

**roxby**council  
young vibrant community

**2012 / 13**

**ANNUAL BUSINESS PLAN**

**&**

**BUDGET**

**August 2012**



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## 1. INTRODUCTION

Olympic Dam Mine, the local community has undergone substantial structural change. The community's "interdependence" with the Mine, its aspirations, future and, by implication, Council's approach is summarised in the following **raison d'être**:

**"To turn a World Class Mining Deposit into a World Class Mining Operation requires people with high specialist skills that choose BHP Billiton and Roxby Downs as their preferred destination over many other world-wide alternatives."**

The Annual Business Plan and Budget sets out the Council's proposed services, programs and projects for 2012/13. It outlines Council's aims to maintain efficient services for the community and continues progress towards the longer term objectives as set out in the Strategic Management Plan adopted by the Council on 14 May 2012.

This Plan was developed following a major review. It is an important reference document for Council operations as it not only provides detail of the Pillars, Goals, and Objectives associated with the Plan but also articulates a sound vision of:

### **"Building a World-Class Community to support a World-Class Mine"**

This is especially important as in Roxby's case, given the importance of the town to BHP Billiton's operation and the State's overall financial well being and the pending expansion the community has every right to expect the Council to attempt to fulfil its obligations as articulated through its Strategic Management and Annual Business Plans all of which have been in existence for many years and accepted as an appropriate response to the community's needs.

This approach also accords with the State Government's Strategic Direction.

At the opening of the 2012 State Parliament the State Government adopted the following seven (7) important strategic objectives to spur new and increased action as a key platform in the State's overarching vision for the State looking forward to 2050.

- Creating a vibrant city
- Maintaining our safe communities and healthy neighbourhoods
- Clean green food as our complete base
- An affordable place to live for everyone
- Every chance for every child
- Growing advanced manufacturing
- Realising the benefits of the mining boom for all South Australians

The Premier has indicated that the State's approach will balance social, economic, and environmental issues. It will rely on innovative solutions to bring a modern perspective to planning and implementation and will put the community firmly at the centre of the service delivery.

The Roxby Downs community is actively portrayed in most of these objectives and one of these **"realising the benefits of the mining boom for all South Australians"** specifically recognises Roxby Downs as an important contributor.

At the February 2012 launch of the Property Council of South Australia's Invest SA Conference the Premier of South Australia further reiterated that **"the expansion of the Olympic Dam is the most significant single project in South Australia's history. It's not just a mine it's an opportunity to transform our State."**

Council's 2012/13 Budget and Annual Business Plan is one of many early steps in achieving this aspiration and the overall approach at putting the community "first" is a core element reflected throughout.

In addition it overlays the Community's aspirations as articulated in through the 2005 Community Plan as the Roxby Downs Community it aspires to be recognised as a

Healthy Town  
Welcoming Town  
Learning Community  
Model Environmentally Friendly Town  
Family Orientated Town Place of Personal Development

**Council's 2012/13 Budget and Annual Business Plan attempts to continue to meet these realistic community aspirations.**

## **2. LEGISLATIVE**

### **2.1. Local Government & Indenture Acts**

In accordance with Section 123 of the Local Government Act 1999, Roxby Downs Council has prepared and adopted its Annual Business Plan and budget for the 2012/13 financial year. The Roxby Downs (Indenture Ratification) Act 1982 also required this to be presented to BHP Billiton and the State Government for approval.

Unlike most Local Government Authorities in South Australia, Council operates the utilities Roxby Power (Electricity) and Roxby Water (Water and Sewerage), as well as the Municipal Council functions. This is an important distinction from all other local governments in South Australia as the budget needs that will result following adoption of the Annual Plan will need to be viewed as three (3) separate entities as both utilities operate on a commercial basis separate from the Council's Municipal Operations.

Significantly under the Roxby Downs (Indenture Ratification) Act 1982, Roxby Power is not permitted to make a "profit," instead directing any excess income into its Asset Replacement Fund. Following distribution into funding water assets Roxby Water profits, (if any), are permitted to support the Municipality. The State Government and BHP Billiton are required to approve of Council's budget and equally meet the operating and capital deficit on Municipal Operations.

Specific actions for the year are proposed consistent with the Council's long term strategic objectives and with an aim to ensure the long-term sustainability and sound financial performance of the Council.

The extent of any Council's effort in relation to functions that are required under relevant legislation is to a large extent "open ended" and limited by and large by a Local Government Authority's financial constraints.

The situation in Roxby Downs is no different except that unlike most other Councils, the community's capacity to pay is still being established. This is also compounded by the fact that BHP Billiton and the State Government are key stakeholders with a direct interest in the size of Council's operating deficit, as they share the funding of the municipal deficit.

In preparing the 2012/13 Annual Business Plan Council has recognised the unique circumstances that apply with respect to Council's operations under the Roxby Downs (Indenture Ratification) Act 1982 in that both BHP Billiton and the State Government must approve of any budget prior to it being adopted by Council. This potentially conflicts with Local Government Act 1999 which now requires an Annual Plan to be prepared and consulted upon prior to this process commencing with Council unsure as to the extent of financial support to be provided by each party.

In order to comply with the recent amendments to the Local Government Act 1999 Council prepared a Draft Annual Plan to highlight to the community its strategic direction and to seek community input into Council's Business Plan prior to submitting the budget to BHP Billiton and that State Government process.

Council took the opportunity to foreshadow those actions that Council had already identified as well as those that elements of the community had already raised. Prudently only those were included that are strategically important and realistically achievable.

Overall, subject to the amount of deficit funding received, Council's philosophy is that the community along with the State Government and BHP Billiton needs to continue to share the overall net costs of operating the municipality to the high standards required by our community.

## **2.2. Public Submissions**

As required under Section 123 of the Local Government Act 1999, Council is required to prepare a Draft Annual Business Plan and consult with the local community in the prescribed manner. This process, including a public meeting on 7 June 2012, has been completed.

Whilst it is not unusual for local government generally to have little formal public input, Council received and considered one submission from the Roxby Downs Community Board..

Significantly the prevailing view of this is that the Roxby Downs Community Board interalia continues to support Councils strategic approach to addressing the issues, suggests that the Community is paying its way but fundamentally questions the State Government and BHP Billiton's approach to and level of funding of the Council.

### 3. SIGNIFICANT FACTORS

The physical location and fiscal environment in which the Council operates is extremely challenging, is in a state of transition and has some degree of uncertainty. A number of significant factors have influenced the preparation of the Council's 2011/12 Budget submission. These include the following:

The physical and fiscal environment in which the Council operates is extremely challenging and in a state of transition and some degree of uncertainty. A number of significant factors have influenced the preparation of the Council's 2012/13 Annual Business Plan. These include the following:

#### 3.1. Indenture Considerations

The provisions of the *Roxby Downs (Indenture Ratification) Act 1982* significantly affect the financial operation of Council with the State Government, BHP Billiton and Council each required to meet various infrastructure and financial contributions.

