

ANNUAL BUSINESS PLAN AND BUDGET

2026-2027

ROXBY COUNCIL

WWW.ROXBYDOWNS.SA.GOV.AU

(08) 8671 0010

ACKNOWLEDGEMENT OF COUNTRY

The Municipal Council of Roxby Downs acknowledge the Kokatha peoples, the traditional owners of the land and pay respect to their Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people.



We have a responsibility to listen, learn and walk alongside Aboriginal and Torres Strait Islander peoples to enable our activities to support ongoing connection to their lands, waters, cultures, languages and traditions. We deeply respect and value Aboriginal and Torres Strait Islander custodianship of this land of 65,000 years and beyond.

FOR THE MUNICIPAL COUNCIL OF ROXBY DOWNS, THE ANNUAL BUSINESS PLAN AND BUDGET IS JUST ONE OF THE KEY DOCUMENTS IN OUR STRATEGIC PLANNING FRAMEWORK. IT SETS OUT OUR PROJECTS, SERVICES AND PROGRAMS FOR THE FINANCIAL YEAR AND HOW WE INTEND TO FINANCE THEM.

The Annual Business Plan and Budget has been developed through staff planning, community consultation, stakeholder engagement and strategic review, and sets the direction for Council's services, projects and programs for the 2026-2027 financial year.

Our budget not only supports our long-term financial goals but also aligns with key strategic initiatives, including the:

- Strategic Plan
- Long-term Financial Plan
- Infrastructure and Asset Management Plan

Designed to meet the legislative requirements of the R*oxby Downs (Indenture Ratification) Act 1982* and the *Local Government Act 1999*, the Annual Business Plan & Budget ensures we are on track to create a sustainable and thriving future for our community.

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WELCOME FROM OUR ADMINISTRATOR

TThe Annual Business Plan and Budget 2026–2027 sets out Council's priorities, services, projects and financial commitments for the year ahead.

The Plan has been informed by Council's Strategic Plan, Long-Term Financial Plan and Infrastructure and Asset Management Plan, together with feedback received from the community and key stakeholders during the consultation process.

This year's work has been assembled against a backdrop of dynamic global events which have introduced a heightened level of uncertainty about future cost pressures and the potential impact on our Community.

Thank you to Chief Executive Officer Mick Nelson and Staff for preparing the draft documents and supporting information. This is a comprehensive resource for informed decision-making.

The consultation draft of the annual business plan forms the basis of consultations with the Community, the Department for Energy & Mining, and BHP Copper SA.

The results of these consultations will determine the final composition of the annual business plan and budget prior to its formal adoption.

There are a variety of ways that you can participate in this process, details of which are explained within the consultation pack.

Please use this opportunity to review and consider the plans for Roxby Council for 2026/27, and provide your feedback and ideas. We look forward to your contribution.



Roy Blight
Administrator

ABOUT ROXBY COUNCIL

In South Australian Local Government terms, Roxby Council is unique. Created and operating under the *Roxby Downs (Indenture Ratification) Act 1982*, Council operates with all the powers, functions and duties of a South Australian Local Government Authority, with a number of notable exceptions:



- The requirement of elected Councillors has been suspended with an appointed "Administrator" performing all of the functions of Council
- Separate power and water authorities have been created, with Council operating them as separate self-contained business units
- The State Government and BHP Billiton are required to approve the Council budget and fund an annual operating Municipal deficit

External contractors carry out our construction, power services and , horticulture and waste management functions.

The facilities and infrastructure in Roxby Downs are of high quality and high standard. The Council operates a wide range of municipal services including roads, streets, footpaths, parks and gardens and waste management.

The Council also operates various sport and recreational facilities including Roxby Link (Cultural and Leisure Centre), swimming pools, community ovals and associated buildings. Council also operates Electricity (Roxby Power) and Water (Roxby Water) business units including associated infrastructure

OUR ASPIRATION, VALUES AND GUIDING PRINCIPLES

OUR ASPIRATION

Australia's most highly regarded mining town.

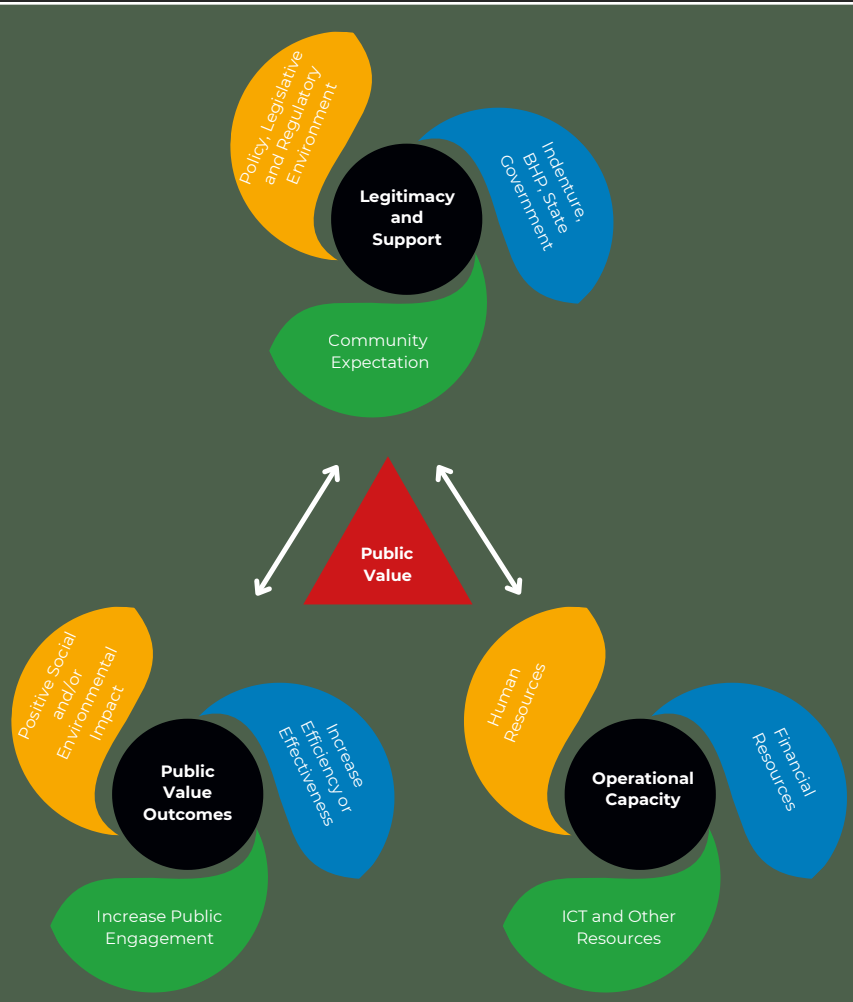
OUR PURPOSE

To work with the Community to plan, develop and create a township environment that is engaging, and enriches the lives of the Community.

OUR VALUES AND PRINCIPLES

As an organisation we:

- Act with integrity and take ownership of, and responsibility for our decisions.
- Treat everyone with fairness and respect. We value diversity and appreciate everyone's strengths.
- Take pride in delivering value to our community.
- Engage with our community through collaboration, understanding and inclusivity.
- Strive for continuous improvement in all our operations and seek creative solutions.
- Meet the changing needs and priorities of our community and continue to build organisational and community resilience.
- Adopt the public value model in our decision making, as depicted in the following figure.



Adapted from Mark Moore (1995) Creating Public Value: Strategic Management in Government

MEET OUR EXECUTIVES

ROY BLIGHT - ADMINISTRATOR



Roy Blight was appointed as Administrator on 1 June 2025, following his role as the inaugural Chief Executive of the Municipal Council of Roxby Downs (Roxby Council) from July 2017. Established in 1988 to support the development of Olympic Dam operations, Roxby Council continues to serve as a host community for BHP Copper SA.

With extensive experience in local government leadership across rural and South Australia, including Clare & Gilbert Valleys, Adelaide Hills, Gawler, Light, Wakefield Plains, and Murray Bridge, Roy has a strong focus on community development, vibrant living opportunities, and economic growth. From 2002 to 2007, he served as Chief Executive Officer of Barossa & Light Development Inc, collaborating with Federal, State, and Local Government on regional economic development and infrastructure projects. Roy holds a Bachelor of Business from the University of South Australia and a Diploma in Local Government Administration.

MICK NELSON - CHIEF EXECUTIVE OFFICER



Mick Nelson commenced as Chief Executive Officer of the Municipal Council of Roxby Downs on 3 February 2026. He leads the organisation's strategic direction, governance, operational performance, and service delivery to the Roxby Downs community.

People-focused and performance-driven, Mick leads teams and projects with a strategic mindset and a strong commitment to safety, sustainability, and continuous improvement. Drawing on experience across operational and senior leadership roles, he applies lean principles to optimise resources, build high performance, and deliver lasting value. He is a transparent, community-focused and outcome-driven leader, with a strong focus on uplifting community facilities, supporting financial sustainability, and building a capable, high-performing team through trusted and supportive people leadership. Mick is an experienced senior operations and safety leader with over 20 years' experience in heavy industry, mining, and maintenance services across South Australia and New South Wales. His background includes high-risk operational environments including smelting, refining, shutdowns, major maintenance, and bulk materials handling. Prior to joining Council, Mick held senior leadership roles with BHP, most recently as Principal – Human and Organisational Performance and Investigation Learning within the Copper SA business.

Mick holds a Graduate Certificate in the Psychology of Risk and a Master of Business Administration (MBA).

ROMA BY COUNCIL

ORGANISATION STRUCTURE



Roy Blight
ADMINISTRATOR



Mick Nelson
CEO

- **Humn (Hybrid Partner)**
  - People & Culture Manager
  - Corporate Governance & Strategy Manager
  - WHS Officer
- **LGiQ (Hybrid Partner)**
  - Finance Manager
- **Methuen Consulting (Hybrid Partner)**
  - Regulatory & Licensing
  - Manager ICT & Cyber Security
  - Contract & Project Management
- **Community & Lifestyle Exec Manager**
  - Lifestyle Services Manager
  - Community Development Manager
- **Strategic Projects Manager**

INTRODUCTION TO THE ANNUAL BUSINESS PLAN & BUDGET 2026-2027

The Roxby Downs Council Annual Business Plan and Budget for 2026–2027 covers the period 1 July 2026 to 30 June 2027 and has been prepared following community consultation and engagement with key stakeholders. The Plan aligns with relevant sustainability reporting requirements administered by ESCOSA.

This year's budget is shaped by two core priorities: maintaining Council's long-term financial sustainability in a period of rising costs, and improving the quality, reliability, and accessibility of services delivered to the Roxby Downs community.

Council has adopted rate increases broadly aligned with CPI to maintain assets, renew infrastructure, and protect essential services, without shifting costs to future generations. At the same time, we remain focused on improving performance, value for money, and service delivery for our remote community.

At the same time, Council is focused on improving what it directly controls, strengthening operational performance, improving value for money, and lifting service standards in a remote town context where service continuity and reliability are critical.

For the community, this translates into:

- Reliable essential services, including water, power, and waste management
- Ongoing maintenance and renewal of ageing infrastructure appropriate to local conditions
- Safe, stable, and accessible community facilities, with Roxby Link as a key health and wellbeing hub
- Practical, consistent service levels that reflect community priorities and affordability
- Targeted investment in environmental resilience, particularly water optimisation and system reliability

To support these outcomes, Council has undertaken an organisational reset to strengthen capability, governance, and accountability. This includes improved financial and project controls, a stronger customer service focus, and more effective use of external partnerships to enhance service delivery and responsiveness.

Roxby Link remains a central priority for Council. The budget focuses on restoring consistent operations, reliable opening hours, quality programs, and an improved customer experience. This includes reactivating sporting activities, expanding health and wellbeing initiatives, and introducing life skills programs such as swimming lessons for young children. Opportunities to better utilise Council facilities and strengthen community connection will also be explored.

Community input formed an important part of the budget process. Feedback received through consultation and stakeholder engagement was considered by Council at its meeting on 24 June 2026, prior to adopting the 2026–2027 Annual Business Plan and Budget.



Mick Nelson
Chief Executive Officer

ANNUAL BUSINESS PLAN AND BUDGET 2026-2027 SNAPSHOT

The Annual Business Plan and Budget 2026–27 sets out what Council will deliver throughout the 2026–27 financial year, and how it will be funded. Council's Strategic Plan guides our operational activities and priorities. This approach keeps sustainability and resilience central to decision-making, supporting a strong and future-ready Roxby Downs.

To deliver on the Strategic Plan, investment decisions are guided by the Long-term Financial Plan and the Infrastructure and Asset Management Plan. Both plans are revised as required, with a particular focus on understanding Council's business units and their contribution to the overall organisation.

Council is also prioritising community value and facility improvements by strengthening business efficiency and continuous improvement, helping to manage cost pressures while maintaining service delivery.

The Infrastructure and Asset Management Plan will undergo a further comprehensive review and update during 2027–28 to ensure it remains aligned with Council's long-term priorities and asset needs.

RATES INCREASE

Council has traditionally aligned its general rate increase with the December quarter CPI. However, in response to ongoing global economic volatility and uncertainty in cost pressures, Council has adopted the March quarter Adelaide CPI as the primary reference point for this year's budget planning.

The Adelaide CPI recorded an annual increase of 4.9% for the year ended 31 March 2026. In this context, Council has adopted a general rate increase of 4.2%, deliberately set below CPI to balance financial sustainability with affordability for the community.

The adopted general rate increase of 4.2% was determined following community consultation and stakeholder engagement and in accordance with the Roxby Downs (Indenture Ratification) Act 1982.

PROJECTS AND MAINTENANCE

Council will maintain a strong focus on the renewal and maintenance of existing assets to protect service continuity and manage long-term costs. Any new projects will continue to be assessed and prioritised based on their demonstrated benefit to the community and Council's capacity to sustainably deliver and maintain them over time.

PRUDENT BUDGET

Council remains committed to prudent and responsible financial management, particularly in the context of ongoing domestic and global economic challenges, including inflation. Expenditure movements have been carefully aligned to known and forecasted price increases and planned service delivery levels to ensure resources are managed efficiently and sustainably.

EFFECTIVE SERVICE DELIVERY

Alongside managing ongoing cost pressures, Council will place a strong emphasis on strengthening and revitalising community-facing service delivery. This includes enhancing health and wellbeing initiatives, expanding and refreshing community programs and events, and reactivating sport and swimming activities.

A key focus will be maintaining and further developing an inclusive and welcoming social environment that supports participation, connection, and community wellbeing. Council will also continue to monitor service delivery performance to improve quality, efficiency, and overall community benefit.

THIS YEAR'S BUDGET

WHERE DOES THE MONEY COME FROM?

Council funds the budget through a mixture of rates, state and federal grants, user charges and other sources. See page 56 for more details.

HOW IS THE MONEY SPENT?

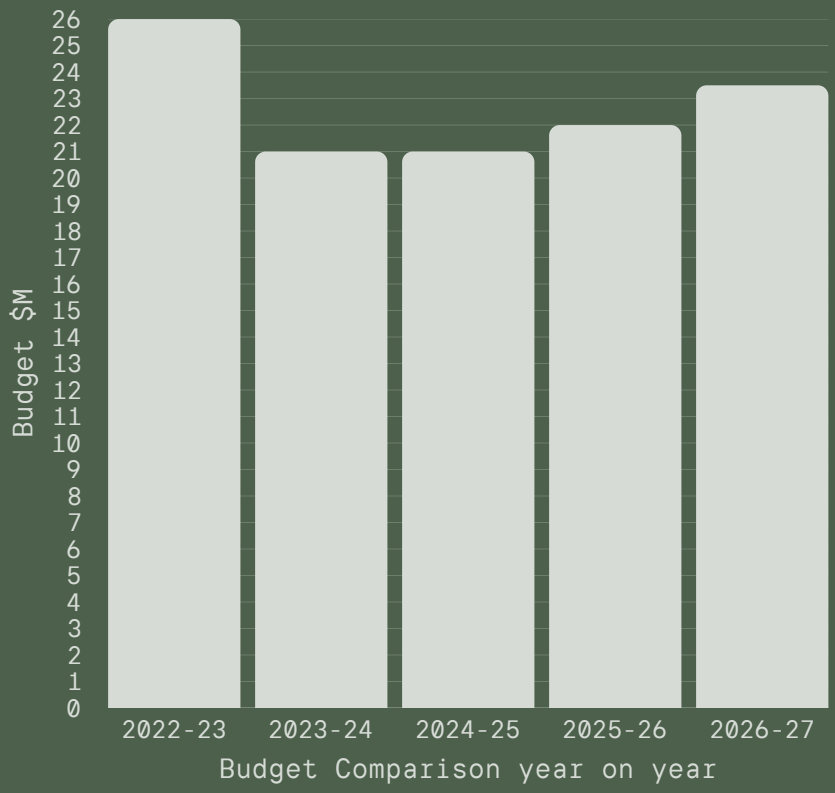
We prioritise services, programs and projects across our delivery areas. See pages 24 - 28 for more details

HOW ARE THE RATES CALCULATED?

Once the Council establishes the revenue required to fund its operations for the year, it uses a number of factors to allocate it across ratepayers including property valuations. See page 58 for more information.

2026-2027 BUDGET

$23.5M



HOW GENERAL RATES AND CHARGES ARE CALCULATED



**Based on the SA Valuer General Valuation on properties.*

STRATEGIC DIRECTION

Roxby Council's Strategic Plan 2021 – 2025, Infrastructure and Asset Management Plan and Long-term Financial Plan outline the future objectives and priorities for the community. These plans, alongside the Annual Business Plan and Budget, determine the infrastructure priorities and the range of services Council will seek to provide in the Community.

The remote location of Roxby Downs in South Australia's outback, high level of transient population (an average 20% changeover per year is experienced) and interdependence with BHP's Olympic Dam operations mean there are many external influences outside of Council's control. Having a flexible plan that accommodates shifting priorities is critical for success.

In Roxby Downs we recognise that change is a constant. As a result, Council needs to be a flexible, responsive, and resilient organisation.

The community's unique demographic composition, with a high number of children and young people and low numbers of elderly citizens, means there is a corresponding focus on facilities and services for younger age groups. However, Council recognises the importance of addressing the needs of all people in our community and continues to develop appropriate programs and facilities that cater for all ages and interests.

The plan will be reviewed throughout 2026-27.

Leadership and Governance



Communication



Economic Development



Community Vibrancy



Environment and Sustainability



Health and Wellbeing



Infrastructure and Essential Services



Community Development



STRATEGIC PLANNING

INFRASTRUCTURE AND ASSET MANAGEMENT PLAN (IAMP) 2025-34

Council's Infrastructure and Asset Management Plan provides the strategy to manage, renew and replace assets, valued at $246M. The Plan identifies Council's current asset base, considers current and desired levels of service and provides financial projections for the management of assets for a rolling ten-year period. The capital costs identified by the Plan are provided in the Capital Works Program, reflected in the Long-Term Financial Plan and then in turn, the Annual Business Plan and Annual Budget.

IAMP PLANNING

This plan is applied at a network level to determine how we maintain current levels of services, determine our forward replacement programs, and calculate the associated cash flow projections.

