITIONS

Volunteer means a person who willingly provides unpaid help in the form of time, service or skills through the Council’s volunteer program.

5. CODE OF CONDUCT

5.1 General duty of volunteers

In addition to all legislative requirements and any specific directions or guidance provided by the Council, volunteers should recognise the requirements of this Code of Conduct as the standards to be adopted in the performance of their role.

5.2 Principles of this Code of Conduct

There are three broad principles that underpin the ethics and standards of conduct of volunteers engaged in Local Government:

- integrity;
- respect; and
- accountability.

5.3 Integrity

5.3.1 Volunteers must act in a fair, honest and proper manner according to the law when carrying out their roles. This includes but is not limited to:

(a) behaving in a reasonable, just and non-discriminatory way;

(b) acting in good faith and not for improper or ulterior motives;

(c) adhering to the guidelines that relate to the acceptance of gifts and gratuities;

(d) being able to formally identify themselves as a registered Council volunteer at all times.
5.3.2 Volunteers must act with reasonable care and be diligent in the performance of their role, ensuring they:

(a) carry out lawful policies, instructions and decisions of their designated supervisor in a respectful manner;

(b) in so far as is reasonably practical, based on individual experience and training, be aware of the effectiveness and efficiency of the activities and services for which they are responsible.

5.3.3 Volunteers must guard against a conflict of interest by:

(a) abiding by Council guidelines and policies regarding receiving gifts, benefits or reimbursements;

(b) ensuring that personal interest does not improperly influence the way in which they carry out their duties;

(c) declaring any known conflict of interest and not participating in any decision making process where they have a conflict of interest.

5.4 Respect

5.4.1 Volunteers must be fair honest and transparent in their dealings with individuals and organisations and behave in a manner that facilitates constructive communication between the Council, its staff, other volunteers and the community.

5.4.2 This means volunteers will:

(a) be honest and fair with all members of the community;

(b) demonstrate courteous and sensitive behaviour that does not discriminate against people;

(c) be aware of and disclose any situation that may create conflict between their voluntary roles and their personal interests;

(d) guard against the misuse of a volunteer’s position to gain an advantage for themselves or others;

(e) be punctual and reliable;

(f) advise the designated supervisor in a timely manner if unable to perform the designated role for any reason.

5.4.3 If representing the Council in the community, volunteers will:

(a) provide an accurate and fair representation of Council decisions;

(b) abide by the Council media policy;

(c) conduct themselves in a manner that will not reflect unfavourably on the Council;

(d) only make public comment in relation to their duties when specifically authorised to do so, and restrict such comment to factual information and professional advice.
(e) dress appropriately and to the safety standard for their role.

5.4.4 Volunteers will seek to achieve a team approach in an environment of mutual respect, trust and acceptance of their different roles in achieving the Council's objectives by:

(a) seeking to develop a relationship with fellow volunteers and staff that is cooperative, productive and constructive and based on mutual trust and respect;

(b) conducting the relationship with courtesy and respect;

(c) acknowledging the value of diversity and the right of all points of view to be heard and considered;

(d) contributing to a working environment that is free from harassment or bullying.

5.5 Accountability

5.5.1 Volunteers understand that:

(a) information obtained by a volunteer as a result of his or her role is not to be wilfully disclosed for any purpose that may result in an adverse impact on the Council;

(b) volunteers will not make comments to the media unless authorised by the CEO or appropriate delegate as outlined in the Media Policy;

(c) they must respect and maintain the confidentiality of information that volunteers have as a result of their role at the Council (not being information that is generally available to the public) and acknowledge this obligation extends beyond the term of their engagement;

(d) upon leaving the Council, they have no right to any information contained in the Council's e-mail or network file systems.

5.5.2 Volunteers must use Council resources in a proper and responsible way by:

(a) being mindful of the way in which resources are deployed;

(b) giving consideration to budget provisions and guarding against wasteful practices;

(c) ensuring that resources are used in the community's interest; and

(d) avoiding the wilful damage of Council property including information technology systems.
6 Compliance with this Code of Conduct

6.1 Volunteers are personally responsible for ensuring their compliance with this Code of Conduct.

6.2 Council staff supervising volunteers are responsible for monitoring volunteer compliance with this Code of Conduct.

6.3 Questions of compliance raised by other volunteers, staff, and members of the community regarding this Code will be considered by the Chief Executive in accordance with the Council’s complaints handling process.

6.4 Volunteers are entitled to representation in the consideration of an allegation of non-compliance against them and investigation and management of the matter will have regard to the principles of fairness, equity and natural justice.

6.5 Volunteers may be public officers for the purposes of the ICAC Act. Conduct which breaches this Code may be misconduct under the ICAC Act.

6.6 Investigations undertaken by the Council regarding compliance with this Code of Conduct will be kept confidential except where there is a legislative requirement to report information relating to the investigation.

6.7 The consequences of breaching the Code may result in a verbal or written warning, suspension, or termination of volunteer engagement. If a volunteer is found to have committed serious misconduct it may result in ‘termination effective immediately’.

7 Training

Council is committed to providing information and training to its volunteers to ensure that they understand the requirements of this Code of Conduct.

9 Review

This Code of Conduct will be reviewed every 3 years.

10 Availability

This Code of Conduct is available for inspection without charge at the Council Office at 6 Richardson Place, Roxby Downs, SA 5725 and on the Council website www.roxbydowns.sa.gov.au
Municipal Council of Roxby Downs

Acknowledgement of the Code of Conduct for Volunteers

I, _______________________________________________________ (print name) acknowledge that I have received a copy of the Municipal Council of Roxby Downs Code of Conduct for Volunteers (adopted by Council on _____________) which applies to all volunteers of Council.