Compliance by all parties under the provisions of the *Roxby Downs (Indenture Ratification) Act 1982*, as well as the provisions of the *Local Government Act 1999*; a view strongly endorsed by Council's Audit Committee. This issue is a vexed one beyond Council's control but if all of the requirements of the Indenture were complied with it would potentially increase Council's financial viability.

In 2011 the *Roxby Downs (Indenture Ratification) Act 1982*, under which the Municipal Council of Roxby Downs operates, was amended to facilitate the expansion of BHP Billiton's (BHPB) Olympic Dam mine to become the world's largest open cut mine. On 22 August 2012 BHP Billiton announced deferral of the project. Notwithstanding this deferral should at some time in the future the project receive approval from the BHP Billiton Board then some variations to the current requirements are likely.

#### 3.2. Indenture Partner Contributions

The Council's budget is also required to be submitted to the State Government and BHP Billiton for approval and any shortfall in the funding of Council's Municipal Operations. Council does not know from one year to the next the extent of municipal deficit support that it will receive from each party. Historically the amount has also declined in actual and real terms; in part due to financial pressures being placed on the State Government and is well below the local cost of operating in Roxby Downs.

Over the past few years all State Government Departments have been subjected to substantial cuts in their levels of recurrent funding, and are therefore examining ways to reduce proposed expenditures. This has impacted on the Department of Minerals Resources Development which, on behalf of the State, funds the Council's Municipal Deficit in conjunction with BHP Billiton.

The level for 2012/13 is therefore unknown and whilst this is a matter for BHP Billiton and the State Government, Council and the community have every expectation to appropriately influence this decision and expect that funding will maintain the current levels of service and not adversely affect any reasonable improvement.

Historically the extent of municipal deficit support received from BHP Billiton and the State Government has remained relatively static or with a small increase. .

Impacts of the levels of Municipal Deficit support are shown in the following table. The reduced reliance on the municipal deficit as a funding source is partly due to increase in rate revenue from above inflation increases for several years and residential growth in 2008/09 through subdivisional development. This highlights that the community continues to pay its way.

Year	Total Municipal Operating Expenses \$000'	Rate Revenue \$000'	Municipal Deficit \$000'	Municipal Deficit as a % of		Rate Revenue as a % of
				Mun Op Expenses	Rate Revenue	Mun Op Expenses
2007/08	6,486	2,088	1,450	22.4%	53.6%	32.3%
2008/09	7,086	2,660	1,600	22.6%	60.6%	37.5%
2009/10	7,304	2,981	1,200	16.4%	42.0%	40.8%
2010/11	7,461	3,327	600	8.0%	38.3%	44.6%
2011/12	8,214	3,635	(budget) 1,200 (approved) 600	14.6% 6.1%	33.0% 13.7%	44.3%
2012/13	9,670	4,465	(submitted) 1,200	12.4%	26.9%	46.2%

Reductions from 2010/11 levels are predominately a direct result of a reduction in deficit support by the State Government and BHP Billiton. The timing of this decision continues to be a concern of Council and Council's Audit Committee.

In 2012/13 Council again proposes to revert to 2009/10 municipal deficit levels of \$1.2mill. This is subject to the review and financial approval of the State Government and BHP Billiton. As such the level and budget may be reviewed during the year.

### 3.3. Roxby Factors

There are a range of factors peculiar to Roxby Downs which also need to be considered. These include the following:

- a) Impacts of increasing operating costs associated with maintaining the town's facilities in a remote location. As part of Council's current Service Level Benchmarking Review process an average cost factor increase of around 30% above Adelaide Rates is considered to apply across the spectrum of Council's activities. This occurs especially in relation to contract labour and landfills where not only are EPA requirements increasing, as evidenced by increases to the EPA waste levy, but significant capital upgrades will be required in the foreseeable future.
- b) The increased requirements for improved management of Council's assets. Historically Council has not been in a position to fund the depreciation of municipal infrastructure. This is a significantly unfunded item which equates to approximately \$1.4m per annum. Funding partners BHP Billiton and the State Government have acknowledged this issue and the potential long term impact on the community but is to be noted that for the short term there is no major issue. Meanwhile Council has invested in additional outside resources to improve and quantify a sound asset management strategy.
- c) Meeting realistic community expectations consistent with Council's raison d'être. As part of Council's current Service Level Benchmarking Review process the range of services offered have been independently surveyed as being well accepted generally as fulfilling the community's expectations with generally any cuts to service levels likely to be unacceptable to the community.
- d) Addressing a range of strategic development and financial issues associated with BHP Billiton's proposed Olympic Dam Expansion. On 22 August 2012 Council was advised that BHP Billiton would defer the proposed expansion of the Olympic Dam Mine. However, most of the strategic issues associated with the expansion are not related to the "normal" operations of the Council.

### 3.4. Other Factors

- e) Requirements to maintain infrastructure assets to acceptable standards including roads, footpaths, lighting, stormwater drainage, street trees and plantings, open space and Council buildings and properties. Detailed external review has indicated that in the short to medium term there are no major adverse financial implications, although the current level on maintenance in some areas such as streetscaping should be increased.



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- f) Meeting ever increasing expectations required of Local Government generally in relation to compliance under OH&S, Risk Management, Asset Management and Governance requirements. Additional external resources have been required to be added over the past few years which has increased on Council's overall recurrent operational costs
  - g) Costs arising from the introduction of the carbon tax, the exact extent of which is not clear.
  - h) Inclusion where possible of matters that have been brought to Council's attention either in a formal or informal manner. This includes suggestions made from time to time by staff, contractors, individuals and various groups and organisations such as BHP Billiton, local schools and the Roxby Downs Community Board, Forums and Partnerships.
  - i) Commitments to continue projects and partnership initiatives that have either already commenced or funding obtained
  - j) Meeting increased operating costs associated with the provision of Council's waste management services both due to increased EPA costs to operate Council's Landfill and to address expansion of services that have resulted following re-tender of waste management services.
  - k) Need to ensure that Roxby Water's income from the provision of water supply and sewerage services can accommodate requirements to replace assets as well as return commercial dividends to the Municipal Operation.
  - l) Impact on the community of increased municipal, water, sewerage and electricity rates and by variations in changes to property valuations.
  - m) Increased revenue and operating expenses associated with recent residential development of the town.