Council needs to spend an average of $1.8M each year over the next 10 years on asset renewal and $1.9M on maintenance and operating to ensure its infrastructure is maintained to current service level standards.

LONG-TERM FINANCIAL PLAN (LTFP) 2026/27 - 2035/36

Council has reviewed the LTFP for the period 2026-27 through to 2035-36.

Roxby Council operates under the powers of the *Roxby Downs (Indenture Ratification) Act 1982* and the *Local Government Act 1999*. The provisions of the Indenture Act determine the financial parameters of the Council, with provisions to exclusively reticulate and retail power and water within Roxby Downs, in addition to traditional local government property rating capacity.

Currently the Department for Energy and Mining and BHP each contribute funding of $300,000 per annum towards the cost of providing municipal services to Roxby Downs. Roxby Water also pays a dividend to the Municipal Account of $1.05M annually reflecting the rate of return on capital invested.

In 2026-27 Council will be analysing the costs associated with each of the Council's business units (Roxby Power, Roxby Water, Roxby Link and Municipal services) to ensure the correct pricing structure that is equitable for each service provider as well as understanding how each contributes to the consolidated operating result of the Council.

The Water and Power businesses continue to operate at a surplus, supporting the Municipal operating deficit.

The budgeted depreciation for 2026-27 for the Municipal business unit is $2,648,854.

FINANCIAL SUSTAINABILITY

A Council is financially sustainable where planned long-term services and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

FINANCIAL INDICATORS

Three ratios have been developed by the local government sector as a simple way of indicating the extent to which the Council is financially sustainable.

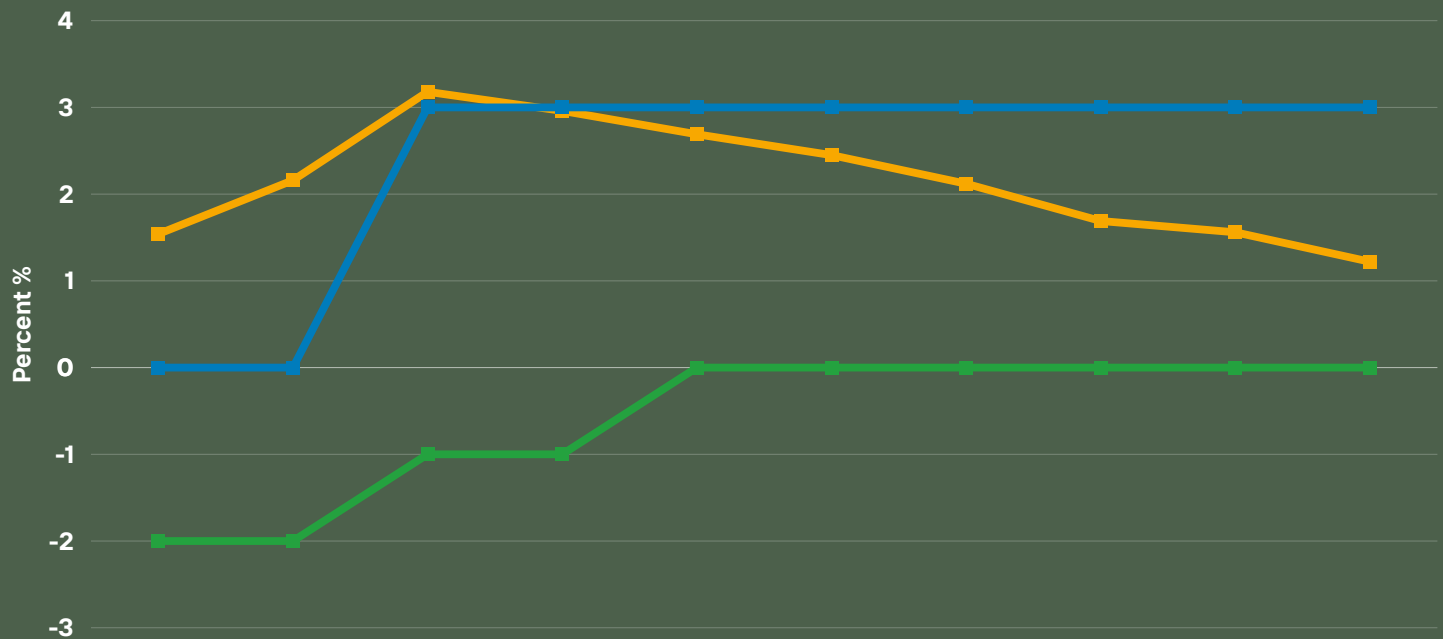
Council's Budget Management Policy determines the targets that should be achieved in the development of the Annual Business Plan & Budget.

THE THREE RATIOS

Operating Surplus/Deficit Ratio

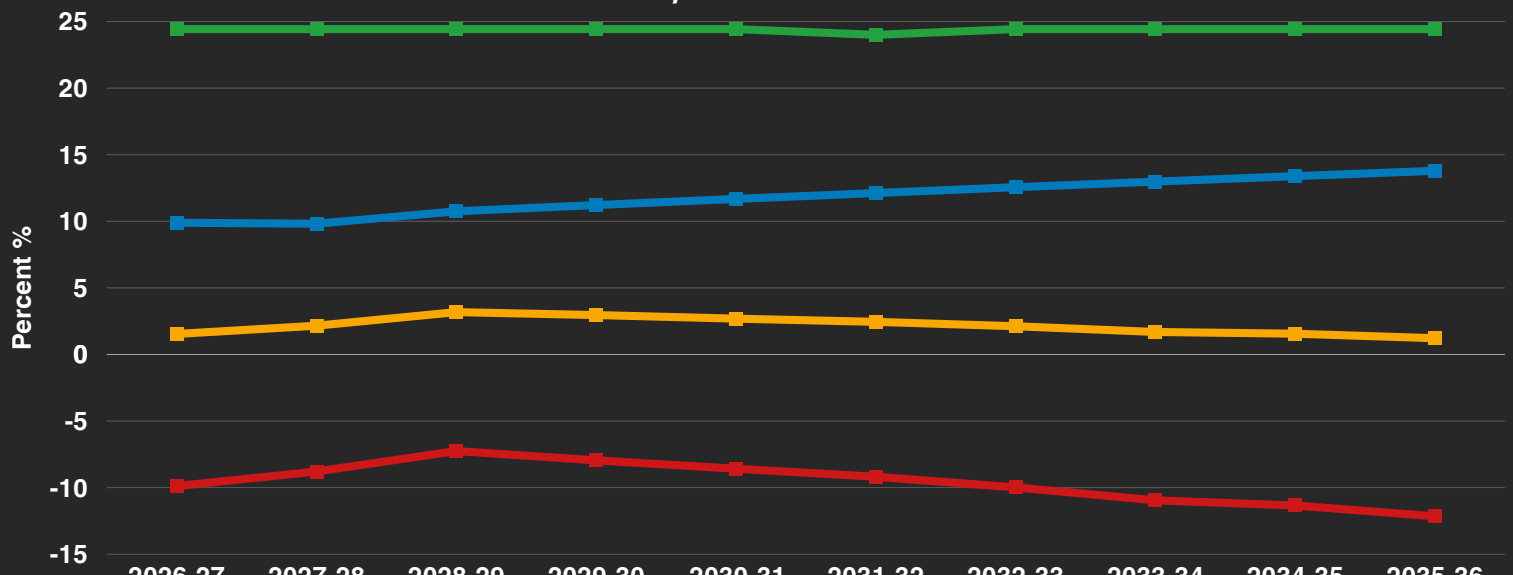
A Council is financially sustainable if it achieves a positive ratio over time. The desired level is between 0% and 10% on average over the long term. A short-term operating deficit may be acceptable; however, it should not occur continuously over time.

With Council setting its rate increase at 4.2% it anticipates an operating surplus/deficit ratio of a 1.54% which is slightly above the budget maximum target of 0% for this period. The Council continues to hold no debt and adequate cash reserves, with capacity to meet future funding requirements.



	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Forecast Ratio	1.54%	2.16%	3.18%	2.96%	2.69%	2.45%	2.12%	1.69%	1.56%	1.22%
Max Target	0.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Min Target	-2.00%	-2.00%	-1.00%	-1.00%	-1.00%	-0.00%	0.00%	0.00%	0.00%	0.00%

OPERATING SUPRLUS/DEFICIT BY BUSINESS UNIT



	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Municipal	-9.88%	-8.79%	-7.25%	-7.92%	-8.58%	-9.18%	-9.98%	-10.95%	-11.34%	-12.15%
Power	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%
Water	9.89%%	9.82%	10.75%	11.22%	11.68%	12.12%	12.56%	12.98%	13.39%	13.79%
Consolidated	1.54%	2.16%	3.18%	2.96%	2.69%	2.45%	2.12%	1.69%	1.56%	1.22%

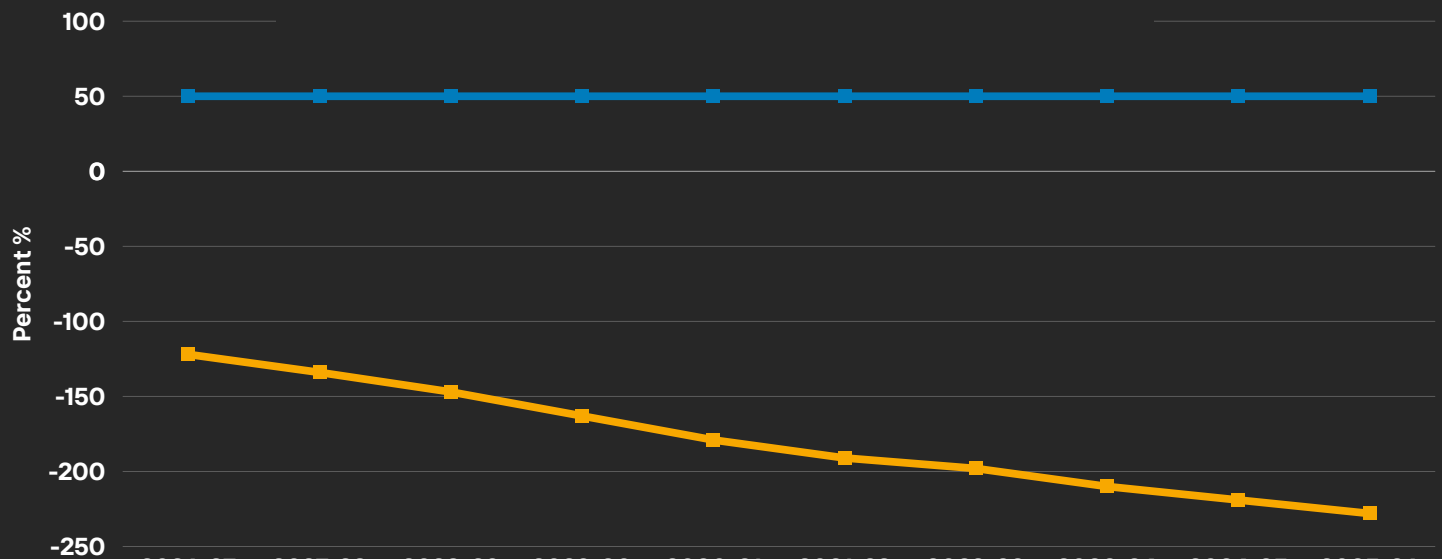
Net Financial Liabilities Ratio

This ratio indicates the extent to which the net financial liabilities of the Council can be met by its total operating revenue.

When the ratio is increasing, it indicates that a greater amount of a Council's operating revenue is required to service its financial obligations.

Council remains debt-free and maintains sufficient financial reserves to meet many of its future maintenance and capital expenditure commitments. As a result, the Net Financial Liabilities Ratio reflects as a negative figure. This is a positive indicator of Roxby Downs' strong financial position and overall fiscal health.

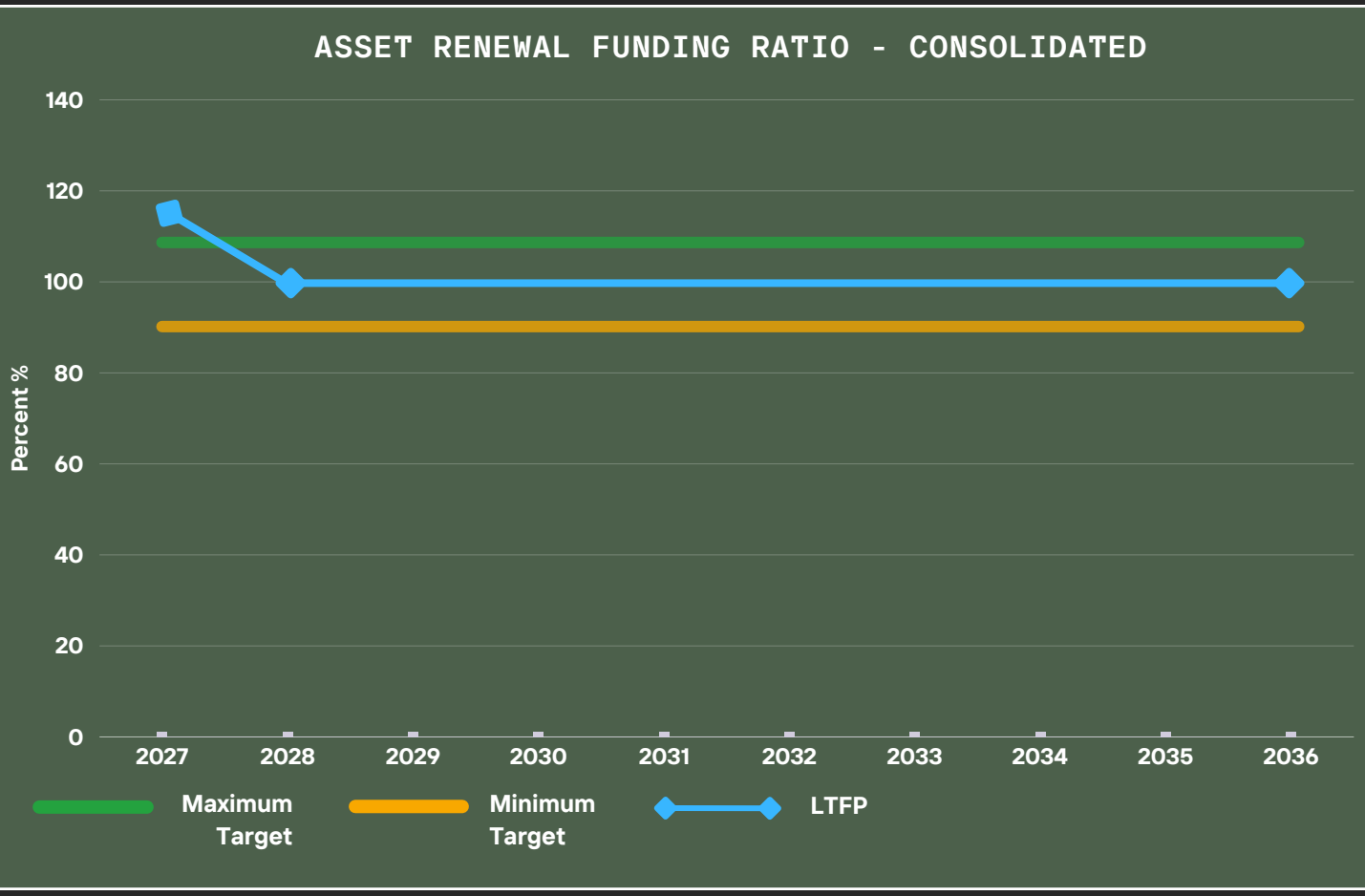
NET FINANCIAL LIABILITIES RATIO



	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Forecast Ratio	-122%	-134%	-147%	-163%	-179%	-191%	-198%	-210%	-219%	-228%
Max Target	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%

Asset Renewal Funding Ratio

This ratio assesses whether Council is renewing or replacing its assets in line with service level requirements. It is calculated by comparing actual capital expenditure on asset renewal or replacement against the projections in the Infrastructure and Asset Management Plan. The target range is greater than 90% but less than 110% on average over the long term, indicating timely and sustainable asset management.



The Infrastructure and Asset Management Plan produced in 2024-2025 indicates an asset renewal funding ratio over the term of the LTFP including the 2026-27 budget year is 100%. Additional renewal projects have been requested for 2026-27, increasing this ratio to 116%.

The Infrastructure and Asset Management Plan is under review for 2035 & 2036, the Long-term Financial Plan assumes an asset renewal amount equivalent to the 3 years previous average for these years.

WHO WE ARE

13.2%
OF ROXBY RESIDENTS WERE BORN OVERSEAS

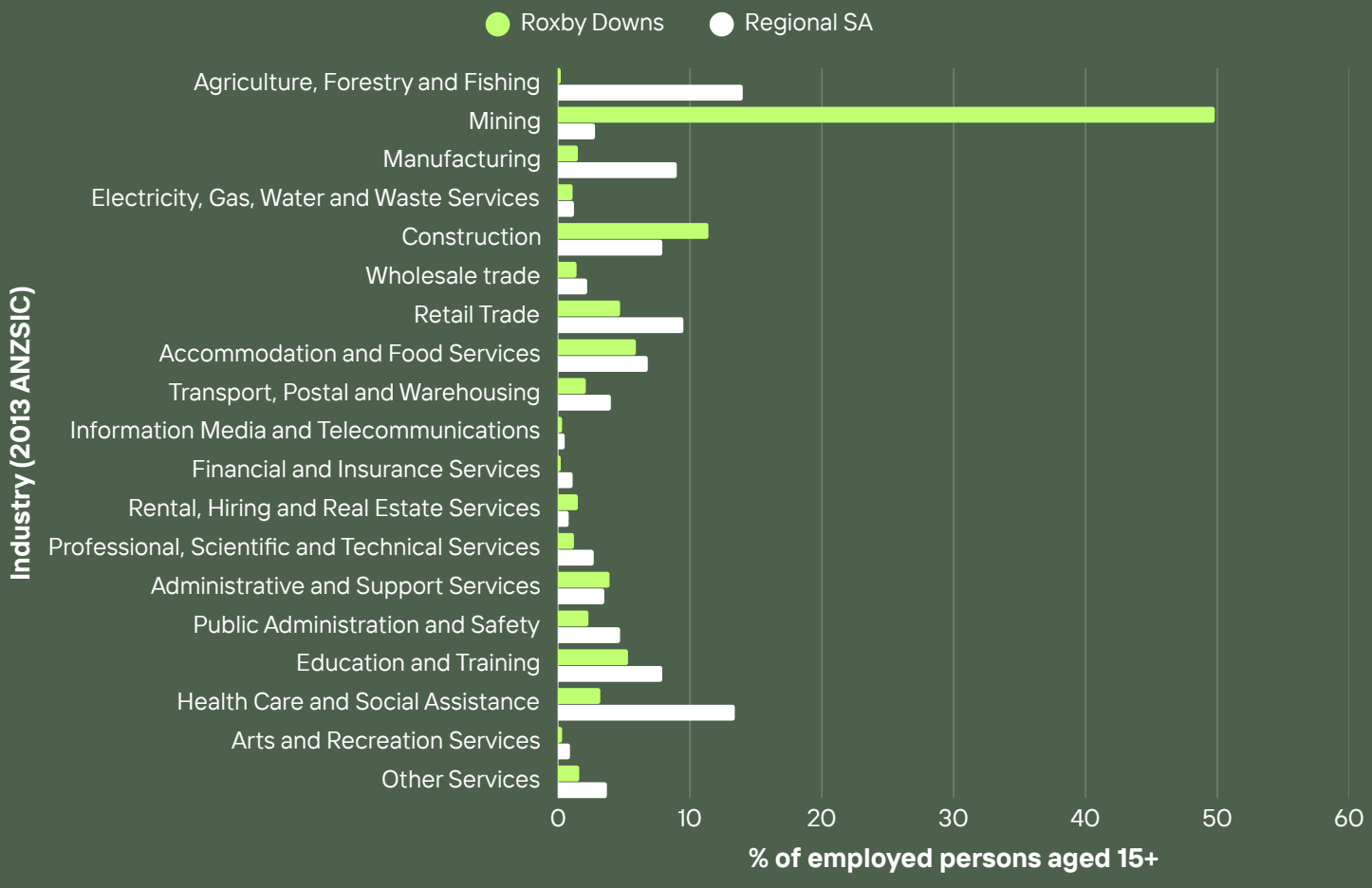
58.2%
OF ROXBY RESIDENTS ARE UNDER 35 YEARS OF AGE

8.7%
OF THE COMMUNITY IN ROXBY DOWNS USE A LANGUAGE OTHER THAN ENGLISH AT HOME

46.9%
OF ROXBY RESIDENTS AGED OVER 15 YEARS HAVE COMPLETED YEAR 12 SCHOOLING (OR EQUIVALENT). THIS IS GREATER THAN REGIONAL SA

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).