I understand the obligations, and I agree to apply this Code to the way I approach my volunteering activities while engaged as a volunteer with the Municipal Council of Roxby Downs.

Signed: ___________________________________ Date: ___________________________

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REPORT FOR ORDINARY COUNCIL MEETING

Meeting Date 27 November 2019  
Title of Report Chief Executive Report

1. Purpose
   To provide Council with an update from the Chief Executive since 30 October 2019.

2. For Information

   2.1 Community Land Revocation Consultation

   From 11 November – 2 December, Council is inviting community feedback, comments and submissions regarding the proposal to revoke the community land classification for a portion of community land located at CT5806/888 (Allotment 1396 Deposited Plan 55074). This allotment is located on Olympic Way between the local racecourse and golf course. Currently the majority of the land has been developed as a golf course, with the exception of the subject land which is contained in the southern area. This portion of land is subject to a licence held by the Roxby Downs Golf Club, however it is currently not part of the 18 hole golf course.

   Council is considering the revocation of the community land classification for a portion of CT5806/888 (Allotment 1396 Deposited Plan 55074) to enable the establishment of the BHP permanent accommodation facility proposal. BHP and Council are holding ongoing discussions with the Roxby Downs Golf Club regarding building the proposed accommodation village on a portion of CT5806/888.

   The findings of the community consultation will be presented in a report to Council in December.

   2.2 Hermit Street Nature Based Play Space

   The construction of the Hermit Street playground into a nature based play commenced earlier this month.

   At the October Council meeting, it was resolved that Council would engage LCS Landscapes to construct the new playground. This is the same company who developed the design and construction plans for the redevelopment of the playground.

   The aim is for the playground to be completed by the end of the year.

   2.3 Richardson Place Toilet Facilities

   Phase one of the upgrade to the Richardson Place toilet facilities has been completed, with two unisex, full size disability and family friendly toilets with baby change facilities installed. They are located adjacent to the existing public toilets, which will be refurbished in phase two of the project. These toilets will have new cladding to match the colour and style of the new facilities.

   A date for when this work will commence is yet to be confirmed.
## 2.4  Human Resources

### Appointments

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaycee Correll</td>
<td>Casual Multi Skilled Officer</td>
<td>Lifestyle and Sport</td>
</tr>
<tr>
<td>Tori McGauchie</td>
<td>Casual Multi Skilled Officer</td>
<td>Lifestyle and Sport</td>
</tr>
<tr>
<td>Jessica Crane</td>
<td>Casual Multi Skilled Officer</td>
<td>Lifestyle and Sport</td>
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<tr>
<td>Zach Whitaker</td>
<td>Casual Multi Skilled Officer</td>
<td>Lifestyle and Sport</td>
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<tr>
<td>Greg Mason</td>
<td>Asset Administration Officer</td>
<td>Essential Services &amp; Assets</td>
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<tr>
<td>Michal Malczyk</td>
<td>Maintenance Officer</td>
<td>Essential Services &amp; Assets</td>
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<tr>
<td>Peter Price</td>
<td>WHS and Risk Specialist (12 month maternity relief)</td>
<td>Governance and Community</td>
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<tr>
<td>Eion Williamson</td>
<td>Financial Accountant (12 month maternity relief)</td>
<td>Corporate Services</td>
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<tr>
<td>Breianna Smith</td>
<td>Customer Service Officer (previously Casual Multi Skilled Officer – Lifestyle and Sport)</td>
<td>Corporate Services</td>
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### 3.  Report Authoriser

Roy Blight
Chief Executive
### REPORT FOR ORDINARY COUNCIL MEETING

**Meeting Date**  
27 November 2019

**Title of Report**  
Development Application Decisions

1. **Purpose**  
To inform the community of the Development Application Decisions.

2. **For Information**  
The following is listed as the Development Application processed from 19 October 2019 to 18 November 2019.

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<tr>
<th>DA Number</th>
<th>Applicant</th>
<th>Description of Work</th>
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<tbody>
<tr>
<td>692/011/19</td>
<td>Commercial and General</td>
<td>Alterations and Additions to Service Station for Shop and additional Amenities, Landscaping and Parking</td>
</tr>
<tr>
<td>692/033/19</td>
<td>Kerry Worby</td>
<td>Erection of a Shed</td>
</tr>
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3. **Attachments**  
Development Register

4. **Report Authorisers**  
Danielle Moore  
Governance Support
<table>
<thead>
<tr>
<th>Permit No.</th>
<th>Applicants Details</th>
<th>Builder Details</th>
<th>Site of Building</th>
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<td>Commercial and General</td>
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<tr>
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<tr>
<td>Owners Name &amp; Address :</td>
<td>Weeroona Properties Pty. Ltd. 151 MAIN NORTH Rd Nailsworth SA 5083</td>
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<table>
<thead>
<tr>
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<th>Builder Details</th>
<th>Site of Building</th>
<th>Description of Work</th>
</tr>
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<tr>
<td>692/033/19</td>
<td>Kerry Worby</td>
<td>Ryan Worby</td>
<td>4 Irrapatana Street 4 Irrapatana Street</td>
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<td>5725</td>
<td>Valuation $5000.00</td>
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<td>Floor Area 48.00</td>
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<td>VG No.</td>
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<tr>
<td>Owners Name &amp; Address :</td>
<td>R M WORBY 4 Irrapatana St Roxby Downs SA 5725</td>
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