## 4. SERVICES

All Councils have basic responsibilities under the Local Government Act and other relevant legislation. Roxby Downs Council also has responsibility for the provision of water, sewerage and electricity services under the Indenture. Overall distribution is as follows:

**Corporate Services** – participating in Local Government, Spencer Gulf Cities and Provincial Cities Associations, operating Services SA and Municipal Rates collection.

**Economic Development** – assistance to Business Forum, Economic Development Officer employment, Northern Region Development Board, tourism support signage and marketing, Visitor Information Centre operation plus festivals support.

**Environment** –operation of Opal Road waste landfill, domestic garbage collection service, street cleaning, weed control, assistance to Environment Forum and other actions.

**Infrastructure** - operation and maintenance of footpaths, roads and streets, street lighting, streetscaping, traffic control, public conveniences, parks and gardens, playgrounds, skateboard track, bike paths and stormwater drainage and assistance to Roxby Road Safe.

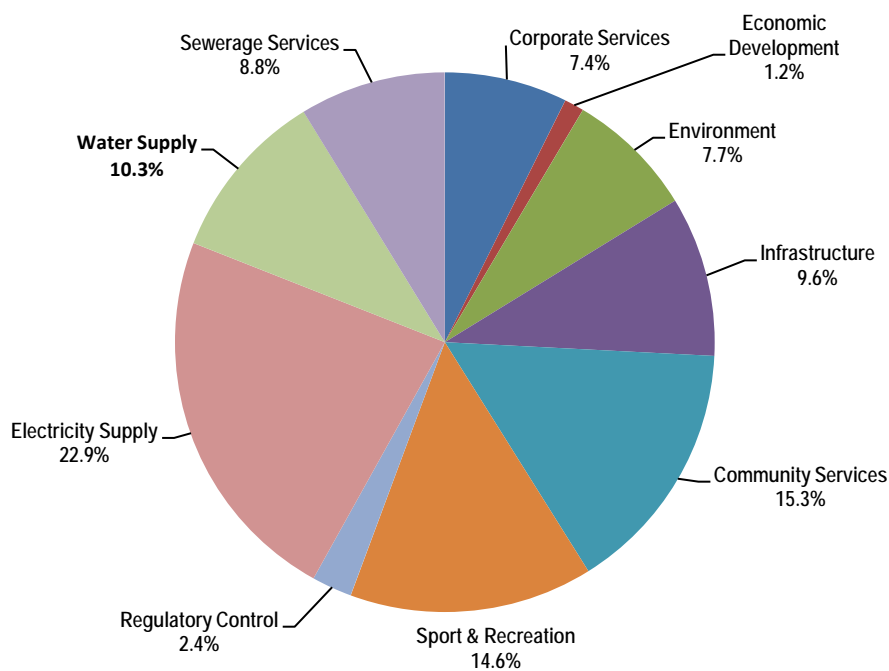
**Community Services** - operation of youth centre, community library, auditorium, cinema / theatrette and art gallery, community development support to Community Board and Forums to support the implementation of the Roxby Downs Community Plan.

**Sport & Recreation** - operation and maintenance of the Leisure Centre, tennis and netball courts, swimming pool, community ovals and associated buildings, support to Sport & Recreation Forum plus broader recreation development assistance to local sporting organisations.

**Regulatory Control** - regulatory control services associated with administration of the Development Act, and Public and Environmental Health and Animal Control under the Dog and Cat Management Act and emergency service levy and management.

**Roxby Power** - operations for retail and distribution of electricity.

**Roxby Water** - operations for the provision of Water Supply and Sewerage Services.



**Indicative Expenditure Profile**

## 5. FINANCIAL OPERATIONS

The following fundamentals are of note:

### 5.1. Overall Emphasis

Budget has been predominately predicated in maintaining operations at a realistic level whilst meeting legitimate community expectations. 2012/13 service levels have not been generally increased except in specific areas as identified in Council's Strategic and Annual Business Plans or where it is necessary due to reasons of compliance, inflationary and or cost pressures. The Budget is however, not based on any potential expansion of the mine or township.

### 5.2. Budget Summary

On the basis that a \$1.2m municipal budget deficit is not altered Council's total budget for 2012/13 is summarised as follows:

Program	Operating Expenses	Capital Expenses	Total Expenses
	\$000's	\$000's	\$000's
Municipal	9,577	2,560	12,138
Roxby Power	4,318	169	4,487
Roxby Water	3,341	452	3,792
<b>Total Council</b>	<b>17,236</b>	<b>3,181</b>	<b>20,417</b>

Note:

- Under the Roxby Downs (Indenture Ratification) Act 1982 the budget subject to the approval of BHP Billiton and the State Government with Council's municipal deficit reimbursed in equal shares by each party
- 2012/13 Budget documents disclose a municipal deficit subsidy of \$1.2 million, the same as submitted in 2011/12 but which was only half funded, It is subject to the approval of BHP Billiton and the State Government and as such may be reviewed during the year..
- Unfunded depreciation adjustment represents the amount of operating expenditure that is not funded.
- Reserve Transfer from reserves fund various capital replacement works which do not affect the overall financial result

In Objectives L1.1, L1.2 and L1.5 of Councils Strategic Management Plan, Council has continued to indicate the need to assess relevant issues relating to the management and development of infrastructure and to develop long term financial plans. However, this is affected by the lack of clarity associated with long term funding under the Indenture and the uncertainty associated with the future expansion of the town.