INDUSTRY SECTOR OF EMPLOYMENT



WHAT WE DO

THERE ARE
- 40KM OF SEALED ROADS
- 75KM OF KERBING
- 25KM OF FOOTPATHS



49.8%
OF THE ROXBY DOWNS POPULATION ARE EMPLOYED IN THE MINING SECTOR*



WE MAINTAIN
- 6 PLAYGROUNDS
- SPLASH PAD
- SKATE PARK
- 2 OVALS
- 2 POOLS
- PUMP TRACK
- OFF-LEASH DOG PARK
- LEISURE CENTRE



WE COLLECT AN AVERAGE OF 12,000KG OF GENERAL WASTE PER WEEK



THERE ARE
- 75KM OF LOW/HIGH VOLTAGE CABLES
- 776 STREET AND FOOTPATH LIGHTS



IN 2025-26 THE COMMUNITLY LIBRARY WELCOMED OVER 24,000 VISITORS



OUR COMMUNITY PROGRAMS SEE ON AVERAGE 8,000 ATTENDEES THROUGHOUT A CALENDAR YEAR



CRITICAL WATER INFRASTRUCTURE WE MAINTAIN
- 38KM POTABLE WATER SUPPLY
- TOWN PUMP STATION
- 6 INLINE PUMPS
- 175 ISOLATION VALVES
- 1,717 WATER METERS



**Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).*

MAJOR PROJECT STATEMENT

With several large projects undertaken over previous years, 2026-27 will see a reduction in the number of new projects being undertaken. It also consolidates Council's position of concentrating on asset renewal rather than construction of new assets which Council will need to maintain and renew into the future. The additional projects for 2026-27 have been determined in line with benefits for the community.

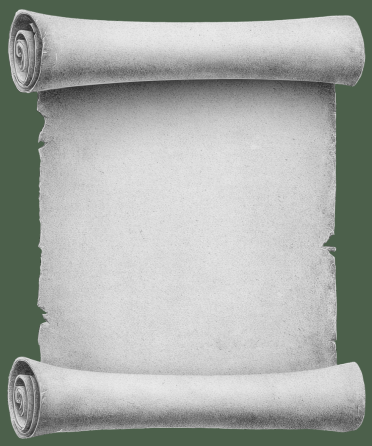
PROJECT	BUDGET $	STATUS
Smart Water Meters	$1,667,269	New
Road Renewal Program	$373,297	Replacement
Transformer Replacement Program	$134,936	Replacement
Vehicle Replacement Program	$97,632	Replacement

The 2026-27 capital budget includes $115k of works at for Roxby Link. These projects include:

- Renewal of Pool Steps
- Furniture & Fittings Replacement
- Building Infrastructure Replacement
- Ice Machine - Replacement

CONTEXT AND OPPORTUNITIES

INDENTURE AGREEMENT



Roxby Council operates under the authority of the *Roxby Downs (Indenture Ratification) Act 1982* and the *Local Government Act 1999*, as established by the State Parliament of South Australia. The Indenture Act defines the financial framework of the Council, granting it exclusive rights to distribute and retail power and water within Roxby Downs, in addition to its traditional local government role in property rating. As part of its obligations, the Council must submit its Annual Business Plan and Budget to both the Department for Energy and Mining and BHP Copper SA for endorsement before considering it for adoption.

Currently the Department for Energy and Mining and BHP Copper SA collectively contribute funding of $600,000 per annum towards the cost of providing municipal services to Roxby Downs.

OLYMPIC DAM AT A GLANCE

BHP

Olympic Dam is one of the world's most significant deposits of copper, gold, and uranium.

Located 560 kilometres north of Adelaide, South Australia, Olympic Dam is a part of our Minerals Australia operation. It's made up of underground and surface operations and operates a fully integrated processing facility from ore to metal. It is located on the traditional lands of the Kokatha, Dieri, and Arabana people.

2005

BHP took ownership for the mine in 2005

700KM

Olympic Dam has almost 700kms of underground roads and tunnels

90KG

The average Australian home contains 90kg of Copper - in the wiring, pipes and appliances

Source: BHP Olympic Dam South Australia

LOCAL COST FACTORS - THE TYRANNY OF DISTANCE

The costs of major works and projects in Roxby Downs are significantly higher than those of most other councils in South Australia. This reflects the realities of operating in a remote location, where the tyranny of distance drives higher transport and freight costs, increased contractor mobilisation expenses, and ongoing competition for labour and resources, including with the Olympic Dam operation. These cost pressures can also be volatile and may persist over extended periods.

In this context, Council's approach is to balance financial sustainability with affordability by smoothing the impact of these pressures over time, while ensuring that expenditure decisions remain transparent, responsible, and defensible. These factors are reflected in the budget for all projects requiring external resources.

CONSUMER PRICE INDEX

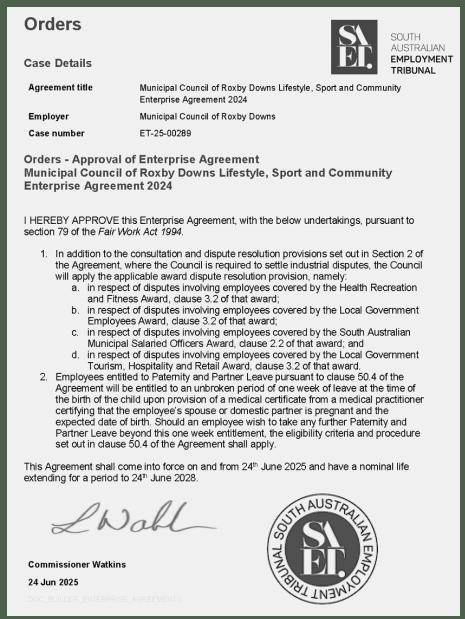
The Consumer Price Index (CPI) measures changes in the price of goods and services commonly purchased by metropolitan households.

The annual Adelaide CPI for the March quarter 2026 is 4.9%, compared to 2.4% for the March quarter 2025, reflecting an increase in inflationary pressures over the past year.

INDUSTRIAL

Roxby Council's employment arrangements are governed by the Roxby Council Enterprise Agreement 2021 and the Roxby Link Enterprise Agreement 2021, established in accordance with the *Fair Work Act 2009*. These agreements set out the terms and conditions of employment for respective workforces, including remuneration, hours of work, allowances, leave entitlements, and dispute resolution processes.

The Roxby Council Enterprise Agreement applies to employees engaged across corporate, operational and field-based functions, while the Roxby Link Enterprise Agreement applies to staff delivering community, recreational and cultural services at the Roxby Link facility. Both agreements are publicly available on Council's website and are subject to periodic review to ensure ongoing compliance, operational relevance, and alignment with organisational objectives.



Orders

SOUTH AUSTRALIAN EMPLOYMENT TRIBUNAL

Case Details

Agreement title	Municipal Council of Roxby Downs Lifestyle, Sport and Community Enterprise Agreement 2024
Employer	Municipal Council of Roxby Downs
Case number	ET-25-00289

Orders - Approval of Enterprise Agreement
Municipal Council of Roxby Downs Lifestyle, Sport and Community Enterprise Agreement 2024

I HEREBY APPROVE this Enterprise Agreement, with the below undertakings, pursuant to section 79 of the *Fair Work Act 1994*.

1. In addition to the consultation and dispute resolution provisions set out in Section 2 of the Agreement, where the Council is required to settle industrial disputes, the Council will apply the applicable award dispute resolution provision, namely:
   a. in respect of disputes involving employees covered by the Health Recreation and Fitness Award, clause 3.2 of that award;
   b. in respect of disputes involving employees covered by the Local Government Employees Award, clause 3.2 of that award;
   c. in respect of disputes involving employees covered by the South Australian Municipal Salaried Officers Award, clause 2.2 of that award; and
   d. in respect of disputes involving employees covered by the Local Government Tourism, Hospitality and Retail Award, clause 3.2 of that award.
2. Employees entitled to Paternity and Partner Leave pursuant to clause 50.4 of the Agreement will be entitled to an unbroken period of one week of leave at the time of the birth of the child upon provision of a medical certificate from a medical practitioner certifying that the employee's spouse or domestic partner is pregnant and the expected date of birth. Should an employee wish to take any further Paternity and Partner Leave beyond this one week entitlement, the eligibility criteria and procedure set out in clause 50.4 of the Agreement shall apply.

This Agreement shall come into force on and from 24th June 2025 and have a nominal life extending for a period to 24th June 2028.

Commissioner Watkins

24 Jun 2025



Orders

SOUTH AUSTRALIAN EMPLOYMENT TRIBUNAL

Case Details

Agreement title	Municipal Council of Roxby Downs Enterprise Agreement 2024
Employer	Municipal Council of Roxby Downs
Case number	ET-25-00288

Orders - Approval of Enterprise Agreement
Municipal Council of Roxby Downs Enterprise Agreement 2024

I HEREBY APPROVE this Enterprise Agreement, with the below undertakings, pursuant to section 79 of the *Fair Work Act 1994*.

1. In addition to the consultation and dispute resolution provisions set out in Section 2 of the Agreement, where the Council is required to settle industrial disputes, the Council will apply the applicable award dispute resolution provision, namely:
   a. in respect of disputes involving employees covered by the Local Government Employees Award, clause 3.2 of that award; and
   b. in respect of disputes involving employees covered by the South Australian Municipal Salaried Officers Award, clause 2.2 of that award
2. Employees entitled to Paternity and Partner Leave pursuant to clause 46.4 of the Agreement will be entitled to an unbroken period of one week of leave at the time of the birth of the child upon provision of a medical certificate from a medical practitioner certifying that the employee's spouse or domestic partner is pregnant and the expected date of birth. Should an employee wish to take any further Paternity and Partner Leave beyond this one week entitlement, the eligibility criteria and procedure set out in clause 46.4 of the Agreement shall apply.

This Agreement shall come into force on and from 24th June 2025 and have a nominal life extending for a period to 24th June 2028.

Commissioner Watkins

24 Jun 2025

OUR SERVICES, PROJECTS AND PROGRAMS

Roxby Council delivers a wide range of services to the community. The scope of the Annual Business Plan & Budget turns our Strategic Management Plan, Infrastructure and Asset Management Plan and Long-term Financial Plans into action, making sure that Council delivers essential programs and services to Roxby Downs.

The following pages present our organisational departments and the services provided. The service category shows the key capital projects planned for the upcoming financial year.

Council's operations are governed by the *Roxby Downs (Indenture Ratification) Act 1982* and the *Local Government Act 1999*.

Additional statutory and regulatory responsibilities arise from several other Acts of the South Australian State Parliament, including the *Dog and Cat Management Act 1995*, *South Australian Public Health Act 2011*, *Local Nuisance and Litter Control Act 2016*, *Environmental Protection Act 1993* and *Planning, Development, and Infrastructure Act 2016*.

The provision of mandatory and discretionary programs and services is influenced by these pieces of legislation, as well as local community needs and priorities.











KEY ACTIVITIES BY DEPARTMENT

ESSENTIAL SERVICES & ASSETS

2026-27 KEY ACTIVITIES

	Amount FY 26/27 $'000	Carried Forward FY 25/26 $'000
Road Renewal	373	-
Footpath Renewal	80	-
Vehicle Renewal	98	-
Parks & Gardens	66	-
CCTV	55	-
Airconditioning Replacement	50	-
Litter Control Fencing	40	-
Stormwater Renewal	32	-

The Essential Services & Assets group operates and maintains a wide range of infrastructure and other community assets and services.

COUNCIL MANAGES $136M IN MUNICIPAL ASSETS

ROXBY WATER

2026-27 KEY ACTIVITIES

Council manages a water network of 38km, 175 branch nodes and 1,715 water meters for both residential and commercial customers.

Water for the Roxby Downs township is extracted from the Great Artesian Basin and piped to the Olympic Dam mine site by BHP where it is treated(desalinated and chlorinated). The treated potable water is pumped by BHP to water storage tanks.

The main elements of the water distribution network are a Town Water Supply (TWS) Pump Station located on Olympic Way, and 38km of potable water mains, a staging tank and a pumping station used for watering the public ovals.

	Amount FY 26/27 $'000	Carried Forward FY 25/26 $'000
TOWN WATER		
• Water Nodes and Valve Replacement	84	-
• Smart Water Meters	1,667	-
WASTEWATER		
• Sewer Pump & Check Valve Replacement Program	55	-
SEWER		
• Reclaimed Water Optimisation	80	-

THE COMBINED VALUE OF ROXBY WATER ASSETS IS $56M

ROXBY POWER

2026-27 KEY ACTIVITIES

Council manages a power network of 75.2km of mainly underground low/high voltage cables, 38 transformers, three generators and 2,331 commercial and private meters, 776 street & path lights, 205 section pillars, 715 service pillars with a combined asset value of $54M.

The Roxby Power network delivers commercial and domestic power to all premises in Roxby Downs.

The network also accounts for the 776 street and pathway lights in town.

Roxby Power is responsible for the maintenance of the power grid, power meters, streetlights, and other asset replacement within the network.

	Amount FY 26/27 $'000	Carried Forward FY 25/26 $'000
Transformer Replacement	135	-

THE COMBINED VALUE OF ROXBY POWER ASSETS IS $54M

ROXBY LINK

2026-27 KEY ACTIVITIES

Roxby Link, a business unit of the Roxby Council, is dedicated to enhancing the leisure, recreational, and cultural experiences of the local community. It offers a diverse range of facilities and services, including a swimming pool, cinema, cafe, and various sports facilities. These amenities are designed to cater to the varied interests and needs of residents and visitors alike, fostering a vibrant and connected community.

Beyond its recreational offerings, Roxby Link plays a crucial role in community engagement and development. The organisation actively seeks feedback and participation from residents to ensure that its programs and services align with community interests and needs. This collaborative approach helps in the continuous improvement of facilities and the introduction of new initiatives that enrich the cultural and social fabric of Roxby Downs.

	Amount FY 26/27 $'000	Carried Forward FY 25/26 $'000
FACILITY		
• Furniture & Fittings Replacement	61	21
• Building Infrastructure	-	16
OUTDOOR POOL		
• Pool Steps Replacement	7	-
• Lifeguard Ice Machine Replacement	10	-

EXECUTIVE

2026-27 KEY ACTIVITIES

OFFICE OF THE CHIEF EXECUTIVE

The Office of the Chief Executive supports the operation of Council by providing services that enable the work of our customer-facing teams.

The Executive team also produces and maintains the Long-term Strategic Management Plans for Roxby Downs.

INFORMATION TECHNOLOGY	Amount FY 26/27 $'000	Carried Forward FY 25/26 $'000
• Annual Computer Refresh	40	-
• ICT Hardware Server & Network Cabling Replacement	80	-
• Server Room Temperature Control	30	-

COMMUNICATIONS AND INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT)

- Community Engagement
- Events
- Marketing and communications
- Business operating systems
- Information and Communications
- Technology reform
- Technology support

CORPORATE SERVICES

- Customer Service
- EZY Reg and Service SA enquiries
- Management of Council records

PEOPLE & CULTURE

- Employee/industrial relations
- Recruitment
- Training and development

ESSENTIAL SERVICES

- Asset management
- Provision of Power & Water
- Townscape Services
- Waste Management

FINANCE,

- Financial accounting and strategy
- Maintaining property ownership database
- Preparation of annual budgets
- External financial audit
- Municipal rating
- Internal payroll systems
- Asset Management
- Power & Water billing

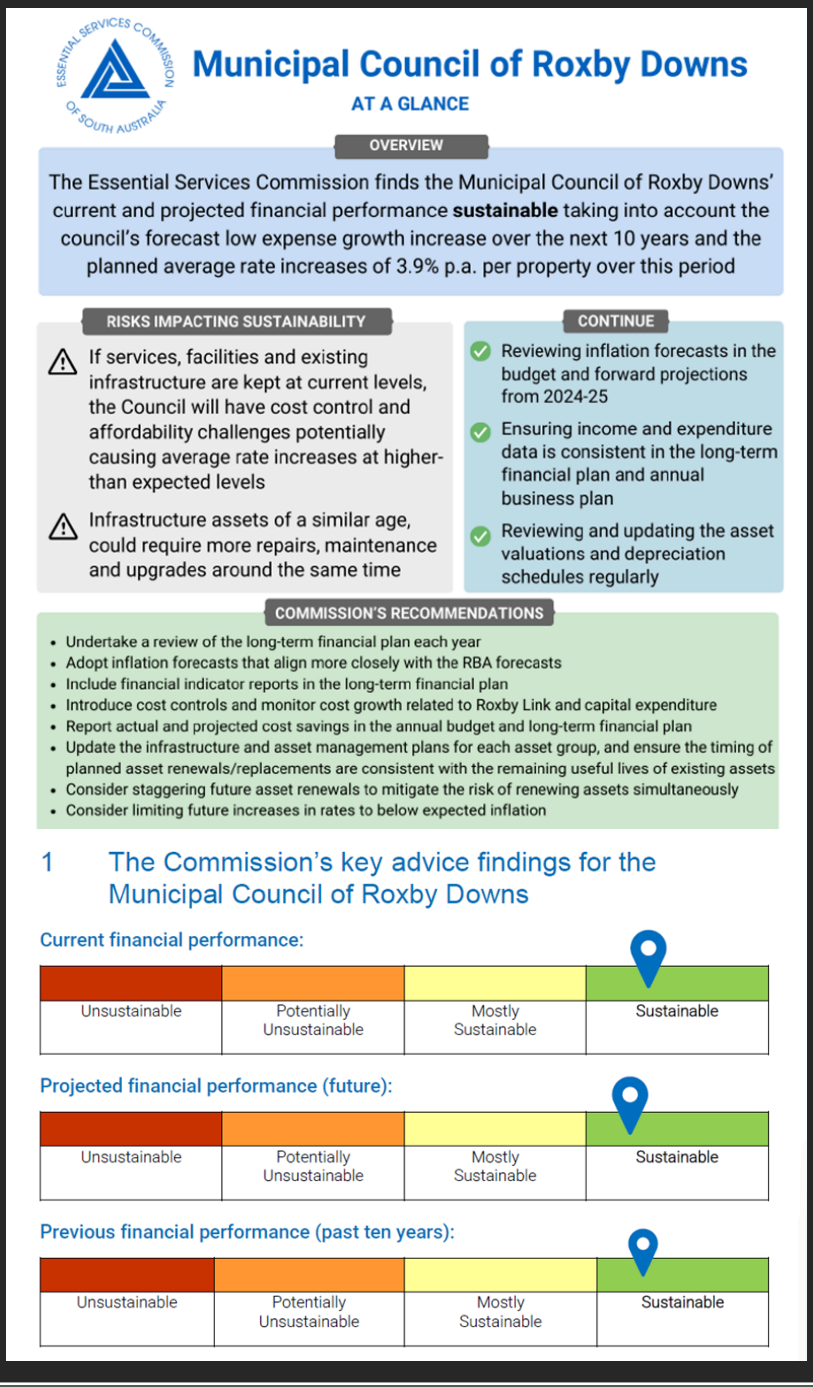
GOVERNANCE & RISK

- Agendas, minutes and statutory publications
- Stakeholder engagement
- Legislative compliance:
  - Risk management
  - Insurance
  - Policy
  - Statutory reporting
  - Internal audit
- Emergency management
- Management of Council records
- Work health and safety
- Regulatory services
- Planning & development
- Civic event planning and coordination

ESCOSA REPORTING

As part of the 2023/24 Local Government Advice Scheme established under the *Local Government Act 1999*, Roxby Downs Council participated in an independent review undertaken by the Essential Services Commission of South Australia (ESCOSA). The Scheme provided risk-based advice on councils' long-term financial plans, infrastructure and asset management plans, and funding strategies, with the aim of supporting sustainable service delivery, sound financial management, and effective long-term asset stewardship for the benefit of ratepayers.

Council acknowledges the contribution of staff and stakeholders who supported the review process and the preparation of information provided to ESCOSA. During the review, ESCOSA representatives visited Roxby Downs, providing an opportunity to discuss the unique opportunities and challenges associated with delivering services in a remote regional community. Council found the review process to be thorough, constructive and professionally conducted, with positive and collaborative engagement throughout.



Municipal Council of Roxby Downs

AT A GLANCE

OVERVIEW

The Essential Services Commission finds the Municipal Council of Roxby Downs' current and projected financial performance **sustainable** taking into account the council's forecast low expense growth increase over the next 10 years and the planned average rate increases of 3.9% p.a. per property over this period

RISKS IMPACTING SUSTAINABILITY

- If services, facilities and existing infrastructure are kept at current levels, the Council will have cost control and affordability challenges potentially causing average rate increases at higher-than expected levels
- Infrastructure assets of a similar age, could require more repairs, maintenance and upgrades around the same time

CONTINUE

- Reviewing inflation forecasts in the budget and forward projections from 2024-25
- Ensuring income and expenditure data is consistent in the long-term financial plan and annual business plan
- Reviewing and updating the asset valuations and depreciation schedules regularly

COMMISSION'S RECOMMENDATIONS

- Undertake a review of the long-term financial plan each year
- Adopt inflation forecasts that align more closely with the RBA forecasts
- Include financial indicator reports in the long-term financial plan
- Introduce cost controls and monitor cost growth related to Roxby Link and capital expenditure
- Report actual and projected cost savings in the annual budget and long-term financial plan
- Update the infrastructure and asset management plans for each asset group, and ensure the timing of planned asset renewals/replacements are consistent with the remaining useful lives of existing assets
- Consider staggering future asset renewals to mitigate the risk of renewing assets simultaneously
- Consider limiting future increases in rates to below expected inflation

1 The Commission's key advice findings for the Municipal Council of Roxby Downs

Current financial performance:

Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

Projected financial performance (future):

Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

Previous financial performance (past ten years):

Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

The Commission has recommended the following key considerations for Council to consider:

	ESCOSA RECOMMENDATION	COUNCIL RESPONSE
1	Ensure that the Council undertakes a review of its long-term financial plan each year as required by the *Local Government Act 1999*.	*Council have initiated procedures and timetables as detailed in its Internal Control Manual that will ensure that a review of its long-term financial plan is undertaken each year as required by the Local Government Act.*
2	Continue to follow the good practice of reviewing its inflation forecasts in the budget and long-term financial plans each year, given the potential for changes in inflationary expectations over the forecast period.	*Council will continue to monitor its inflation forecasts in the budget and long-term financial plans each year, given the potential for changes in inflationary expectations over the forecast period.*
3	*Start to adopt CPI forecasts that align more closely with the RBA forecasts and the local government sector expectations.*	*The Council has used the RBA Forecast table - February 2023 in its financial modelling, and adopted a long-term average CPI increase of 3.0 percent for June 2025 through June 2033, whereas the Commission has based its analysis upon the midrange of the RBA long-term target at 2.5 percent for June 2026. 2.5 percent is the figure released by the RBA in February 2024. Council will continue to adopt CPI forecasts that align with the RBA forecasts and the local government sector expectations.*
4	*Start to adopt the good practice of including financial indicator reports in the long-term financial plan, as required by the Regulations, to provide transparency to ratepayers.*	*Council had inadvertently included financial indicator reports in the ABP not in the LTFP and will start to adopt the good practice of including financial indicator reports in the long-term financial plan, as required by the Regulations, to provide transparency to ratepayers.*
5	*Continue to ensure that the income and expenditure data in the long-term financial plan is consistent with the data in the Annual Business Plan.*	*Continue to ensure that the income and expenditure data in the long-term financial plan is consistent with the data in the Annual Business Plan.*

PROVIDING EVIDENCE OF ONGOING COST EFFICIENCIES

6	*Start to introduce cost controls and to monitor the growth in costs where possible, especially those related to Roxby Link and capital expenditure.*	*Significant services reviews are being undertaken in Roxby Link to ensure value for money services are provided and costs are contained where possible. New capital expenditure needs to be costed effectively to ensure that the Council can afford to renew and maintain such assets regardless of the grant funding received to fund new capital expenditure.*
7	*Start to follow the good practice of reporting any actual and projected cost savings in its annual budget and long-term financial plan as appropriate to provide evidence of containing the growth in expenses and achieving efficiencies across its operations.*	*Projected cost savings in its annual budget and long-term financial plan are often difficult to achieve in the Roxby environment as Council relies on external contractors to provide services. Council may need to look at reducing service levels in an endeavour to contain the growth in expenses and achieving efficiencies across its operations.*

REFINEMENTS TO ASSET MANAGEMENT PLANNING

8	Continue to review and update its asset valuations and depreciation schedules regularly to achieve best practice by ensuring they reflect current values and asset life.	*Continue to review and update its asset valuations and depreciation schedules regularly to achieve best practice by ensuring they reflect current values and asset life.*
9	Ensure that its IAMP is updated for each asset group, and that the timing of planned asset renewals/replacements are consistent with the remaining useful lives of existing assets. Incorporate this data into the annual budget and long-term financial plan.	*Considerable effort and expense are being afforded to implement Predictor Modelling for each asset group. This modelling is being incorporated into the annual budget and long-term financial plan data.*

CONTAINING RATE LEVELS

10	*Consider whether it has given sufficient weight to the practical and logistical challenges in seeking to renew too much of its asset stock simultaneously, as well as considering whether there are alternative strategies which are longer term and enable a more staggered renewal profile.*	*Continual improvements are being made through Predictor Modelling to develop longer term strategies in renewing its asset stock.*
11	*Consider limiting future increases in rates to below expected inflation to reduce both affordability risk and intergenerational burden risk, while pursuing cost-savings initiatives to ensure expenses are controlled over the long-term.*	*Council provides a high level of services and infrastructure, despite its low population and remote geographical location which contributes to a high-rate burden on the community. Rationalisation of service levels and lowering of infrastructure condition may be required to enable rate increases to be limited.*

Local Government Advice

ESSENTIAL SERVICES COMMISSION of South Australia

LOCAL GOVERNMENT ADVICE SCHEME 2023-24 - ESSENTIAL SERVICES COMMISSION OF SOUTH AUSTRALIA (ESCOSA) REPORT



Local Government Advice

Municipal Council of Roxby Downs

February 2024

Enquiries concerning this advice should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
Freecall: 1800 633 592 (SA and mobiles only)
E-mail: advice@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

Municipal Council of Roxby Downs

AT A GLANCE

OVERVIEW

The Essential Services Commission finds the Municipal Council of Roxby Downs' current and projected financial performance **sustainable** taking into account the council's forecast low expense growth increase over the next 10 years and the planned average rate increases of 3.9% p.a. per property over this period

RISKS IMPACTING SUSTAINABILITY

- ⚠ If services, facilities and existing infrastructure are kept at current levels, the Council will have cost control and affordability challenges potentially causing average rate increases at higher-than expected levels
- ⚠ Infrastructure assets of a similar age, could require more repairs, maintenance and upgrades around the same time

CONTINUE

- ✓ Reviewing inflation forecasts in the budget and forward projections from 2024-25
- ✓ Ensuring income and expenditure data is consistent in the long-term financial plan and annual business plan
- ✓ Reviewing and updating the asset valuations and depreciation schedules regularly

COMMISSION'S RECOMMENDATIONS

- Undertake a review of the long-term financial plan each year
- Adopt inflation forecasts that align more closely with the RBA forecasts
- Include financial indicator reports in the long-term financial plan
- Introduce cost controls and monitor cost growth related to Roxby Link and capital expenditure
- Report actual and projected cost savings in the annual budget and long-term financial plan
- Update the infrastructure and asset management plans for each asset group, and ensure the timing of planned asset renewals/replacements are consistent with the remaining useful lives of existing assets
- Consider staggering future asset renewals to mitigate the risk of renewing assets simultaneously
- Consider limiting future increases in rates to below expected inflation

KEY FACTS

- Population in 2021 was **3,671**
- Council covers **110 square kilometres**
- **1,879** rateable properties in 2022-23
- **$5.8 million of rate income** in 2022-23
- Value of assets held in 2022-23 equals **$159.4 million**

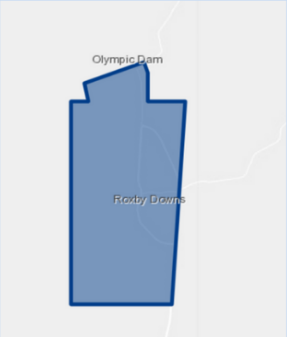


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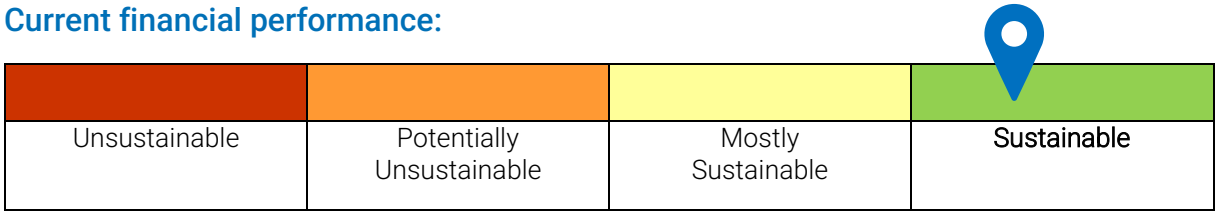
Glossary of terms

ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
Commission	Essential Services Commission, established under the *Essential Services Commission Act 2002*
CPI	Consumer Price Index (Adelaide, All Groups)
Council	Municipal Council of Roxby Downs
CWMS	Community Wastewater Management System
ESC Act	*Essential Services Commission Act 2002*
F&A	Local Government Advice: Framework and Approach – Final Report
FTE	Full Time Equivalent
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	*Local Government Act 1999*
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Pa per 9 - Financial Indicators Revised May 2019
LGGC	Local Government Grants Commission
LGPI	Local Government Price Index
LTFP	Long-term financial plan
Regulations	*Local Government (Financial Management) Regulations 2011*
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
SG	Superannuation Guarantee
The scheme or advice	Local Government Advice Scheme

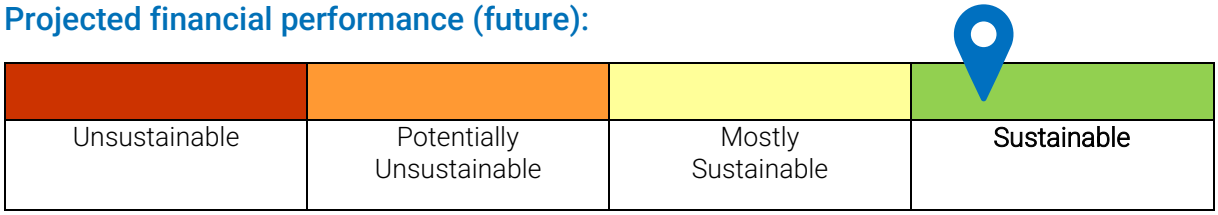
Legend: Low-risk Moderate-risk High-risk

1 The Commission's key advice findings for the Municipal Council of Roxby Downs

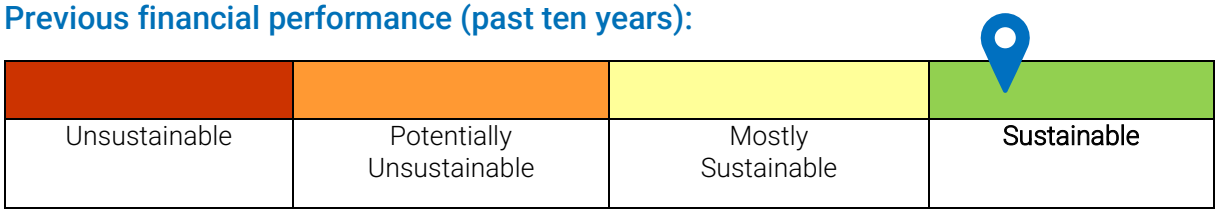
Current financial performance:



Projected financial performance (future):



Previous financial performance (past ten years):



The Essential Services Commission (**Commission**) considers the Municipal Council of Roxby Downs (**Council**) to be in a sustainable financial position because it has projected operating surpluses or small future deficits on a consolidated basis and total expenses increasing at a rate lower than inflation in the long term.

Acknowledging the Council's outlook, the Commission considers it would be appropriate for it to undertake the following steps to ensure it budgets prudently and transparently, continues to manage its cost base efficiently, plans its asset needs appropriately, renews its asset base to meet sustainable service levels and constrains the extent of further rate increases:

Budgeting considerations

1. **Ensure** that the Council undertakes a review of its long-term financial plan each year as required by the *Local Government Act 1999*.
2. **Continue** to follow the good practice of reviewing its inflation forecasts in the budget and long-term financial plans each year, given the potential for changes in inflationary expectations over the forecast period.
3. **Start** to adopt CPI forecasts that align more closely with the RBA forecasts and the local government sector expectations.
4. **Start** to adopt the good practice of including financial indicator reports in the long-term financial plan, as required by the Regulations, to provide transparency to ratepayers.
5. **Continue** to ensure that the income and expenditure data in the long-term financial plan is consistent with the data in the Annual Business Plan.

Providing evidence of ongoing cost efficiencies

6. **Start** to introduce cost controls and to monitor the growth in costs where possible, especially those related to Roxby Link[1] and capital expenditure.

7. **Start** to follow the good practice of reporting any actual and projected cost savings in its annual budget and long-term financial plan as appropriate to provide evidence of containing the growth in expenses and achieving efficiencies across its operations.

Refinements to asset management planning

8. **Continue** to review and update its asset valuations and depreciation schedules regularly to achieve best practice by ensuring they reflect current values and asset life.

9. **Ensure** that its IAMP is updated for each asset group, and that the timing of planned asset renewals/replacements are consistent with the remaining useful lives of existing assets. Incorporate this data into the annual budget and long-term financial plan.

Containing rate levels

10. **Consider** whether it has given sufficient weight to the practical and logistical challenges in seeking to renew too much of its asset stock simultaneously, as well as considering whether there are alternative strategies which are longer term and enable a more staggered renewal profile.

11. **Consider** limiting future increases in rates to below expected inflation to reduce both affordability risk and intergenerational burden risk, while pursuing cost-savings initiatives to ensure expenses are controlled over the long-term.

[1] Roxby Link is part of the Roxby Council's operations that provides leisure, recreation and cultural support and services to the community.

2 About the advice

The Essential Services Commission (**Commission**), South Australia's independent economic regulator and advisory body, has been given a role by the State Parliament to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans (**SMPs**) and on the proposed revenue sources, including rates, which underpin those plans.[2]

One of the main purposes of the Local Government Advice Scheme (**advice** or **the scheme**) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (**LTFPs**) and infrastructure and asset management plans (**IAMPs**)[3] – both required as part of a council's SMP.[4] Financial sustainability is considered to encompass intergenerational equity,[5] as well as program (service level) and rates stability in this context.[6] The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, outlined in the LTFP.[7] In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.[8]

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 17 councils for advice in the second scheme year (2023-24), including the Municipal Council of Roxby Downs (**Council**).

This report provides the Local Government Advice for the Council in 2023-24.

The Council is obliged under the LG Act to publish this advice and its response, if applicable, in its 2024-25 Annual Business Plan (including any draft Annual Business Plan) and subsequent plans until the next cycle of the scheme.[9] It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website[10]), nor is it compelled under the LG Act to follow the advice. The Commission thanks the Council for providing relevant information to assist the Commission in preparing this advice.

2.1 Summary of advice

Historically and into the future, the Council is dependent upon the level and success of the operations at Olympic Dam.[11] Most of the infrastructure was built when Roxby Downs was established in 1988, which means that most of its assets have a common age. The number of residents and rateable properties declined somewhat over the historic period (from 2,051 properties in 2012-13 to 1,986 in 2021-22), in line with the scale of activity at Olympic Dam.[12] The number of rateable properties is expected to remain stable at 1,881 over the forecast period 2023-24 through 2032-33.

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2 Amendments to the LG Act (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).

3 Commonly referred to as asset management plans.

4 The objectives of the advice with reference to a council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMPs.

5 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.

6 Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

7 LG Act s122(1f)(a) and (1g)(a)(ii).

8 LG Act s122(1f)(b) and (1g)(b).

9 LG Act s122(1h).

10 The Commission must publish its advice under LG Act s122(1i)(a).

11 Roxby Downs was established under the Roxby Downs (Indenture Ratification) Act 1982 (SA) to ratify a certain indenture between the State of South Australia and the Indenture Partner, which is currently BHP, which includes obligations upon the Partners and provisions in relation to local government.

12 Since Roxby Downs was established to service the operations at Olympic Dam, the population will change according to the site's requirements.