### 5.3. Program Summary

PROGRAM		Expenses	Income	Net
All figures \$000's				
<b>CORPORATE SERVICES</b>		<b>1,468</b>	<b>7,384</b>	<b>(7,116)</b>
Participating in Local Government, Spencer Gulf Cities and Provincial Cities Associations, Operating Services SA and Government Housing Agency Services and Municipal Rates collection.	Corporate Services	1,404	6,184	(5,980)
	Municipal Deficit		1,200	(1,200)
	Governance	64	0	64
<b>ECONOMIC DEVELOPMENT</b>		<b>234</b>	<b>55</b>	<b>179</b>
Assistance to Business Forum, Northern Region Development Board, tourism support signage and marketing, Visitor Information Centre operation plus festivals support.	Business	42	2	40
	Tourism	192	53	139
<b>ENVIRONMENT</b>		<b>1,535</b>	<b>903</b>	<b>631</b>
Operations and waste levy associated with Opal Road waste landfill, domestic garbage collection service, garbage charges, street cleaning, weed control, assistance to Environment Forum and other actions	Other Environment	101	0	101
	Waste Management	1,202	868	334
	Public Conveniences	63	35	28
	Street Cleaning	168	0	168
<b>INFRASTRUCTURE</b>		<b>1,908</b>	<b>584</b>	<b>1,325</b>
Operation and maintenance of footpaths, roads and streets, street lighting, streetscaping, traffic control, public conveniences, parks and gardens, playgrounds, bike paths, skate park, stormwater drainage and assistance to Roxby Road Safe.	Stormwater	93	25	68
	Street Lighting	174	0	174
	Parks & Gardens	215	50	165
	Footpaths	418	300	118
	Roads & Streets	361	154	207
	Streetscaping	648	55	593
<b>COMMUNITY SERVICES</b>		<b>3,045</b>	<b>960</b>	<b>2,085</b>
Operation of youth centre, community library, auditorium, cinema / theatre and art gallery, community development support to Community Board and Forums to support the implementation of the Roxby Downs Community Plan.	Communications	81	0	81
	Community Development	286	15	271
	Youth Development	211	20	191
	Cultural Services	1,988	870	1,118
	Library	478	55	423
<b>SPORT &amp; RECREATION</b>		<b>2,909</b>	<b>1,601</b>	<b>1,307</b>
Operation and maintenance of the Leisure Centre, tennis and netball courts, swimming pool, community ovals and associated buildings, support to Sport & Recreation Forum plus broader recreation development assistance to local sporting organisations.	Leisure	2,192	1,314	877
	Swimming	260	99	161
	Ovals	457	188	269
<b>REGULATORY CONTROL</b>		<b>477</b>	<b>88</b>	<b>389</b>
Regulatory control services associated with administration of the Development Act, and Public and Environmental Health and Animal Control under the Dog and Cat Management Act and emergency service levy and management.	Building & Planning	151	37	114
	Dogs Cats & Pests	251	46	205
	Other Regulatory Control	26	5	22
	Health	48	1	47
<b>ELECTRICITY SUPPLY</b>		<b>4,567</b>	<b>4,567</b>	<b>0</b>
<b>SEWERAGE SERVICES</b>		<b>2,048</b>	<b>2,513</b>	<b>0</b>
<b>WATER SUPPLY</b>		<b>1,744</b>	<b>1,280</b>	<b>0</b>

### 5.4. Cash and Cash Equivalents

The 2012/13 budget provides for the following Cash and Cash Equivalent Balances at the end of the fiscal year.

	Proj 2011/12	<b>Budget 2012/13</b>
Cash & equivalents at beginning of period	5,138	<b>6,681</b>
Cash & equivalents at end of period	<u>6,681</u>	<u><b>5,339</b></u>

Council’s overall cash based financial position will over the next few years be placed under considerable and increasing demands given that Municipal depreciation to date has and is not being fully funded.

### 5.5. Long Term Financial Plan & Asset Management

As part of a suite of what constitutes the Council's Strategic Management Plans of a Council long term financial plans and infrastructure and asset management plans are required to be prepared and adopted. Council has made steady progress in this area but needs further detailed asset condition audits plus information from BHP Billiton regarding details of future developments.

The finances of the Council are significantly affected by the provisions of the Roxby Downs (Indenture Ratification) Act 1982 as the level of and extent of funding by the State Government and BHP Billiton is as yet not quantified. The extent of future development of the town including facilities required and who pays for what is also not clear.

Both these aspects will significantly impact on the financial viability of the Council and as a result at this time Council is not in a position to accurately complete these tasks. Non funding “Municipal Depreciation” remains a core issue facing the Council.

All Council's are required to responsibly manage their business operations and at a minimum should always fully fund their total operating expenditure, inclusive of depreciation. Council fully appreciates the unique circumstances under the Indenture and that this issue and other financial constraints have been examined externally.

Council has responsibly again highlighted this important issue, but has again endeavored to foreshadow improvements. With the (substantial) exception of the core municipal operation of the Council, depreciation is proposed to be fully funded. Over the previous 22 years the cumulative amount of unfunded depreciation associated with Council’s Municipal Assets would approach \$20 million

The issue of future funding of infrastructure replacement is a matter for all local governments and one that the local government industry, State Government and BHP Billiton recognises as a major issue. Overall replacement values and annual depreciation of assets is shown as follows:

Program	Replacement Value \$000's	Written Down Replacement Value \$000's	Annual Depreciation \$000's
Municipal	69,471	58,254	(not funded) 1,461
Roxby Power	13,773	9,725	(funded) 304
Roxby Water	31,703	24,018	(funded) 544
<b>Total Council</b>	<b>114,947</b>	<b>91,997</b>	<b>2,309</b>

## 5.6. Capital Replacement Works

As per normal practice a number of asset replacement works have been outlined in the Draft Annual Plan identified throughout budget documents. In the main short term budget impacts are negligible given that funding is from Council's Asset Reserves.

Over several years a number of asset replacement works have been deferred. This includes replacements of several sections of bitumen footpath in the older section of town that have reached the end of their useful life. Continuation of this practice is not sustainable with many pedestrians being forced to use the road and as a result a 3 year funding program funded from revenue is proposed to address this aspect.

## 5.7. New Capital Works

New capital works associated with an expansion of the town will to a large extent be affected by provisions contained within the Indenture with a number required to be funded by the State Government pursuant to clause 21 and 22. No such works are planned for 2012/13

Generally speaking the maximum amount in any one project is around \$500k. ie less than 5% of total municipal expenditure. Amounts of this order are generally more appropriately handled in this manner or over one or more years. Anything greater would be covered by loans in accordance with Council's adopted loans policy.

Last year's major new project involved the construction of oval lights onto Council's small oval, required as a result of BHP Billiton funding a major upgrade of oval lighting to the main oval.

In 2012/13 Council will construct a new building to link the existing Cultural and Leisure Centre's. This will tidy up the current wasted space but is essential to meet increased community demand for space within the precinct.

Importantly this will allow for the Community Library to relocate from an outdated joint use arrangement with the Roxby Downs Area School. This will greatly benefit the community through vastly improved integrated services that will sustain community needs until and expansion of the town proceeds. It will follow on from the initial transitional move into the Cultural Centre that was completed in early July 2012. The Roxby Downs Area School also benefit as it allows them to maximise their own specific spatial requirements as they are under pressure space wise. Importantly this work is not considered to form part of the State Governments obligation to fund a new library for an expanded town. This aspect will need to be addressed later.

It is unlikely given reductions the funding scenario identified that despite a demonstrated need Council will not be in a position to provide for many meaningful large scale developments similar those already identified into the future without additional funding or changes to the current operating arrangements under the Indenture.