The Commission finds the Council's current financial position to be sustainable on balance, given the long-term outlook for Olympic Dam and the financial support provided through the Indenture Partners.[13]

The Council has produced operating surpluses since 2016-17 and forecast surpluses until 2025-26. From 2026-27 through 2032-33 however, the Council is forecasting deficits, because the average annual forecast growth in expenses of 3.6 percent (which is higher than the average annual forecast inflation rate of 2.6 percent) is greater than the forecast average annual growth in income of 2.0 percent.

This situation reflects a change in circumstances for the Council. Roxby Downs was established in 1988 to service Olympic Dam's operations and consequently, many of its assets have a similar age. Roxby Downs has an extensive range of facilities and amenities for its size, because it was built to attract and retain staff to work at Olympic Dam and provide the workforce for the mine. Historically, the Council has provided a high level of services and infrastructure,[14] despite its low population[15] and remote geographical location. These services and infrastructure impact the financial plans of its three business units (Municipal,[16] Power and Water) and the subsequent management of costs and cross-subsidisation between them.

The Commission notes that the Council faces a cost control and affordability challenge if it is to keep services and facilities at broadly existing levels. If the Municipal Deficit Arrangements remain static at $600,000 per annum[17] and cost escalation becomes harder to contain, there is a risk that the Council will need to increase rates and other charges more than anticipated in the 2023-24 LTFP to keep existing services and infrastructure condition at near current levels. If this is not affordable, some rationalisation of service and infrastructure quality might become necessary for the operations to remain sustainable.

The Commission also notes that the Council's assets renewal expenditure has not kept pace with its own assessment of actual requirements, and the annual depreciation charge is consistently higher than the Council's planned renewal expenditure.

The Council must also manage the risk associated with having infrastructure assets of a similar age, which could be expected to require more repairs or maintenance and upgrades, or new assets beyond the scope of LTFP and the Council's funding strategy.[18]

The Council's forward projections from 2023-24 (in its LTFP) forecast a gradually deteriorating financial sustainability outlook as a result of the forecast rate of expense growth outpacing the forecast rate of operating revenue growth with:

The population of Roxby Downs increased after the announcement in November 2008 that the Olympic Dam operations were expanding to include open-cut mining, but the population subsequently decreased after the plans were abandoned.
Also note that the population of Roxby Downs does not include the fly-in fly out workers who live temporarily at the Olympic Dam site.

13 Roxby Council was created and operates under the provisions of the Roxby Downs (Indenture Ratification) Act 1982 and is governed by an Administrator appointed by the Minister, who also has Chief Executive responsibilities.
Under the terms of the Indenture, BHP and the State Government both subsidise the Council's deficits with equal contributions of $300,000 per annum.

14 The Partner(s) in the Indenture (BHP and the Government of South Australia) have gifted the Council with infrastructure for the Council to manage and maintain.

15 The estimated resident population of Roxby Downs for 2022 is 4,102. See Population and dwellings | Roxby Downs Council | Community profile (id.com.au)

16 Which includes the operations of Roxby Link, which contributes to most of the operating deficit.
The commission understands that the Council intends to conduct service reviews for key Roxby Link areas over the next few years with the intention of reducing the cost of the Municipal business unit to an affordable level.

17 The Partners of the Indenture (the Government of South Australia and BHP) make equal contributions of $300,000 per year to cover the deficit. It follows that the Partners make no contribution if the budget is in surplus.

18 Which appears to be to maintain an increasing level of cash reserves.

- average growth in rates and expenses per property above the Reserve Bank of Australia (RBA)-based forecast inflation rate (with rates above the Council's forecast inflation and expenses slightly below the Council's forecast inflation[19]),
- a decline in the operating surplus ratio, with negative values from 2026-27 through 2032-33,
- further declines in the net financial liabilities ratio and increasing cash reserves, and
- an average asset renewal funding ratio (net) that is volatile but with an average value for the forecast period that sits on the upper target value of 100 percent.

Over the years of the LTFP 2023-24 through 2032-33, the Council is projecting average rates increases consistent with the RBA targeted inflation for the first three years, and from 2026-27 onwards, at 3 percent per annum, which is higher than the long-term expected inflation rate used by the Commission.[20] This delivers an annual average of 3.9 percent per annum for the period, or the forecast CPI plus 0.7 percent per annum.

Affordability risk among the community for these further rate increases appears to be moderate, on balance, when considering:

- the Council's relative average socio-economic indexes for areas (SEIFA) economic resources ranking for the Municipal Council of Roxby Downs area,[21]
- the current relatively high average rates (across most ratepayers),
- the Council's planned increases in rates per property of an average of 4.0 percent per annum over the forecast period, which sits above average expected inflation,[22] and
- The potential for additional revenue to be received from the State Government and BHP as subsidies to cover any operating deficits.

2.2 Detailed advice findings

The next sections summarise the Commission's more detailed observations and advice findings regarding the Council's material changes to its 2023-24 plans (compared with the previous year's plans), its financial sustainability (in the context of its long-term operating performance, net financial liabilities, and asset renewals expenditure) and its current and projected rate levels.

The Commission considers that the Council did not follow its obligation to review its LTFP in 2022-23 as required under the Act,[23] which meant that the Council had to provide the Commission with estimates

[19] The Council's average annual forecast inflation for the 10 years of the LTFP is 3.88 percent, which sits above the RBA-based mid-range forecast average inflation of 2.6 percent.

[20] The Council has used the RBA Forecast table - February 2023 in its financial modelling, and adopted a long-term average CPI increase of 3.0 percent for June 2025 through June 2033, whereas the Commission has based its analysis upon the midrange of the RBA long-term target at 2.5 percent for June 2026.

[21] The Roxby Council area is ranked 59 among 71 South Australian '*local government areas*' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'through June 2033.incorporated SA') on the Australian Bureau of Statistics SEIFA Index of Economic Resources (2021), where a lower score (eg 1) denotes relatively lower access to economic resources in general, compared with other areas, available at https://www.abs.gov.au/websitedbs/censushome.nsf/home/seifa.

[22] The Council's inflation forecast of an average of 3.0 percent sits above the Commission's forecast average inflation of 2.6 percent per annum for the period, which is based upon the RBA forecasts for the CPI (Australia-wide) to December 2025 and the Commission's calculations of average annual growth and the midpoint of the RBA's target range (2.5 percent) from 2025-26 onwards.

[23] See *Local Government Act 1999* section 122(4)(a) which states that a council is required to conduct an annual review of its long-term financial plan.

of the 2022-23 data for the purpose of this Advice.[24] Furthermore, the Council did not include any financial indicator target ratios in the 2023-24 LTFP,[25] as required by the Regulations.[26]

Additionally, the Council did not prepare an IAMP for 2018-22, which limited the Council's ability to assess their current levels of service delivery and plan for capital expenditure. At the time, however, the Council was implementing improvements to their asset management, including adopting the Assetic system in 2018 and reviewing and transferring asset data onto the system.[27]

In providing this advice, the Commission has followed the approach it previously explained in the Framework and Approach – Final Report (F&A). The attachment explores these matters further.[28]

2.2.1 Advice on material plan amendments in 2023-24

Key Points:

- ✓ Budgeted for a modest improvement in operating performance in the 2023-24 LTFP, with a higher surplus of $0.7 million compared to a surplus of $0.1 million projected in the 2022-23 data.
- ⚠ The 2023-24 LTFP shows an increase in total expenses of $9.62 million or 5.3 percent as compared with the estimates for the 2022-23 Plan.
- ✓ Increase in capital expenditure of $13.8 million on the renewal of assets, and an increase of $3.8 million or 38 percent from the estimated value of the previous LTFP.

The Commission has compared the Council's projections in its 2023-24 LTFP with those from the estimates provided by the Council as to the contents of its 2022-23 LTFP. The projections had been prepared and focused on the aggregate of the nine overlapping years' statistics 2023-24 to 2031-22[29] to ensure a comparable analysis of material amendments.

The Council budgeted for a modest improvement in operating performance in the 2023-24 LTFP, with a higher surplus of $0.7 million compared to a surplus of $0.1 million projected in the 2022-23 data calculated by Council based upon the eight overlapping years of data. The material changes are attributed to:

- adjustments in income, resulting from planned increases in rates to be aligned with the Council's higher-than-average CPI forecast (compared with the RBA forecast of an annual average of 2.6 percent,

[24] The Council estimated the 2022-23 data using an averaging method and entered this data on the Template provided to the Commission.
The Council also submitted two letters dated 29 September 2023 and 26 October 2023 which contained Council's estimates of key income and expenditure items as a proxy for the 2022-23 LTFP, calculated by averaging actual historical data, along with the reasons for material changes between their estimates for the 2022-32 LTFP data and the 2023-24 LTFP.

[25] The Council explained to the Commission that this was an oversight due to preparing multiple documents (ie the annual budget, LTFP and IAMP at the same time).

[26] The *Local Government (Financial Management) Regulations 2011*section 5 (1)(c) require a council to use and report the operating surplus ratio, net financial liabilities ratio and the asset renewal funding ratio in its annual budget and long-term financial plan.

[27] The Council advised that these activities are enabling them to conduct a significant review of their assets (including the estimated remaining asset lives for each asset group) and to update the records.

[28] The attachment will be available on the Commission's website with the Advice.

[29] The Council did not prepare a 2022-23 LTFP so for comparison purposes, calculated and provided estimated values to the Commission based on an average for 8 years of data plus an adjustment for average increase.

- a shift to the Municipal and Leisure Services of Council being funded directly from rates rather than relying upon power and water surplus funds directed towards Municipal services, [30] and
- a catch-up for the cost of waste collections and disposal services in the new contract.[31]

Employee costs have increased due to Council employing contractors to maintain services in some technical/specialist areas due to difficulties in attracting and retaining qualified staff. Materials, contracts and other expenses increased by 6.6 percent as the Council struggles to compete with BHP in terms of sourcing staff and contractors for similar work. Depreciation expenses are forecast to increase by 11 percent due to funding the construction of new asset programs from LGIPP, BBRG, Office for Sport and Recreation and LRCI.[32]

The Commission notes that the Council's stated assumptions for indexation in its 2023-24 LTFP are transparent, but that the Council has not complied with the requirement under the LG Act to produce a LTFP in 2022-23 that includes a report on performance of the actual and expected financial ratios.[33]

Notwithstanding the need for the Council to endeavour to find savings and reduce any inflationary impact on its community, the Commission has found that it would be appropriate for it to:

1. **Ensure** that the Council undertakes a review of its long-term financial plan each year as required by the *Local Government Act 1999*.
2. **Continue** to follow the good practice of reviewing its inflation forecasts in the budget and long-term financial plans each year, given the potential for changes in inflationary expectations over the forecast period.
3. **Start** to adopt CPI forecasts that align more closely with RBA forecasts and the local government sector expectations.
4. **Start** to adopt the good practice of including financial indicator reports in the long-term financial plan, as required by the Regulations, to provide transparency to ratepayers.
5. **Continue** to ensure that the income and expenditure data in the long-term financial plan is consistent with the data in the Annual Business Plan.

The Commission observes that the Council noted risks to its estimates arising from the impact of inflation upon expenditure, the cost of living and the anticipated burden of rates upon ratepayers.[34] In addition, there are no current regulatory requirements for it to publish its LTFP projections with its annual business plan and budget.

The Council's 2023-24 LTFP shows an increase in total expenses of $9.62 million or 5.3 percent as compared with the estimates for the 2022-23 Plan. Over the 10-year projections in the 2023-24 LTFP, the Council included an increase in capital expenditure of $13.81 million on the renewal of assets, an increase of $3.82 million or 38 percent from the estimated value of the previous LTFP, which includes asset renewal from the IAMP and supplementary projects that have been identified on the grounds of requiring renewal.

The 2023-24 LTFP also includes an additional $5.08 million on new and upgraded assets, where there was nil expenditure estimated for the 2022-23 LTFP. This results in new and upgraded assets now

30 The Council is in a unique position where the Water and Energy units subsidise Municipal unit income under the Indenture.

31 The Council operations are distinguished by business unit, where the Municipal business unit includes those services attributed to a traditional local government operation, including the management of local government infrastructure assets as well as services such as waste collection and dog and cat management; the two other business units are Power and Water, which together with Municipal, provide a consolidated surplus or deficit.

32 The Local Government Infrastructure Partnership Program (LGIPP), Bridon-Bekaert The Ropes Group (BRGG), and the Local Roads and Community Infrastructure Program respectively.

33 See *Local Government (Financial Regulations) 2011* section 5 (1)(c).

34 Municipal Council of Roxby Downs Long Term Financial Plan 2024-2033 pp. 9 & 10.

representing nearly 27 percent of capital expenditure over the period. The Council can undertake this expenditure largely due to BHP providing supplementary grant funding for new and upgraded assets for new initiatives identified in the sewer reclaimed water optimisation and stormwater management plans.[35]

The Council has coordinated their long-term projections[36] with their annual budget process and publishes both on their website and includes their projections for inflation in their Annual Business Plan and Budget but have not included a report on the historical and expected performance of the financial ratios in their LTFP.[37] The Commission considers it would be appropriate for the Council to:

6. **Start** to introduce cost controls and to monitor the growth in costs where possible, especially those related to Roxby Link and capital expenditure.

2.2.2 Advice on financial sustainability

Operating performance

Key Points:

- Operating surpluses consistently achieved between 2016-17 and 2021-22.
- The operating surplus ratio is forecast to be positive until 2026-27 where it is zero and then negative for the remaining forecast period.
- The Council faces a considerable cost control and affordability challenge if it is to keep services and facilities at broadly existing levels, given a lower rate base than anticipated prior to 2020.
- Forecast expenses are predicted to grow at an average of 3.63 percent per annum which is 1.03 percent higher than the expected inflation rate.

The Council has run an operating surplus since 2016-17 by turning an operating deficit averaging -$0.78 million from 2012-13 through 2015-16 to a surplus of $1.4 million in in 2016-17 and thereafter, by maintaining an average annual surplus of $1.86 million over the last six years of the historical period. This resulted in the operating surplus ratio exceeding the upper threshold of 10 percent in recent years.[38]

Over the term of the LTFP, the historical trends are reversed. The operating surplus declines and stays below the lower target of zero percent from 2026-27 onwards. Total expenses are forecast to increase by an average of 3.63 percent per annum, above the average expected inflation rate of 2.6 percent per annum for the period, based upon the RBA forecasts. Forecast income, meanwhile, increases at the rate of 2 percent per annum, which is below inflation, so the growth in expenses outpaces the growth in income and the operating surplus ratio breeches the lower limit of zero percent from 2026-27 onwards.

[35] Roxby Downs already has extensive infrastructure and facilities for a town of its size, which were built and continue to be expanded to attract and retain staff at this remote location, and these are maintained to a high standard.

[36] The Council did not produce a LTFP in 2022-23, which is not consistent with requirements.

[37] Although the assumptions appear consistent.

[38] The Council is in the unique position where User Charges, which include income from the Water and Power units, were the source of around 58 percent of Council income over the historic period and are expected to be the source of 57 percent of total income over the forecast period. The Council has expressed the intention of relying more heavily upon income from rates over the forecast period (See table of income and expenditure changes p 8 of the LTFP, where General Rates are forecast to increase in line with the Council's forecast CPI increases, while income from Water and Power Units is forecast to increase at well below the forecast CPI increases.

Furthermore, as the number of rateable properties is forecast to be stable, both expenses and income per property increase, with expenses per property increasing faster than the rate of inflation projected by the RBA.[39]

The changing patterns over the forecast period relative to the historical reflect a change in circumstances for the Council. From the time of its establishment in 1988, Roxby Downs has had an extensive range of facilities and amenities for its size, because it was built to attract and retain staff to work at Olympic Dam and provide the workforce for the mine. Historically, the Council has provided a high level of services and infrastructure,[40] despite its low population and remote geographical location. These services and infrastructure impact the financial plans of its three business units (Municipal,[41] Power and Water) and the subsequent management of costs and cross-subsidisation between them.

The Commission notes that the Council faces a cost control and affordability challenge if it is to keep services and facilities at broadly existing levels, given a lower rate base than anticipated prior to 2020[42] to finance this. The Council advised the Commission that it intends to conduct service reviews for key Roxby Link areas over the next few years with the intention of reducing the cost of the Municipal business unit to an affordable level.[43]

Under the Indenture,[44] the Council already has Municipal Deficit arrangements to the level of $600,000 per annum.[45] If this remains static and cost escalation becomes harder to constrain, there is a risk that the Council will need to increase rates and other charges more than anticipated to keep existing services and infrastructure conditions at near current levels. If this is not affordable, some rationalisation of service and infrastructure quality might become necessary. Against such a background, the Commission considers it beneficial for the Council to develop a range of credible options, rather than the only one contained in the 2023-24 LTFP, which is for consultation with the community, BHP and the State Government.

To ensure the Council achieves best practice in line with the LGA target for the operating surplus, the Commission considers it appropriate for the Council to:

7. **Start** to follow the good practice of reporting any actual and projected cost savings in its annual budget and long-term financial plan as appropriate to provide evidence of containing the growth in expenses and achieving efficiencies across its operations.

39 That is, the expenses per property increase in real terms.

40 The Partner(s) in the Indenture (BHP and the Government of South Australia) have gifted the Council with infrastructure for the Council to manage and maintain.

41 Which includes the operations of Roxby Link, which contributes to most of the operating deficit. The Commission understands that the Council intends to conduct service reviews for key Roxby Link areas over the next few years with the intention of reducing the cost of the Municipal business unit to an affordable level.

42 An expansion of Olympic Dam's operations to include open-cut mining was announced in November 2008, which would have resulted in substantial growth in the population of Roxby Downs, but the plans were subsequently abandoned in 2020, resulting in a forecast of a stable population and a lower rate base.

43 As stated in the LTFP p. 6 and as advised by the Council during discussions held on 9 November 2023.

44 The Roxby Downs (Indenture Ratification) Act 1982 (SA), which currently has two Partners, the Government of the State of South Australia and BHP.

45 The Partners of the Indenture (the Government of South Australia and BHP) make equal contributions of $300,000 per year to cover the deficit. It follows that the Partners make no contribution if the budget is in surplus.

Net financial liabilities

Key Points:

- ⚠ For nine of the ten years of the historical period, the net financial liabilities ratio remained below the bottom of the target range of zero percent, averaging negative 49.6 percent.
- 🛑 Over the forecast period from 2023-24 through 2032-33, the net financial liabilities ratio is forecast to remain negative and well below the zero percent lower target, with an average for the forecast period of negative 124.7 percent.
- ⚠ The Council continues to hold significant and increasing levels of cash throughout the forecast period, even after undertaking planned capital expenditure, which presents an opportunity cost to ratepayers, since they are providing those funds, which could have been used for other purposes that benefit them.

For nine of the ten years of the historical period, the Council's net financial liabilities ratio remained below the bottom of the target range of zero percent, averaging negative 49.6 percent and reflecting the Council's low level of financial liabilities.

Over the forecast period from 2023-24 through 2032-33, it remains negative and well below the zero percent lower target, with an average for the forecast period of negative 124.7 percent. This is due in part to cash and cash equivalents growing by an average 4 percent per annum over the forecast period, while liabilities decrease by an average 1 percent per annum. This data trend shows that the Council will continue to hold significant and increasing levels of cash throughout the period, even after undertaking planned capital expenditure.

The Council's reason for holding cash is to cover the risk of replacement of ageing assets on an urgent basis. The Commission notes, however, that the Council's asset stock is relatively new, given that Roxby Downs was established in 1988. The Council's level of cash holdings might also lack balance with respect to inter-generational equity, given the transient nature of the population. While both rates and cash holdings increase each year to fund potential future capital expenditure, the benefits may not be seen by those currently paying rates.[46]

There is merit in the Council reviewing their projected cash requirements with a view to reducing them to restrain their increases in rates. Holding cash results in an opportunity cost to ratepayers, since they are providing the funds which could have been used for other purposes that benefit them.

Asset renewals expenditure

Key Points:

- ⚠ The asset renewal funding ratio averaged 57.7 percent over the 10-year historical period but has averaged 90.4 percent between 2018-19 and 2021-22.
- ⚠ The Council intends to broadly meet its planned renewals expenditure over the LTFP and to maintain a depreciation charge higher than planned renewal expenditure needs. This results in the forecast asset renewal ratio, using the depreciation method, being consistently below the lower threshold target of 90% over the LTFP.
- ⚠ Asset renewals have been low due to the relatively young age of assets, but a review of asset condition (especially underground assets) and their remaining asset lives should be undertaken.

[46] The population of Roxby Downs is relatively transient, with an annual turnover of 20 percent.

Revaluations of assets are scheduled every five years, although the Council has advised that in periods of higher inflation, the Council undertakes a desktop revaluation every two to three years, with condition and useful lives undertaken every five years.

Historically, the Council's actual assets renewal expenditure has not kept pace with its own assessment of actual requirements. This is reflected in its asset renewal funding ratio, which is based upon comparing actual renewal expenditure with planned renewal expenditure, which averaged 57.7 percent over the 10-year historical period, well below the lower target threshold of 90 percent. Although there was an improvement over the last five years of the historic period, the asset renewal ratio averaged only 90.4 percent, which sits just within the target range.

The result worsens when comparing the asset renewal funding with depreciation rather than planned expenditure because the annual depreciation charge is consistently higher than the Council's planned renewal expenditure over the historic period. In this respect, the Commission notes that in the absence of debt and increasing cash and cash equivalents, the Council appears to be holding some of the excess as reserves.

These trends align with the Council noting 'the historic level of asset renewal expenditure was low due to the common age of the infrastructure assets',[47] which means that many of the Council's existing assets have the same age, and consequently each asset group will require repairs and replacement at approximately the same time.[48] This suggests that significant renewal lies in the future because much of the asset stock was established in the late 1980s. As such, the patterns seen in the measures of the asset renewal ratio reflect the Council adopting a strategy of accumulating reserves in the near term, which may or may not be used to fund greater renewals in the future.

The age structure of the asset stock also indicates that the Council should be developing credible strategies to manage the risk of infrastructure assets with a similar age, which could be expected to require more repairs/maintenance and renewal/replacement within the same timeframe in the future. In this respect, the Council has advised that extensive work has been done to verify Council assets and condition ratings together with compiling up-to-date valuations utilising the Assetic system. This was expedited though 2022-23, with 'extensive research, modelling, stakeholder consultations, presentations to Audit & Risk Committee, BHP and State Government, along with community engagement'.[49]

The Council has also provided the Commission with the IAMP 2023-2033[50] which is used to guide the planning, construction, maintenance and operation of each of their asset classes and identify the predicted asset renewal date, along with possible expansion/upgrade of assets.[51] The revaluation schedule in the IAMP indicates that revaluations of assets are scheduled every five years, although the Council has advised that in periods of higher inflation, the Council undertakes a desktop revaluation every two to three years, with condition and useful lives undertaken every five years.

Overall, the above factors indicate that the recent asset assessments, valuation exercises and the IAMP should provide a robust indication of implications of the Council's renewal and upgrade/new asset plans

47 See Roxby Downs AMP 2023-33 p. 6.
48 Under the terms of the Indenture, The Partner (BHP) builds the assets and then hands them over to the Council to manage, which includes responsibility for repairs and maintenance.
49 As explained by the Council during discussions and communications in November 2023.
50 Roxby Council *Infrastructure and Asset Management Plan 2023-2033* (IAMP).
51 The IAMP covers eight groups of assets, including transport, water, wastewater, stormwater, power, buildings and other structures, parks and gardens and plant and equipment, with a replacement value of $174 million and annual depreciation of $3 million.

for the LTFP. They also provide an indication of likely future renewals beyond the scope of the LTFP and the Council's funding strategy.

In this respect, the Commission notes the continual decline in the value of the asset stock per rateable property over the LTFP suggesting the peak in renewals extends beyond this LTFP. This is because the number of rateable properties is static and there is negligible forecast capital expenditure on new/upgraded assets. The Council's has stated that the reason for low forecast spend on new/upgraded assets is 'the current population level to support BHP operations can be accommodated within the existing residential area,'[52] and the infrastructure required for future development will be met by BHP and/or the State Government as required under the terms of the Indenture.[53]

The Commission also notes the intention of the Council to broadly meet its planned renewals expenditure over the LTFP and to maintain a depreciation charge higher than planned renewal expenditure needs. This results in the forecast asset renewal ratio, using the depreciation method, being consistently below the lower threshold target of 90% over the LTFP, with the opposite for the asset renewal ratio measure using planned renewal expenditure. The implication of this, alongside the continuation of low to zero debt and negligible capital expenditure on new/upgraded assets is the increasing cash reserves noted in the previous section on net financial liabilities.

In part, the Council's reasoning for holding ever increasing reserves is that while it is relatively easy to conduct spot checks on the condition of above-ground assets, the Council has significant assets underground, including electricity assets, that also require monitoring. The Council has advised the Commission that it is concerned that urgent asset renewal might be required at scale and at considerable cost in the future.

The Commission also observes the considerable practical difficulties and logistical challenges in seeking to renew or replace a large proportion of the asset stock simultaneously. Given this, there is a need for the Council to consider strategies to address this, alongside funding. There may be benefit in the Council considering a longer-term, more staggered approach to renewal, which would likely be less disruptive for the community and more manageable for the Council.

Additionally, the Commission considers there may be benefit in the Council reviewing any misalignment in the asset lives used to calculate depreciation and those used in the IAMP, with a view to creating more parity. The Council's work undertaken recently in understanding asset condition, life and value underpins its future renewal expenditure, which is significantly less than implied by the depreciation charge. This suggests the asset lives between the two are misaligned, with those being used for depreciation purposes potentially being lower.[54]

Notwithstanding, the Commission does acknowledge the Council's recent work in improving it's understanding of the condition, life, and value of the assets under the Council's stewardship that benefit the community. While the Commission considers this a positive step, how this will develop is not yet known. Given this, the Commission considers it prudent to review progress once this approach becomes more embedded in the Council's processes, strategic planning, and implementation. How rates evolve on the back of the Council's updated approach is also of relevance.

The Commission considers that it would be appropriate for the Council to:

8. **Continue** to review and update its asset valuations and depreciation schedules regularly to achieve best practice by ensuring they reflect current values and asset life.

9. **Ensure** that the IAMP is updated for each asset group and that the timing of planned asset renewals/replacements is consistent with the remaining useful lives of assets. This data should be incorporated into the annual budget and long-term financial plan.

[52] Municipal Council of Roxby Downs Long Term Financial Plan 2023-32 p.13.

[53] See Municipal Council of Roxby Downs IAMP 2023-32 pp. 12 & 13 The Council anticipates an annual increase in population of 1.25 percent (or 50 new residents) per annum with an associated increase in repairs and maintenance costs.

[54] The Council advised that it is currently undertaking significant work to move data to the Assetic software, which is expected to assist with asset management and planning.

10. **Consider** whether it has given sufficient weight to the logistical and practical challenges in seeking to renew a large proportion of the asset stock simultaneously, as well as considering alternative strategies which are longer term and enable a more staggered renewal profile.

2.2.3 Advice on current and projected rate levels

Key Points:

- ⚠ The Council currently has the highest residential rates per property in South Australia, with average rates per property in 2020-21 at $2,931, which is nearly 44 percent higher than the State average.
- ⚠ Rate revenue per property growth has averaged 3.2 percent between 2012-13 and 2021-22 (1.2 percent above CPI).
- ✓ The forecast rate revenue increase for 2023-24 is 7.55 percent per property which is in line with inflation.
- ⚠ Between 2023-24 and 2032-33, the average rate revenue per property is forecast to increase by 3.9 percent per annum, which is above the RBA-based forecast average of inflation of 2.6 percent per annum.

The Council currently has the highest residential rates per property in South Australia, with average rates per property in 2020-21 at $2,931,[55] which is nearly 44 percent higher than the State average. The Council's rate revenue per property grew by an average of 3.2 percent per annum over the 10-year historic period 2012-13 through 2021-22, which resulted in rates increasing by around 1 percentage point, more than the average annual inflation of 2.6 per cent over the period. [56] While it can be argued that Roxby Downs ratepayers have a better than average capacity to pay their rates because the towns' SEIFA rating is 59 out of 71[57] (for the state), this cannot alone explain the historical high level of rates.

As noted previously, the Council is now managing the consequence of expanding services and infrastructure to accommodate an anticipated population increase that did not materialise. Also, the Council provides a high level of services and infrastructure, despite its low population and remote geographical location. Providing this with limited scale means that the Council is at risk of being unsustainable without access to the Municipal Deficit funding and a high-rate burden on the community. This will not change without service rationalisation and a lowering of infrastructure condition.

The Council has budgeted for an increase in total rates income of 7.64 percent in 2023-24, which results in an average rate increase of 7.55 percent or $232.23 per property for its existing ratepayers,[58] in line

[55] Based on total residential rates excluding CWMS rates per rateable residential property for each council in SA as shown in SA Local Grants Commission Excel spreadsheet Report 6 – Council Rating Arrangements for 2021-22 Financial Year.

[56] As per the table *Total Residential Rates (excluding CWMS Rates) per Rateable Residential Property* – SA Local Government Grants Commission Report 6 *Council Rating Arrangements for 2021-22 Financial Year*.
See also Councils in Focus data for 2020 available at Municipal Council of Roxby Downs | Councils in Focus where Roxby Council's general rates were reported as $2.31k net per property, compared to $1.73k per property for the similar council average and $1.81 per property for the state average.

[57] The Socio-Economic Indexes for Areas (SEIFA) is produced by the ABS and ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census.
The SEIFA ranking of 59 of 71 indicates that Roxby Downs residents have a better capacity to pay rates than 58 of the other councils in South Australia.
See https://www.abs.gov.au/websitedbs/censushome.nsf/home/seifa for more information about the indexes.

[58] See Municipal Council of Roxby Downs – Long-term Financial Plan 2023-33 p. 8 and data in its Excel template (with the 2023-24 forecasts) provided to the Commission.

with inflation. This is higher than its average historical rates of increase at 3.21 percent per rateable property and is the result of a change in the Council's budgetary approach to increasing rates income in line with inflation, rather than under the rate of inflation.

Over the years of the LTFP 2023-24 through 2032-33, the Council is projecting average rates increases consistent with the RBA targeted inflation for the first three years, and from 2026-27 onwards, at 3 percent per annum, which is higher than long-term expected inflation. This delivers an annual average of 3.9 percent per annum for the period, or the forecast CPI plus 0.7 percent per annum.

No growth in rateable properties is expected and total rates revenue per property is forecast to increase from an average of $3,086.75 per rateable property in 2022-23 to $4,579.48 in 2032-33, which is an increase of $1492.73 or 48.4 percent above the average rates per rateable property at the start of the 10-year forecast period.

Affordability risk among the community for these further rate increases appears to be moderate, on balance, when considering:

- the Council's relative average socio-economic indexes for areas (SEIFA) economic resources ranking for the Municipal Council of Roxby Downs area,[59]
- the current relatively high average rates (across most ratepayers),
- the Council's planned increases in rates of around 3.0 percent per annum over the forecast period, which sits above average expected inflation,[60] and
- the potential for additional revenue to be received from the State Government and BHP as subsidies to cover any operating deficits.

However, as the current economic environment is putting more pressure on most communities' capacity to pay for further rate increases, including those of the Council, the Commission considers it would be appropriate for the Council to:

11. Consider limiting further increases in rates to below expected inflation to reduce both the affordability risk and intergenerational burden risk, while pursuing cost-saving initiatives to ensure expenses are controlled over the long-term.

2.3 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon the Roxby Council's:

- ongoing performance against its current LTFP estimates,
- development of strategies and setting targets for cost savings and reporting achievements in its plans,
- development a strategy to reduce the risks associated with the Council's assets having a similar age,
- alignment of asset and depreciation values in the IAMP, to be coordinated with planned expenditure in the LTFP,

The Grants Commission database lists residential rates as $2,391 for 2021-22, which includes the waste collection and Landscape Levy.

59 The Roxby Council area is ranked 59 among 71 South Australian '*local government areas*' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics SEIFA Index of Economic Resources (2021), where a lower score (eg 1) denotes relatively lower access to economic resources in general, compared with other areas, available at Socio-Economic Indexes for Areas (SEIFA), Australia, 2021 | Australian Bureau of Statistics (abs.gov.au)

60 The forecast of an average 3.0 percent sits above the Commission's forecast inflation of 2.6 percent per annum for the period.

- development of plans for asset renewal,
- a reassessment of its cash requirements, and
- the Council's efforts to minimise any emerging affordability risks.

The Essential Services Commission
Level 1, 151 Pirie Street Adelaide SA 5000
GPO Box 2605 Adelaide SA 5001
T 08 8463 4444
E escosa@escosa.sa.gov.au | W www.escosa.sa.gov.au



2026-2027 BUDGET

ROXBY COUNCIL

HOW WILL COUNCIL FUND THE ANNUAL BUSINESS PLAN?

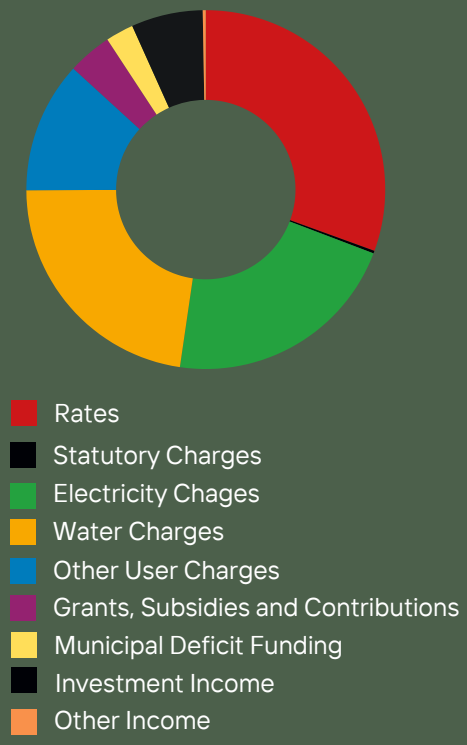
The Annual Business Plan produces a modest operating surplus of $367,558 due to some operational projects scheduled.

OPERATING INCOME

To deliver the projects and ongoing services outlined within this Plan, Council raises income from various sources, including state and federal government grants and rates.

INCOME SOURCE	$'000
Rates	7,280
Statutory Charges	56
Electricity Charges	5,129
Water Charges	5,394
Other User Charges	2,822
Grants, Subsidies and Contributions	947
Municipal Deficit Funding	600
Investment Income	1,537
Other Income	65

INCOME $23.8M



EXPENSES

The total cost to Council to deliver services at current service levels is $23.5 million. Within this, $6.3 million is allocated to employee-related costs across Council functions. A further $4.6 million is recognised as depreciation, reflecting the annual consumption and ongoing use of Council's extensive infrastructure asset base.

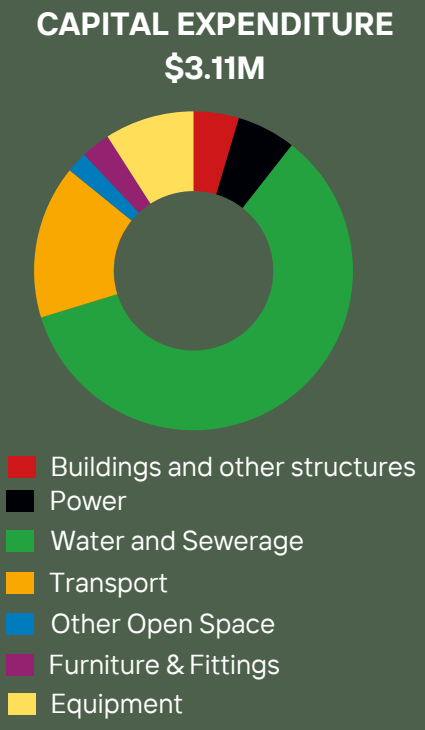
DEPARTMENTAL EXPENDITURE	$'000
Essential Services and Assets	8,292
Executive	429
Lifestyle, Sport and Community	6,004
Roxby Power	3,876
Roxby Water	4,861



CAPITAL EXPENDITURE

$1,219k will be spent on renewing and replacing assets
$1,892k will also be spent on new or upgraded assets, providing additional services and benefits to the community.

INCOME SOURCE	$'000
Buildings and other structures	143
Power	186
Water and Sewerage	1,857
Transport	485
Other Open Space	66
Furniture & Fittings	92
Equipment	282



SETTING OF RATES AND CHARGES

In determining the level of rate revenue required for the 2026–27 financial year, Council has considered a range of factors, including the cost of delivering services to the community and the funding required to support asset renewal and replacement in accordance with Council's long-term asset management objectives.

Consideration has also been given to prevailing economic conditions, community expectations, and the need to ensure compliance with all statutory obligations under the *Local Government Act 1999*. Council seeks to balance these factors in a manner that supports financial sustainability while maintaining appropriate service levels for the community.

GENERAL RATES

Council proposed a 4.2% increase in general rate revenue for the 2026–27 financial year. This position is informed by the Adelaide Consumer Price Index (CPI), which increased to 4.9% for the year to March 2026, compared to 2.4% for the year to March 2025, indicating a notable escalation in inflationary pressures.

This increase is expected to generate total general rate revenue of $6,099,204 compared to $5,852,901 in 2025–26.

DIFFERENTIAL GENERAL RATES

As in previous years Council has opted to differentiate the rates charged by different land use. It does so on the basis that some land uses impact more on the level of services used compared to others.

LAND USE	RATE IN DOLLAR	RATES TO BE COLLECTED $ (BY CATEGORY OF USE)
Residential	0.006762	4,307,473
Commercial Shop	0.019844	257,368
Commercial Office	0.025506	146,957
Commercial Other	0.023557	873,466
Industry Light	0.016137	58,151
Industry Other	0.011145	83,971
Vacant	0.024815	210,256
Other	0.009592	161,562

MAXIMUM INCREASE

Valuations were received from the Valuer General. Council resolved that there will be no changes to the maximum increase from 2025-26, which remain at 12%. This applied to the general rate for residential ratepayers where the property was their principal place of residence. It did not apply if there had been development or a change in use from the previous year.

FIXED CHARGE

All rateable properties contribute a fixed charge of $861.00 towards the cost of Council services.

The fixed charge is expected to generate $1,612,653, representing approximately 26% of total general rate revenue for the 2026–27 financial year.