## 5.8. Waste Management

Waste Management Costs are rapidly rising. Council has completed tendering out its waste management operations comprising garbage collections, street and litter bin collection and landfill management and for the first time kerbside recycling and an organics collection has been introduced. Options for potentially transporting putrescible waste south to an approved commercial waste disposal facility have been obtained and now form part of the mix of options going forward

No major capital upgrade is planned for 2012/13. However this situation must be addressed over the next 12-18 months as the life of the landfill rapidly is rapidly diminishing. Council has EPA requirements to meet and Council only has approval to fill current voids. Rehabilitation by way of capping of the existing site must be addressed and to this end an allocation to reserves has been made to spread the \$400k - \$900k estimated expenditure cost of over several financial years. Additional post closure monitoring and rehabilitation costs will still be required.

Major capital works are required in the foreseeable future. A resource recovery facility and weighbridge (estimated cost \$1.5mill) will be an issue. A new lined landfill site (\$2.0mill to \$4.0mill) will also be required, should the option of waste being transferred to an alternative waste disposal facility remote from Roxby Downs not be taken up. These expenditure are subject to further discussions with the State Government and BHP Billiton.

### 5.9. Items Under Review

The following is a broad summary of the current state of play of those works that are potentially affected by a reduction in the municipal operating deficit and those of a more medium to long term nature that are likely to be deferred and revisited in future years.

#### **Skate Park Shade Sails**

Project warranted given demonstrated usage. Investigations underway as part of consideration in replacement of swimming pool shade structures. Inclusion dependent upon funding allocation and grants.

#### **Tree Planting and Streetscape Upgrade**

An area of operation that requires an elevated response in the short term for a long term benefit to the overall amenity of the township

#### **Maintenance & Operations Generally**

Some reduction to the levels of service for maintenance and operations generally across the spectrum of Council's operations is possible depending on the level of funding available.

#### **Bitumen Footpath Replacement.**

Sections of bitumen footpath in the "older" area of town identified as desirable to upgrade to concrete a number of years ago. Condition will be reviewed and maintained. Replacement with concrete is still under consideration but will be affected by current funding restrictions

#### **Richardson Place Public Conveniences**

To be considered in the future but most likely as part of a redeveloped town.

#### **Traffic Control Measures (General)**

New traffic control measures will be required from time to time at key locations around town. Suggested actions are often raised and discussed with the Roxby Road Safe Community Road Safety group. New roundabout at Arcoona Street has been previously deferred for several years but is likely to be included due to Council receiving additional Roads to Recovery Funding but others are more problematical.

#### **Fully Funding Municipal Depreciation**

A major issue previously identified but still to be addressed by BHP Billiton and the State Government

#### **Crown Land Walking Trails**

Maintenance and upgrade BHP Billiton managed land including walking trails. This will be a significant future item. Council is not in a legal or financial position to take control of these assets in the future unless they are upgraded to a more appropriate standard matching that of the most recent subdivisions including concrete footpaths, lighting and additional plantings and protective fencing and that additional ongoing maintenance funding allocations are provided

#### **Waste Transfer Station.**

Construction of a new facility with complimentary recycling services is required going forward. Project deferred pending discussions with BHP Billiton and the State Government over capital funding.

#### **New Landfill**

Construction of a new facility is required going forward or major changes to disposal arrangements will need to be introduced with all waste transported to other regional waste disposal facilities located remote from Roxby Downs. Project deferred pending discussions with BHP Billiton and the State Government over capital funding.

**Oval Redevelopment**

Major redevelopment desirable in the medium term but is dependent on a range of factors including future design and location, active partnership with users and design parameters concerning the sewerage lagoons and future use of recycled water. Meanwhile efforts will continue to ensure that the existing ovals are presented in a sound condition.

**Large 25m Indoor Pool**

Detailed investigation revealed strong need but project would increase ongoing operating costs and would not become revenue neutral operationally until population reaches around 7,000

**Capital & Maintenance Works Associated with the Indenture**

A range of Capital and Maintenance works as described within the Indenture will be also under consideration

**Other Township Expansion Related Works**

On 22 August 2012 BHP Billiton announced that they have deferred consideration of a potential expansion of the Olympic Dam Mine and Roxby Downs Township. As a result consideration of a number of large scale infrastructure, commercial and recreational developments that would be required have been deferred.



## 6. MUNICIPAL RATES

Funding of Council's Municipal operation is primarily derived from rate revenue received in accordance with the rating provisions under the Local Government Act

### 6.1. Rating Principles

Council continues to use a rating system where rates are levied by way of a combination of a fixed charge and differential rating for all rateable properties according to a designated use of land as defined in Section 10 of the Local Government (General) Regulations. For occupied residential properties a fixed service rate for the collection, treatment and disposal of refuse collected is also levied.

Local Government Rating is a complex issue which is often not well understood. There are a number of taxation principles involved and a significant degree of subjectivity. These include the equity or fairness principle, which implies that the tax will be fair to the taxpayer and that each taxpayer will be taxed relative to other taxpayers; the benefit principle, in that the person who pays benefits; the taxpayer's ability to pay; the efficiency of the tax; and the system's simplicity.

Council has prepared two (2) discussion papers on the subject with an extensive review in 2000, the catalyst for the current methodology. It is consistent with many other Local Governments.

Council's rating system comprises the following features:

#### Fixed Charge

Inclusion of a fixed charge ensures that all ratepayers make a contribution towards funding Council services and that this is undertaken in an equitable manner in that all ratepayers pay the same component of their rates.

#### Valuation Method

Like many Local Governments in South Australia, Council has adopted the Capital Value method of rating.

#### Differential Rating

Differential rating has been adopted according to a property's land use. This is in lieu of zoning as it provides for greater flexibility and equity according to the activity undertaken.

There are a number of subjective reasons why commercial and industrial rates are higher than for residential land use. The fact that these land uses involve operating a business and therefore, used to generate income partly explains the differential. Also of significance is that the road network in an area is by and far the greatest and on a long term basis the most costly asset a Council has to maintain and is the one most affected by traffic loads caused by and large by commercial vehicles.

#### Service Charge

Council also adopts as a component of rating a service rate for the collection and disposal of domestic waste. This method is ideal when the benefit of a service is identical for all that are served.

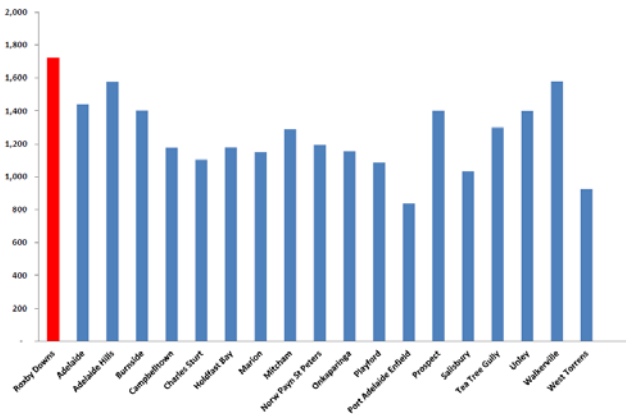
### 6.2. Rate Benchmarking

Unlike other councils the extent of rates levied need to take account of the obligations on BHP Billiton and the State Government to fund the annual municipal operating deficit.

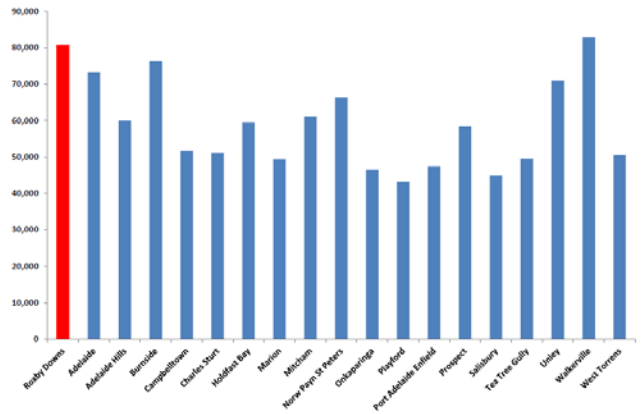
As shown in the following tables, Council has consistently attempted to compare the average residential rate with the average taxable income and bench mark this against metropolitan Adelaide. In doing so, notwithstanding this measure only provides a “rough guide”, it attempts to establish our community’s “capacity to pay” and thereby demonstrate to BHP Billiton and the State Government that we, as a community, are “paying our way” and not expecting a handout. It also meets State Government expectations for a strong rating effort.

Overall, compared to the Adelaide metropolitan area, (notwithstanding that there is a lag between the two competitive years), Council has the highest average residential rate but not quite the highest Average Taxable income. This suggests on a superficial basis that an increase in rates within Roxby above the general average increase is still reasonable and that this will remain so even with an increase in the service rate due to increased service and costs associated with the collection and disposal of domestic waste.

2011/12 Av Residential Rates



2008/09 Av Taxable Income



### 6.3. Rate Levels

#### Explanation

Last year Council increased the average residential rate, including garbage charge by 9%. This followed increases of 5% and 7.5% respectively in the two previous years and increases of 9.8% for each of the preceding six years. As a general rule these increases applied equally to both the valuation and service rate components.

In 2012/13, an increase in the total revenue raised through general rates will be required with any rate increase also subject to the consent of BHP Billiton under the Indenture. As indicated in the 2012/13 Draft Annual Business a similar increase (7%-9%) is expected to the valuation component. Upon completion of rates modelling the average residential component was increased by 7.9% to an amount of \$1,525 (\$29.33 per week)

With the introduction a raft of new waste management services the service rate component for the collection and disposal of domestic waste is expected to double over the next two years. In 2012/13 it was essential to increase this charge from \$195 to \$345. i.e. \$6.63 per week.

Under the Local Government Act the total amount of fixed charge generated is not permitted to be greater than 50% of the total rate revenue collected. Historically in Roxby Downs this percentage has remained between 20-25% and has been retained for 2012/13 with a new fixed charge of \$500 per property assessment.

During the year, property valuations are expected to increase. To avoid an inequitable situation, differential rates will need to be adjusted to suit, however, changes to actual property rates will naturally depend on individual property valuations and the differential rates adopted.

Council’s rating philosophy will continue to be reviewed on an annual basis with any fundamental changes subject to full community consultation.

**6.4. Valuation Method**

All land within the Council area, except for land specifically exempted (e.g. crown land, Council occupied land), is rateable.

Roxby Downs Council has decided to continue to use capital value as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers.

**6.5. Valuation Objections**

The Council has adopted the valuations made by the SA Valuer-General as provided to the Council on 31 August 2012. If ratepayers are dissatisfied with a property valuation, then an objection may be made to the Valuer-General in writing, **within 60 days** of receiving notice of the valuation, explaining the basis for the objection.

Provided you have not:

- previously received a notice of this valuation under the Local Government Act 1999, in which case the objection period is 60 days from the receipt of the first notice; or
- previously had an objection to the valuation considered by the Valuer-General.

The address of the Valuer-General is: Office of the Valuer-General, GPO Box 1354, Adelaide 5001, email: [objections@saugov.sa.gov.au](mailto:objections@saugov.sa.gov.au) and the telephone number is 1300 653 345. **The Council has no role in this process.**

If ratepayers believe that a particular property has been wrongly classified as to its land use, then an objection may be made to Council **within 21 days** of being notified of the land use classification.

***It is important to note that the lodgement of an objection does not change the due date for payment of rates.***

**6.6. Rates Summary**

In adopting the budget on 31 August 2012 Council decided to raise its municipal rate revenue by way of a combination of a fixed charge and differential rating for all rateable properties, plus a fixed service rate for the collection, treatment and disposal of refuse collected from occupied domestic properties as follows.

Fixed Charge & Differential Rates

A Fixed Charge of **\$500** for all properties plus a rate in the dollar based on a property’s capital value based on the designated use of land as defined in Section 10 of the Local Government (General) Regulations. Differential Rates are shown as follows:

Land Use Category	Rate in the \$ per Capital Value
Residential Land	0.2975 cents
Commercial ( <i>Shop, Office &amp; Other</i> )	0.9000 cents
Industry ( <i>Light &amp; Other</i> ), Primary Production & Other	0.8500 cents
Vacant Land	0.5950 cents

Residents should note that changes to actual property rates will depend on individual property valuations and the differential rates adopted.

The introduction of additional waste management services for residential properties plus additional residential growth has seen an expected shift in proportional contribution from respective land uses. Variation in changes in valuations also contributed to this slight variation.

Land Use Category	2011/12	2012/13
Residential	70.1%	76.8%
Commercial	20.3%	17.1%
Light Industry & Other	4.6%	2.1%
Vacant Land	5.0%	4.0%

### Service Charge

A fixed garbage charge of **\$345** per annum for all residential land use properties. This charge is for a prescribed service under the Local Government Act and only applies to residential properties who are provided with a set service for the collection and disposal of domestic waste and recycling via Council / Contractor owned bins which are supplied to all residential properties. This service charge however does not cover the costs of organics collection which has been introduced as a trial as part of Council's general service delivery responsibilities.

Residents should note that changes to actual property rates will depend on individual property valuations and the differential rates adopted.