RATE REBATES

Council will provide rate rebates in accordance with Section 166 of the *Local Government Act 1999*.

Discretionary rate rebates are reviewed periodically to ensure they remain appropriate, consistent, and aligned with Council policy.

AVERAGE RATE

The average rate has been calculated by dividing total general rates levied by the number of rateable properties within each land use category. This provides an indicative measure of the average contribution per property.

LAND USE	NUMBER OF PROPERTIES (BY CATEGORY OF USE)	AVERAGE RATE / ASSESSMENT $	CHANGE FROM LAST YEAR
Residential	1,732	2,487	4.21%
Commercial Shop	29	8,875	4.20%
Commercial Office	16	9,185	4.20%
Commercial Other	41	21,304	4.13%
Industry Light	7	8,307	4.20%
Industry Other	8	10,496	4.20%
Vacant	34	6,184	4.20%
Other	15	10,771	4.20%

BUSINESS IMPACT STATEMENT

Council considered the impact of rates on all businesses within the Council area. In doing so, Council assessed the financial impact of the current and forecast economic climate on local businesses, the operating and capital projects and new programs for the coming year that would principally benefit industry and business development, valuation changes, and Council's ability to provide appropriate local stimulus to businesses through its annual rating structure.

DIFFERENTIAL GENERAL RATES

Further information concerning Council Rating Concessions, Rebates, Capping Rebates and provisions for rate payers facing hardship can be found in Appendix 1.

SERVICE CHARGE - WASTE COLLECTION

The full cost of operating and maintaining the waste collection service is recovered through a service charge applied to each residential property.

In 2025–2026, the annual service charge was $762.25. For 2026–2027, Council adopted an increase of 3.67%, resulting in an annual charge of $790.20 per property. This will generate total revenue of $1,368,626.

The increase reflects rising disposal and transport costs associated with waste management services in Roxby Downs. These cost pressures are primarily driven by external factors impacting waste processing and logistics.

For 2027–2028, it is anticipated that increases to the waste collection service charge will return to alignment with CPI movements, subject to prevailing cost conditions.

REGIONAL LANDSCAPE LEVY

The Regional Landscape Levy is a State Government charge established under the *Landscape South Australia Act 2019*. Council is required to collect this levy on behalf of the SA Arid Lands Landscape Board.

The levy is applied as a fixed charge based on land use classification and is separately identified on the rates notice. For 2026–2027, the adopted charges are $49.06 for Residential, Vacant, and Other land use categories, and $98.12 for Commercial and Industrial land use categories.

The Regional Landscape Levy is expected to generate total revenue of $97,285.

METHOD USED TO VALUE LAND

Council adopted capital value as the basis for valuing land within the Council area, as it is considered the fairest method for distributing the rate burden across all ratepayers. Capital value is also viewed as a reasonable indicator of a property owner's capacity to pay.

ADOPTION OF VALUATION

Council adopted valuations provided by the Valuer-General for rating purposes.

Property owners may lodge an objection directly with the Valuer-General within 60 days of receiving their valuation notice. Council does not have a role in the valuation objection process.

Lodging an objection does not change the due date for payment of rates.

The total capital valuation of land within the Roxby Downs Council area, as advised by the State Valuation Office on 22 June 2026, was $565,216,100 Of this amount, $502,264,127 represents rateable land used for the calculation of Council rates.

The valuation data was updated by the Valuer-General following the release of the Draft Annual Business Plan and Budget 2026–2027. Accordingly, the valuation figures contained in the adopted Annual Business Plan and Budget differ from those presented in the draft document. The updated valuation as at 22 June 2026 for the Roxby Council area was $502,264,127.

ROXBY POWER AND ROXBY WATER CHARGES

Revenue from Roxby Power and Roxby Water is subject to seasonal variation and changes in demand. Budget estimates are based on historical usage and trend analysis, with factors such as temperature, population movement, and economic conditions influencing overall consumption.

For 2026–27, Council adopted a 4.2% increase in electricity tariffs for Roxby Power, with no change to the solar feed-in (buy-back) rate. Council also adopted a 4.2% increase for Roxby Water, covering both usage tariffs and supply charges.

Sewerage supply charges increased from $261.03 to $283.27 per quarter (8.52%). This reflected a review of commercial property units, resulting in approximately 100 fewer assessed connections and a need to rebalance revenue.

Total projected revenue is $5.129 million for Roxby Power and $5.394 million for Roxby Water.

ROXBY WATER

ROXBY POWER



APPENDIX 1 - RATING POLICY EXPLAINED

WHY ARE RATES IN ROXBY DOWNS COMPARATIVELY HIGHER THAN THOSE IN METROPOLITAN COUNCILS?

Due to land use restrictions, there has been no proposed construction of new residential buildings or dwellings in Roxby Downs. This has implications for Council, as natural growth in the number of rateable properties, typically experienced in other local government areas—cannot be relied upon as a source of natural revenue growth in planning assumptions.

The cost of delivering high-quality services in a remote location is also significantly higher, with limited availability of service providers and supply chains. This presents ongoing challenges for efficient service delivery and cost management.

HOW OFTEN DOES ROXBY COUNCIL INCREASE ITS RATES?

For the 2026–27 financial year, Council adopted a 4.2% general rate increase. This decision reflected a considered response to current and emerging cost pressures, including sustained increases in operating and capital inputs, and is broadly informed by the Adelaide Consumer Price Index (CPI), which recorded an annual movement of 4.9% for the year ended 31 March 2026.

In determining this position, Council has also taken into account broader economic indicators and the need to maintain long-term financial sustainability while continuing to deliver essential services and renew critical infrastructure in a remote operating environment.

WHEN ARE RATES DUE?

Annual rates may be paid in full at the first instalment due in September, or by four equal instalments due in September, December, March, and June. Ratepayers may also elect to pay the outstanding balance in full at any time.

Council issues instalment notices to all ratepayers, outlining the amount due and the next instalment date, at least 30 days prior to each due date. In addition, Council now issues SMS reminders for all overdue accounts to support timely payment and assist ratepayers in managing their obligations.

A range of payment options is available to ratepayers to provide flexibility and support timely settlement of accounts.

INSTALMENT DUE DATES

Instalment 1	15 September 2026
Instalment 2	15 December 2026
Instalment 3	15 March 2027
Instalment 4	15 June 2027

WHAT HAPPENS IF RATES ARE NOT PAID BY THE DUE DATE?

The *Local Government Act 1999* requires that Councils impose a penalty of 2% on rates that are not paid by the due date.

Rates remaining unpaid will be charged interest each month, set each year in accordance with Section 181 (8) (c) of the Act. Council may at its discretion remit penalties for late payment of rates where ratepayers can demonstrate hardship (refer to the Roxby Council Municipal Rates Hardship Policy on Council's website). Council issues an overdue notice for payment of rates unpaid by the due date. Should rates remain unpaid more than 21 days after the issue of the overdue notice, the Council may refer the debt to a debt collection agency. The debt collection agency charges collection fees that are recoverable from the ratepayer. When the Council receives a payment in respect of overdue rates, the Council applies the money received in accordance with the sequence prescribed in Section 183 of the Act.

THE PRESCRIBED SEQUENCE IS:

First:	*Satisfying any costs awarded in connection with court proceedings.*
Second:	*Satisfying any interest costs.*
Third:	*Paying any fines imposed.*
Fourth:	*Payment of rates, in chronological order (starting with the oldest amount owing).*

PENALTIES

Penalties apply to overdue rates. Ratepayers who may experience difficulty meeting standard payment requirements, or who anticipate being absent when rates are due, are encouraged to contact Council's Rates Officer on (08) 8671 0010 to discuss alternative payment arrangements.

WHAT IF I'M EXPERIENCING HARDSHIP?

If you are experiencing difficulty paying your rates, support is available. Please contact Council on (08) 8671 0010 to discuss your individual circumstances.

Council is committed to working with ratepayers to find practical and flexible solutions, which may include tailored payment arrangements, instalment plans, or other options to assist in managing financial obligations. Early engagement is encouraged to ensure appropriate support can be provided.

CAN RATE PAYMENTS BE POSTPONED UNDER HARDSHIP?

Under Section 182 of the *Local Government Act 1999*, you can apply to postpone your rates if payment would cause you hardship. You need to meet the following criteria:

That hardship can be proven (such as by providing a statement of income and expenses).

You agree to pay interest on the amount at the cash advance debenture rate, calculated monthly and published by the Local Government Finance Authority for 1 July each year.

The property is your principal residence and is the only property you own.

You have owned the property and used it as your principal residence for a minimum of 1 year.

You can produce your Pensioner Concession Card from Centrelink or Veterans Affairs, or you can demonstrate that you are a self-funded retiree with a household income of less than $25,000 a year.

We strongly encourage any ratepayer to contact us if they anticipate that they will have difficulty paying rates instalments when they fall due.

CAN RATES BE POSTPONED FOR SENIORS CARD HOLDERS?

Pursuant to Section 182A of the *Local Government Act 1999*, if you hold a State Government Seniors Card, you can apply to postpone part of your Council rates for the current or a future financial year.

WHICH PROPERTIES ARE ELIGIBLE FOR A RATE REBATE?

The *Local Government Act 1999* (the Act) provides that the Council must grant a rebate of Council rates in specified circumstances. The rebates relate to:

Land used by a not-for-profit community service organisation for specified services (pursuant to Section 161).

Land containing a church or other building used for public worship and land used solely for religious purposes (pursuant to Section 162).

Land used for specified educational purposes (pursuant to Section 165).

WHO ELSE IS ELIGIBLE FOR A REBATE?

Section 166 of the *Local Government Act 1999* sets out the circumstances in which Council can grant discretionary rebates of up to 100%. Rebates are reviewed and approved by Council on an annual basis.

MAXIMUM RATE INCREASE CAP

The Council may fix a maximum increase in the general rate charged on any rateable land within its area that constitutes the principal place of residence of a principal ratepayer under Section 153 (3) of the *Local Government Act 1999*. If the Council fixes a maximum increase, it will do so on the application of the property owner for the relevant year ending 30 June provided that:

Land used by a not-for-profit community service organisation for specified services (pursuant to Section 161).

Land containing a church or other building used for public worship and land used solely for religious purposes (pursuant to Section 162).

Land used for specified educational purposes (pursuant to Section 165).

Enquiries can be made by contacting Roxby Council's Rates Officer on 8671 0010 or by emailing roxby@roxbycouncil.com.au.

WHAT HAPPENS IF RATES ARE IN ARREARS FOR MORE THAN THREE YEARS?

Section 184 of the *Local Government Act 1999* provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to notify the owner of its intention to sell the land if payment of the outstanding amount is not received within one month and must provide the owner with details of the outstanding amounts. Except in extraordinary circumstances, the Council enforces the sale of land for arrears of rates.

SAMPLE RATES NOTICE 2026-2027

ROXBY COUNCIL

Rates Notice 2026/2027

1st Instalment Notice

Rates & Charges for period
1 July 2026 to 30 June 2027

Richardson Place (PO Box 124)
Roxby Downs SA 5725
08 8671 0010
roxby@roxbycouncil.com.au
www.roxbydowns.sa.gov.au
ABN 68 284 130 046

Assessment No	Issue Date
A0001	27/07/2026

Due Date	Amount
15/09/2026	$123.45

XYZ Investments Pty Ltd
PO Box 1234
ROXBY DOWNS SA 5725

Council Rates and Charges shown on this notice are exempt from GST

Property Details			
Property Address	00 Richardson Place, Roxby Downs, SA, 5725		
Legal Description	Lot 123 T123456 CT1234/123	Valuation Number	123456789
Declared Date	24 June 2026	Capital Value	$123,000

Rates and Charges Breakdown		
Balance Brought Forward as at 27/07/2026		$0.00
Rates & Charges for 2026/2027	Rate in the $	
General Rate - Differential - (Land Use) Residential	0.001234 $	$1.234.56
General Rate - Fixed Charge		$123.00
Service Charge - Domestic Waste Collection		$123.45
Other Fees & Charges for 2025/2026		
SA Arid Lands Regional Landscape Levy		$12.34
Rebates, Remissions, Concessions or Deductions		
TOTAL BALANCE (full year's payment due)		**$1,234.56**

EXAMPLE

INSTALMENT 1	INSTALMENT 2	INSTALMENT 3	INSTALMENT 4
$123.00	$123.00	$123.00	$123.00
Pay By: 15/09/2026	Pay By: 15/12/2026	Pay By: 15/03/2027	Pay By: 15/06/2027

The above is an example of Roxby Council's Rates Notice for illustration purposes only.

STATEMENT ON EXPECTED RATE REVENUE

Statement on Expected Rate Revenue

Please note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.

Expected Rates Revenue

	2026/26 (as adopted)	2026/27 (estimated)		Change	Comments
General Rates Revenue					
General Rates (existing properties)	$5,852,901	$6,099,204	*(a)*		
General Rates (new properties)			*(b)*		
General Rates (GROSS)	**$5,852,901**	**$6,099,204**	*(c)*		
Less: Mandatory Rebates	($288,599)	($309,600)	*(d)*		
General Rates (NET)	**$5,564,303**	**$5,789,603**	*(e)*	**4.0%**	
		(e)=(c)+(d)			
Other Rates (inc. service charges)					
Regional Landscape Levy	$94,847	$97,285	*(f)*		The Regional Landscape Levy is a State tax, it is **not retained** by council.
Waste collection	$1,320,217	$1,368,626	*(g)*		Increased costs to deliver service
Water supply			*(h)*		
CWMS			*(i)*		
Separate and Special Rates	n/a	n/a	*(j)*		
Electricity Supply			*(k)*		
	$6,979,367	$7,255,514			
Less: Discretionary Rebates	($8,564)	($7,863)	*(l)*		
Expected Total Rates Revenue	**$6,875,956**	**$7,150,367**	*(m)*	**4.0%**	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
		(m)=(e)+(g)+(h)+(i)+(j)+(k)+(l)			

Estimated growth in number of rateable properties

Number of rateable properties	**1,882**	**1,882**	*(n)*	**0.0%**
	Actual	*Estimate*		

'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.

Estimated average General Rates per rateable property

Average per rateable property	**$3,110**	**$3,241**	*(o)*	**4.2%**
		(o)=(c)/(n)		

Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).

Notes

(d) Councils are **required** under the Local Government Act to provide a rebate to qualifying properties under a number of categories:

Health Services - 100 per cent
Community Services - 75 per cent
Religious purposes - 100 per cent
Public Cemeteries - 100 per cent
Royal Zoological Society of SA - 100 per cent
Educational purposes - 75 per cent

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(e) Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea)

Please Note: The percentage figure in *(e)* relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).

(f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.

(i) Community Wastewater Management Systems

(l) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(m) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.

(n) 'Growth' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

Statement on Expected Rate Revenue

Please note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.

Expected Rates Revenue

	Total expected revenue			No. of rateable properties		Average per rateable property				Rate in the $
	2025/26	**2026/27**	**Change**	2025/26	**2026/27**	2025/26	**2026/27**		**Change**	**2026/27**
Land Use (General Rates - GROSS)										
Residential	$4,133,400	**$4,307,473**	**4.2%**	1732	**1732**	$2,386	**$2,487**	*(p)*	**$101**	**0.006762**
Commercial - Shop	$246,994	**$257,368**	**4.2%**	29	**29**	$8,517	**$8,875**	*(p)*	**$358**	**0.019844**
Commercial - Office	$141,033	**$146,957**	**4.2%**	16	**16**	$8,815	**$9,185**	*(p)*	**$370**	**0.025506**
Commercial - Other	$838,255	**$873,466**	**4.2%**	41	**41**	$20,445	**$21,304**	*(p)*	**$859**	**0.023557**
Industry - Light	$55,807	**$58,151**	**4.2%**	7	**7**	$7,972	**$8,307**	*(p)*	**$335**	**0.016137**
Industry - Other	$80,583	**$83,971**	**4.2%**	8	**8**	$10,073	**$10,496**	*(p)*	**$423**	**0.011145**
Vacant Land	$201,781	**$210,256**	**4.2%**	34	**34**	$5,935	**$6,184**	*(p)*	**$249**	**0.024815**
Other	$155,048	**$161,562**	**4.2%**	15	**15**	$10,337	**$10,771**	*(p)*	**$434**	**0.009592**
Total Land Use	$5,852,901	**$6,099,204**	**4.2%**	1,882	**1,882**	$3,110	**$3,241**	*(p)*	**$131**	

Fixed Charge

	Total expected revenue			Charge			
	2025/26	**2026/27**	**Change**	2025/26	**2026/27**		**Change**
Fixed Charge	$1,547,098	**$1,612,653**	**4.2%**	$826	**$861**	*(q)*	**$35**

This revenue amount is **included** in the General Rates GROSS figure at *(c)*.

Adopted valuation method

Capital Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:
Capital Value – the value of the land and all improvements on the land;
Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or
Annual Value – a valuation of the rental potential of the property.

The Municipal Council of Roxby Downs adopts the Capital Valuation methodology for rating purposes in its area.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.

(r) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.