### **6.7. Rate Rebates**

Council provides rate rebates according to Division 5 of the Local Government Act 1999. Mandatory (100%) rebates are provided for Roxby Downs Hospital, Police Station and Catholic, Lutheran and Community Churches, mandatory (75%) and discretionary (25%) rebates are also provided to the Roxby Downs Area School and St Barbara's Parish School.

As foreshadowed in adoption of the 2008/09 Budget, the discretionary elements of these rebates was reviewed. This was carried out with Council deciding the present status quo should remain. However, rating rebate reviews will be undertaken on a regular basis.

The Local Government Act requires Councils to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries, the Royal Zoological Society and educational institutions. In 2012/13 the amount to be rebated totalled **\$180,504**.

In addition, there is a range of Crown Land properties occupied and used by BHP Billiton which under the Local Government Act 1999 would normally be subject to the payment of rates. This includes a number of highly developed properties located at the Olympic Dam Industrial Estate and other vacant land. However, under the Indenture these properties are exempt from rating. The amount forgone totals approximately **\$267,000**.

### **6.8. NRM Levy**

Pursuant to section 95 of the Natural Resources Management Act 2004 and section 154 of the Local Government Act 1999, a separate rate (fixed charge) of **\$50** is declared on all rateable land in the Council area to raise the amount of \$92,500 behalf of the SA Arid Lands Natural Resources Management Board.

## 6.9. Business Impact

The Council has considered the impact of rates on all businesses in the Council area, the equity of the distribution of the rate burden between ratepayers and Council's strong emphasis policy on facilitating local economic development, in light of current local, state and national economic conditions.

## 6.10. Concessions

### Pensioner Concessions

If you are an eligible pensioner, you may be entitled to a remission on your rates. Application forms (including information on the concessions) are available from the Council's Administration Centre or by phoning the Council on **08 8671 0010**.

*It is important to note that seeking a remission does not change the due date for payment of rates.*

### Unemployed Persons Concessions

The Department of Human Services (DHS) may assist with the payment of Council rates for your principal place of residence (remissions are not available on vacant land or rental premises). Please contact your nearest DHS office for details.

## 6.11. Payment of Rates

The Council has decided that the payment of rates will be by four (4) instalments, due on

<b>19 October 2012</b>	<b>20 March 2013</b>
<b>20 December 2012</b>	<b>20 June 2013</b>

Rates may be paid:

- By cheque sent to the Council Office PO Box 124, Richardson Place, Roxby Downs SA 5725
- By telephone, using a credit card, ring 08 8671 0010
- In person, at the Council offices, during the hours of 9.00am to 5.00pm, Monday to Friday (EFTPOS facilities are available).
- By direct debit from ratepayers' bank account.
- Electronically via BPay

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard payment arrangements is invited to contact the Council to discuss alternative payment arrangements. All inquiries are treated confidentially.

### Late Payment of Rates

Under the Local Government Act and as indicated on the Rates Notice, if any rates are not paid on or before the date on which they become due, they will be regarded as being in arrears, and

- (i) a fine of 2 per cent of the amount of the payment due will be added to the arrears. and
- (ii) upon the expiration of each month from that day, interest of the "prescribed percentage" of the total amount in arrears (including the amount of any previous unpaid fine and interest) will be added to the debt. For the 2012/13 financial year this prescribed rate is **0.7083%** per month.

Council issues a final notice for payment of rates when rates are overdue i.e. unpaid by the due date. Should rates remain unpaid more than 21 days after the issue of the final notice then the Council refers the debt to a debt collection agency for collection. Any debt collection agency charges are recoverable from ratepayers.

**When the Council receives a payment in respect of overdue rates, the Council applies the money received as follows:**

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

#### Remission and Postponement of Rates

The Local Government Act permits a Council, on the application of a ratepayer, to postpone rates or partially or wholly remit rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates, they are invited to contact the Council to discuss the matter. Such enquiries are treated confidentially by the Council.

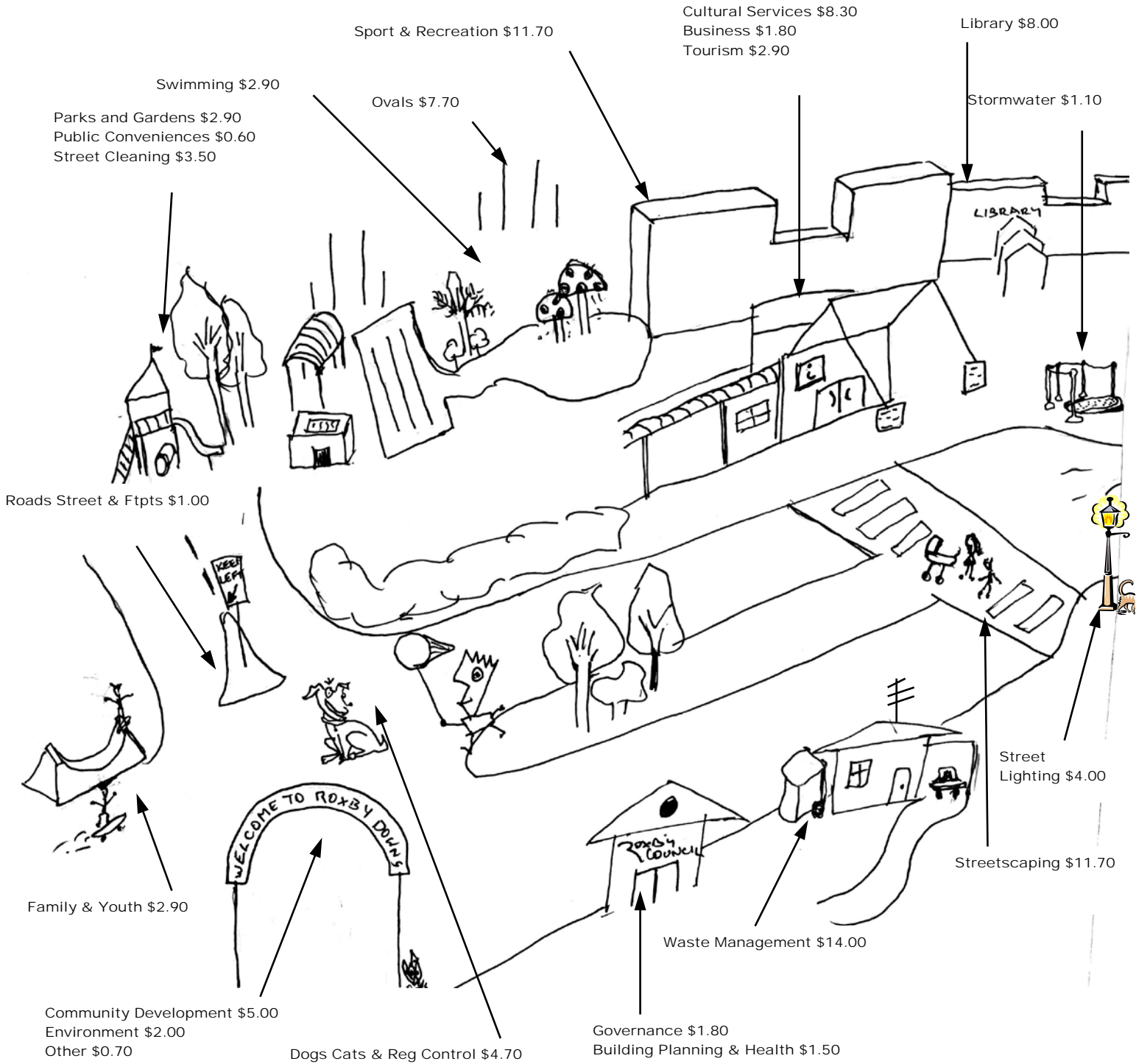
The Council has adopted a policy that where the payment of rates will cause a ratepayer demonstrable hardship, the Council is prepared to make available extended payment arrangements.