APPENDIX 2 - CONSOLIDATED FINANCIAL STATEMENTS

Budgeted Statement of Comprehensive Income Budget 2026-2027

	2024/25 Audited Actual	2025/26 Original Budget	2025/26 Budget Forecast	2026/27 Budget
	$	$	$	$
INCOME				
Rates	6,677,660	6,989,116	6,989,116	7,279,643
Statutory charges	45,405	57,420	190,074	55,701
User charges	12,791,150	12,292,450	12,565,340	13,344,579
Grants, subsidies and contributions	1,020,370	656,870	669,804	760,620
Grants, subsidies and contributions - Capital	29,373	-	-	186,473
Municipal Deficit Funding	600,000	600,000	600,000	600,000
Investment income	1,362,190	1,082,000	1,082,000	1,536,922
Reimbursements	3,572	11,884	11,884	12,205
Other income	462,226	67,960	286,901	52,517
Total Income	22,991,947	21,757,701	22,395,120	23,828,659
EXPENSES				
Employee costs (inc oncosts)	4,998,350	5,476,102	5,487,663	6,283,585
Materials, contracts & other expenses	11,419,970	11,681,825	14,171,080	12,571,562
Depreciation	4,444,297	4,115,380	4,444,297	4,597,954
Finance costs	7,219	1,214	4,673	8,000
Total Expenses	20,869,835	21,274,521	24,107,713	23,461,101
OPERATING SURPLUS / (DEFICIT)	2,122,112	483,180	(1,712,592)	367,558
Asset Disposal & Fair Value Adjustments	(148,671)	-	-	-
Amounts specifically received for new or upgraded assets	337,300	-	-	-
Physical resources received free of charge	9,325	-	-	-
NET SURPLUS/(DEFICIT) transferred to Equity Statement	2,320,066	483,180	(1,712,592)	367,558
Other Comprehensive Income				
Changes in revaluation surplus -IPPE	23,236,711	-	-	-
TOTAL COMPREHENSIVE INCOME	25,556,777	483,180	(1,712,592)	367,558

Budgeted Statement of Financial Position Budget 2026-2027

	2024/25 Audited Actual	2025/26 Original Budget	2025/26 Budget Forecast	2026/27 Budget
	$	$	$	$
ASSETS				
Current Assets				
Cash and cash equivalents	24,900,984	33,733,982	30,645,289	35,153,898
Trade & other receivables	3,258,382	2,882,797	3,254,382	3,340,277
Other Financial Assets	7,000,000	-	-	-
Inventories	46,904	58,918	46,904	55,768
Total Current Assets	35,206,271	36,675,697	33,946,576	38,549,943
Non-current Assets				
Infrastructure, property, plant & equipment	155,993,880	133,223,621	155,536,842	153,990,244
Total Non-Current Assets	155,993,880	133,223,621	155,536,842	153,990,244
TOTAL ASSETS	191,200,151	169,899,318	189,483,418	192,540,187
LIABILITIES				
Current Liabilities				
Trade & other payables	3,619,934	7,435,672	3,620,447	6,305,222
Current Borrowings	-	16,182	-	-
Current Provisions	716,969	815,075	716,456	758,474
Total Current Liabilities	4,336,903	8,266,929	4,336,903	7,063,696
Non-current Liabilities				
Non-current Borrowings	-	36,409	-	-
Non-current Provisions	2,415,758	2,304,925	2,415,758	2,374,526
Total Non-current Liabilities	2,415,758	2,341,334	2,415,758	2,374,526
TOTAL LIABILITIES	6,752,661	10,608,263	6,752,661	9,438,222
NET ASSETS	184,447,490	159,291,055	182,730,756	183,101,965
EQUITY				
Accumulated Surplus	44,185,822	42,266,055	42,469,088	42,839,965
Asset Revaluation Reserves	140,261,668	117,025,000	140,261,668	140,262,000
Other Reserves	-	-	-	-
TOTAL EQUITY	184,447,490	159,291,055	182,730,756	183,101,965

Budgeted Statement of Cash Flows Budget 2026-2027

	2024/25 Audited Actual	2025/26 Original Budget	2025/26 Budget Forecast	2026/27 Budget
	$	$	$	$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates - general & other	6,612,545	6,986,704	6,989,116	7,279,078
Fees & other charges	46,375	57,178	190,074	82,585
User charges	13,447,667	12,315,462	12,565,340	13,223,377
Grants utilised for operating purposes	1,648,370	1,255,695	1,269,804	1,356,951
Investment receipts	1,362,190	1,081,204	1,082,000	1,519,681
Reimbursements	3,572	11,844	11,884	12,150
Other revenues	1,308,000	62,846	286,760	57,410
Payments				
Employee costs	(4,454,226)	(5,461,990)	(5,487,663)	(6,230,897)
Materials, contracts & other expenses	(12,872,777)	(12,872,240)	(14,171,080)	(13,695,569)
Finance payments	(7,219)	(3,479)	(4,673)	-
Net Cash provided by (or used in) Operating Activities	7,094,497	3,433,222	2,731,564	3,604,766
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Amounts specifically for new or upgraded assets	374,137	35,533	-	-
Grants utilised for capital purposes	29,373	-	-	171,021
Sale of replaced assets	-	-	-	60,000
Payments				
Expenditure on renewal/replacement of assets	(844,103)	(1,354,382)	(2,340,161)	(1,218,968)
Expenditure on new/upgraded assets	(299,000)	(1,005,735)	(1,647,098)	(1,892,269)
Investment in term Deposits	6,000,000	-	-	-
Net Cash provided by (or used in) Investing Activities	5,260,408	(2,324,584)	(3,987,259)	(2,880,216)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Proceeds from bonds and deposits	135,000	-	-	-
Payments				
Repayment of finance lease liabilities	-	(16,182)	-	-
Net Cash provided by (or used in) Financing Activities	135,000	(16,182)	-	-
NET INCREASE (DECREASE) IN CASH HELD	12,489,904	1,092,457	(1,255,695)	724,551
Cash & cash equivalents at beginning of period	12,411,080	32,641,525	31,900,984	34,429,348
Cash & cash equivalents at end of period	24,900,984	33,733,982	30,645,289	35,153,899
Additional Information				
Plus: Investments on hand - end of year	7,000,000	-	-	-
Total Cash, cash equivalents and investments	31,900,984	33,733,982	30,645,289	35,153,899

Budgeted Statement of Changes In Equity Budget 2026-2027

	Accumulated Surplus	Asset Revaluation Reserves	TOTAL EQUITY
	$	$	$
2024/25 AUDITED ACTUAL			
Balance at end of previous reporting period	41,865,756	117,024,957	158,890,713
Net Surplus/(Deficit) for Year	2,320,066		2,320,066
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant & equipment		23,237	23,237
Transfers between reserves			
Balance at end of period	44,185,822	140,261,668	184,447,490
			-
2025/26 ORIGINAL BUDGET			
Balance at end of previous reporting period	41,782,875	117,025,000	158,807,875
Net Surplus/(Deficit) for Year	483,180		483,180
Other Comprehensive Income			
Gain (loss) on revaluation of infrastructure, property, plant & equipment		-	-
Transfers between reserves			
Balance at end of period	42,266,055	117,025,000	159,291,055
			-
2025/26 BUDGET FORECAST			
Balance at end of previous reporting period	44,181,681	140,261,668	184,443,349
Net Surplus/(Deficit) for Year	(1,712,593)		(1,712,593)
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant & equipment		-	-
Transfers between reserves			
Balance at end of period	42,469,088	140,261,668	182,730,756
			-
2026/27 BUDGET			
Balance at end of previous reporting period	42,472,408	140,262,000	182,734,408
Net Surplus/(Deficit) for Year	367,558		367,558
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant & equipment		-	-
Transfers between reserves			
Balance at end of period	42,839,965	140,262,000	183,101,965

Budgeted Uniform Presentation of Finances Budget 2026-2027

	2024/25 Audited Actual	2025/26 Original Budget	2025/26 Budget Forecast	2026/27 Budget
	$	$	$	$
Income	22,991,947	21,757,701	22,395,120	23,828,659
less Expenses	20,869,835	21,274,521	24,107,713	23,461,101
Operating Surplus / (Deficit)	2,122,112	483,180	(1,712,593)	367,558
Net timing adjustment for general purpose grant funding	(365,000)	-	-	-
Less: grants,subsidies and contributions - capital	(29,000)	-	-	(186,473)
Adjusted Operating surplus / (deficit)	1,728,112	483,180	(1,712,593)	181,085
Net Outlays on Existing Assets				
Capital Expenditure on renewal and replacement of Existing Assets	(844,103)	(1,354,382)	(2,340,161)	(1,218,968)
Finance Lease payments for right of use assets on exitsting assets	-	(19,661)	-	-
Depreciation, Amortisation and Impairment	4,444,297	4,115,380	4,444,297	4,597,954
Add back grants, subsidies and contributions - capital renewal	29,000	-	-	186,473
Proceeds from Sale of Replaced Assets	-	-	-	60,000
	3,629,194	2,741,337	457,038	3,625,459
Net Outlays on New and Upgraded Assets				
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(299,000)	(1,005,735)	(1,647,098)	(1,892,269)
Amounts received specifically for New and Upgraded Assets	374,300	35,533	-	-
	75,300	(970,202)	-	(1,892,269)
Net Lending / (Borrowing) for Financial Year	5,432,606	2,254,316	(1,255,554)	1,914,275

Budgeted Financial Indicators Budget 2026-2027

	2024/25 Audited Actual	2025/26 Original Budget	2025/26 Budget Forecast	2026/27 Budget
	$	$	$	$
OPERATING SURPLUS RATIO	9.2%	2.2%	-7.6%	1.54%
Operating Surplus	2,122,112	483,180	(1,712,593)	367,558
Total Operating Income	22,991,947	21,757,701	22,395,120	23,828,659
This ratio expresses the operating surplus as a percentage of total operating revenue.				
UNDERLYING OPERATING SURPLUS RATIO	7.6%	2.2%	-7.6%	1.54%
Operating Surplus	1,728,112	483,180	(1,712,593)	367,558
Total Operating Income	22,597,947	21,757,701	22,395,120	23,828,659
This ratio expresses the normalised operating surplus as a percentage of total operating revenue.				
NET FINANCIAL LIABILITIES RATIO	-124%	-120%	-121%	-122%
Net Financial Liabilities	(28,406,705)	(26,008,516)	(27,147,010)	(29,111,721)
Total Operating Income	22,991,947	21,757,701	22,395,120	23,828,659
Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.				
ASSET RENEWAL FUNDING RATIO	70%	267%	461%	116%
Net Asset Renewals	844,103	1,354,382	2,340,161	1,218,968
Infrastructure & Asset Management Plan required expenditure	1,205,000	507,117	507,117	1,050,698
Net asset renewals 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.				

SUMMARY BY BUSINESS UNIT

	Municipal Total				Roxby Power				Roxby Water				Total			
	2024/25	2025/26	2025/26	2026/27	2024/25	2025/26	2025/26	2026/27	2024/25	2025/26	2025/26	2026/27	2024/25	2025/26	2025/26	2026/27
	Audited Actual	Original Budget	Forecast	Budget	Audited Actual	Original Budget	Forecast	Budget	Audited Actual	Original Budget	Forecast	Budget	Audited Actual	Original Budget	Forecast	Budget
	$	$	$	$	$	$	$	$	$	$	$	$	$	$	$	$
INCOME																
Rates	6,676,660	6,989,116	6,989,116	7,279,643	-	-	-	-	-	-	-	-	6,676,660	6,989,116	6,989,116	7,279,643
Statutory charges	45,405	57,420	190,074	55,701	-	-	-	-	-	-	-	-	45,405	57,420	190,074	55,701
User charges	2,614,858	2,531,802	2,541,802	2,821,109	4,915,713	4,920,545	4,922,435	5,129,000	5,260,580	4,840,103	5,101,103	5,394,469	12,791,151	12,292,450	12,565,340	13,344,579
Municipal Deficit Funding	600,000	600,000	600,000	600,000	-	-	-	-	-	-	-	-	600,000	600,000	600,000	600,000
Grants, subsidies and contributions	1,020,370	656,870	669,804	760,620	-	-	-	-	-	-	-	-	1,020,370	656,870	669,804	760,620
Grants, subsidies and contributions - Capital	29,373	-	-	186,473	-	-	-	-	-	-	-	-	29,373	-	-	186,473
Investment income	1,362,190	1,082,000	1,082,000	1,536,922	-	-	-	-	-	-	-	-	1,362,190	1,082,000	1,082,000	1,536,922
Reimbursements	3,572	11,885	11,885	12,205	-	-	-	-	-	-	-	-	3,572	11,885	11,885	12,205
Other income	50,552	67,960	76,976	52,516	411,675	-	209,925	-	-	-	-	-	462,227	67,960	286,901	52,516
Total Income	12,402,980	11,997,053	12,161,657	13,305,189	5,327,388	4,920,545	5,132,360	5,129,000	5,260,580	4,840,103	5,101,103	5,394,469	22,990,948	21,757,701	22,395,120	23,828,659
DIRECT EXPENSES																
Employee costs (inc on costs)	4,629,229	5,107,251	5,118,813	5,883,415	174,032	178,087	178,087	197,959	194,089	190,764	190,764	202,211	4,997,350	5,476,102	5,487,664	6,283,585
Materials, contracts & other expenses	8,071,291	8,282,559	10,393,622	9,082,621	1,898,577	1,742,395	1,962,320	1,589,684	1,450,101	1,656,871	1,815,137	1,899,258	11,419,969	11,681,825	14,171,079	12,571,562
Depreciation	2,557,463	2,201,092	2,557,463	2,648,854	1,054,877	1,027,076	1,054,877	1,089,688	831,957	887,212	831,957	859,412	4,444,297	4,115,380	4,444,297	4,597,954
Finance costs	-	-	-	-	7,219	1,214	4,673	8,000	-	-	-	-	7,219	1,214	4,673	8,000
Productivity Gain	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Direct Expenses	15,257,983	15,590,902	18,069,898	17,614,890	3,134,705	2,948,772	3,199,957	2,885,331	2,476,147	2,734,847	2,837,858	2,960,881	20,868,835	21,274,521	24,107,713	23,461,101
INTERNAL CHARGES																
Dividend	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)	-	-	-	-	1,050,000	1,050,000	1,050,000	1,050,000	-	-	-	-
Overheads	(1,476,005)	(1,475,829)	(1,475,829)	(1,840,923)	836,639	837,625	837,625	990,665	639,366	638,203	638,203	850,258	-	-	-	-
Total Internal Charges	(2,526,005)	(2,525,829)	(2,525,829)	(2,890,923)	836,639	837,625	837,625	990,665	1,689,366	1,688,203	1,688,203	1,900,258	-	-	-	-
OPERATING SURPLUS / (DEFICIT)	(328,998)	(1,068,020)	(3,382,412)	(1,418,778)	1,356,044	1,134,148	1,094,778	1,253,004	1,095,067	417,053	575,042	533,330	2,122,113	483,180	(1,712,592)	367,558
Less: Adjustment for -																
Grants, subsidies and contributions -	29,373	-	-	186,473	-	-	-		-	-	-		29,373	-	-	186,473
ADJUSTED OPERATING SURPLUS / (DEFICIT)	(358,371)	(1,068,020)	(3,382,412)	(1,605,251)	1,356,044	1,134,148	1,094,778	1,253,004	1,095,067	417,053	575,042	533,330	2,092,740	483,180	(1,712,592)	181,085



APPENDIX 3 - COMMUNITY CONSULTATION

Pursuant to the provisions of Section 123 of the *Local Government Act 1999*, each Local Government Authority is required to develop an Annual Business Plan and Budget for each financial year. Council released the Draft Annual Business Plan and Budget FY 2026-27 for community consultation between 9:00am Monday, 4 May and 9:00am Monday, 25 May 2026.

Throughout the public consultation period the Draft Annual Business Plan and Budget 2026-2027 was available to the public via the following methods:

Council's website roxbydowns.sa.gov.au;

Hard copy format from the following venues:

- *Council Office - 6 Richardson Place, Roxby Downs,*
- *Community Library - 1/15 Richardson, Place Roxby Downs,*
- *Roxby Link - 1/15 Richardson Place, Roxby Downs,*
- *Roxby Downs Community Hub - Richardson Place, Roxby Downs,*

Council's social media platforms.

Council welcomed community feedback on the draft version of the Annual Business Plan and Budget 2026-2027 ahead of its adoption on Wednesday 24 June 2026.

COMMUNITY DISCUSSIONS

Residents and ratepayers were provided with an opportunity to make verbal submissions, discuss the Annual Business Plan and Budget and ask questions at several in-person sessions held within the municipality.

These included the following sessions:

- ***Tuesday, 12 May 2026 at 11:30am-12:30pm and 2:00pm-3:00pm, at the Roxby Downs Community Hub on Richardson Place.***
- ***Wednesday, 13 May 2026 between 1:00pm-3:00pm at the Dunes Cafe.***
- ***Thursday, 14 May 2026 between 3:00pm-4:30pm at the Roxby Downs Community Library.***

WRITTEN FEEDBACK

Written submissions were invited from members of the public, residents and ratepayers until 9:00am on Monday, 25 May 2026.

ORDINARY COUNCIL MEETING & PUBLIC MEETING

Members of the public, residents and ratepayers were invited to share their views on the Draft Annual Business Plan & Budget 2026–2027 at the Public Meeting held following Council's Ordinary Meeting on Thursday, 28 May 2026.

The session ran for one hour from 5:30pm in the Council Boardroom, 6 Richardson Place, Roxby Downs.

ANNUAL BUSINESS PLAN & BUDGET TIMELINE 2026-2027

10:00am Friday 10 April 2026

Audit & Risk Committee

The Draft Annual Business Plan and Budget (DABP) 2026-2027 and Draft Long-term Financial Plan (LTFP) 2026/27 - 2035/36 are referred to the Audit & Risk Committee

5:00pm Thursday 30 April 2026

Council Approval for Consultation

Council approval of Consultation Draft Draft Annual Business Plan and Budget (DABP) 2026-2027, and Draft Long-term Financial Plan (LTFP) 2026/27 - 2035/36.

9:00am Monday 4 May 2026

Community Consultation Opens

The community is invited to view and offer feedback on the

- Annual Business Plan and Budget (DABP) 2026-2027
- Long-term Financial Plan (LTFP) 2026/27 - 2035/36

May 2026

BHP & State Government Consultation

Stakeholder engagement with BHP and State Government commenced

11:30am & 2pm Tuesday 12 May 2026

Community Hub Meet & Discuss

Come and have a chat with Council at the Community Hub from 10am to discuss what this year's Budget and LTFP are all about.

1:00-3:00pm Wednesday 13 May 2026

Dunes Cafe Meet & Discuss

Chat with Council in the Dunes Cafe between 1 & 3pm to discuss what this year's DABP and LTFP are all about.

3:00pm to 4:30pm Thursday 14 May 2026

Roxby Community Library

Chat with Council in the Community Library between 3:00 and 4:30pm to discuss what this year's DABP and LTFP are all about.

May 2026

BHP & State Government Briefing

BHP & State Government Briefing with Council Chief Executive & Administrator

9:00am Monday 25 May 2026

Community Consultation Closes

All written and online submissions to be received by close of business.
Feedback will be considered in preparing the final document.

5:30pm Thursday 28 May 2026

Ordinary Council Meeting & Public Meeting

Members of the public are invited to attend a Public Meeting to ask questions or make verbal submissions to the Council in relation to the draft Annual Business Plan & Budget 2026-2027.

Early June 2026

BHP & State Government Presentation

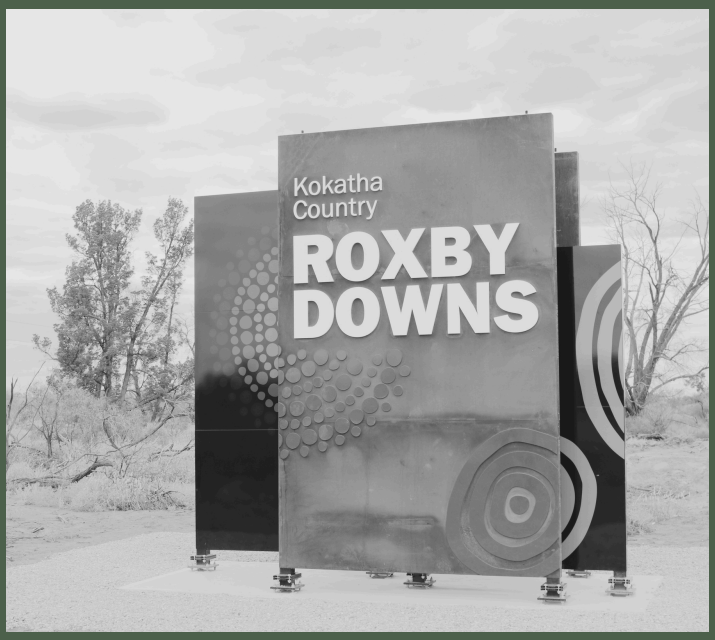
Council Chief Executive to present the final draft budget.

5:00pm Wednesday 24 June 2026

Council Proposes to Adopt the 2026-2027 Budget

- Annual Business Plan and Budget 2026-2027
- Long-term Financial Plan 2026/27 - 2035/36

THANK YOU!



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