#### Sale of Land for Non-Payment of Rates

The Local Government Act 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 the land of its intention to sell the land if payment of the outstanding amount is not received within one month, and provide the owner with details of the outstanding amounts.

6.12. Where Your Rates Go

Below is an "approximate" expenditure breakdown for every \$100 paid in rates.



Note

1. Figures are approximate and include overheads and are intended as a guide to illustrate the complex number of services provided by Council and the areas of "Net" municipal expenditure which rates are applied. Actual expenditure can vary as a number of expenditure items are separately funded by loans, grants or from reserves and are therefore not shown in the above diagram
2. Operations for Roxby Power and Roxby Water are excluded.
3. Council's municipal rate revenue is a combination of a fixed charge and differential rating for all rateable properties, plus a fixed service rate for the collection, treatment and disposal of refuse collected from residential properties.

## 7. UTILITY TARIFFS & CHARGES

Given the high operating costs of works in Roxby, future increases in the fees and charges for the provision of electricity, water and sewerage are anticipated in response to inflationary increases.

Council normally introduces changes to electricity, water and sewerage charges in January of each year. No changes to tariff structures are planned but these units need to run with prudent operating surpluses in order to ensure that operating expenses associated with depreciation remain fully funded.

### Electricity

Under the Indenture, Council is exempt from the National Electricity Market but must set its tariffs in line with those that are available in Adelaide, but must also not operate at a profit or loss and ensure that adequate provision is made to fund future asset replacements.

In 2012, electricity tariffs rates increased by 6% to 7%. As foreshadowed in Councils 2012/13 Draft Annual Business Plan given increased operating costs an increase approximately double this amount are envisaged. However, as it is also expected that rates and charges will still be less than AGL's default rates.

### Water

BHP Billiton is required to provide potable water to Council at a cost set in accordance with the provisions contained in the Indenture. Compared with the balance of the majority of South Australia water prices in Roxby Downs are high and as a result every effort is kept to limit any increase within the constraints of ensuring a reasonable commercial return to the Municipal operation

If the price at which water is purchased from BHP Billiton remains static it is envisaged that, increases may be limited to around 6% to 7%. However any increase in the purchase price will need to be recovered from consumers with a higher increase.

### Sewerage

Sewerage charges will also need to be reviewed and within the constraints of ensuring a reasonable commercial return to the Municipal operation. As foreshadowed in Councils 2012/13 Draft Annual Business Plan an increase of around 6% to 7% are expected. For residential premises, current and likely future sewerage rate are likely to remain at levels comparable than charges that are applied by SA Water in Country South Australia.

## 8. USER PAY CHARGES

Council annually adopts a range of user pay charges on a range of services. These include the following:

- Roxby Leisure fees are expected to increase at around 4% to 5% but with some rationalisation to also incorporate fees for use of the new indoor swimming and rehabilitation pool. A detailed benchmarking review may also lead to further changes.

Opal Road Landfill gate fees that apply to Commercial Waste are expected to significantly increase. Major expenditure on Council's landfill is expected over the next few years and appropriate provisions are made to meet increased EPA requirements. As a result the current Commercial Waste levy (excl GST) of \$37.50 m<sup>3</sup> (\$60/tonne) is expected to increase over the over the next few years. Current charges are less than charges that apply for other regional landfills but over the next few years this is expected to change.



Unlike most commercial properties located within the municipality properties located at Olympic Dam are except from paying rates under the provisions of the Indenture yet receive the benefits from a range of Council Services. This includes the operation of Council's landfill. This situation is clearly inequitable and in an attempt to address this inequity Council is looking at a differential fee for waste generated from rate paying properties and those from properties that do not pay rates. This will also apply to any waste that arises from locations outside of the municipality.

- Statutory charges as determined by State Government. e.g. Development Act, Road Traffic Act and Cat Management Act.
- Dog & Cat Registrations are subject to the approval of the Dog & Cat Management Board. In 2010/11 dog and cat registrations were reviewed and increased following no change from the previous two years. No changes were made in 2011/12 and no further change is planned for 2012/13 but the situation is likely to be reviewed and an increase made as part of next year's 2013/14 budget.

In determining the scope and level of fees and charges Council is required to balance a range of considerations as outlined under RCP - 96 Fees and Charges Policy Guidelines

## 9. OTHER INCOME SOURCES

Other income sources include the following:

### 9.1. Grants

Council receives funding from various sources. Along with all Local Government nationally Council receives untied Australian Government funds from the Grants Commission. This is based on a population and on road length basis. Additional Roads to Recovery Funds are also applied towards specific roads projects.

In addition Council continually applies for external funding for various activities with decisions on a number of applications in the community cultural development pending.

### 9.2. Loans

From time to time Council has the ability to borrow to fund potential works. As a general principle it is prudent to borrow for works that are of a capital nature (usually for new assets) with the length of borrowing less than the life of the asset. From an equity viewpoint this also allows those that benefit from the new facility to pay for its construction by way of loan repayments. Importantly Council has also refrained from borrowing for works that form part of existing obligations under the Indenture.

Up until now Council has been able to fund its entire capital works from revenue and accumulated reserves. This is primarily due to most of Council's facilities having been provided to Council by when the town was initially developed or in some circumstances substantial grant funding has been received.

Should a project be identified that cannot be funded out of revenue or accumulated reserves and which fulfils these broad principles then it would be considered appropriate to borrow funds to enable the project to proceed.

## 10. MEASURING PERFORMANCE

Council will assess its performance in relation to meeting these objectives on an annual basis via Council's Annual Report using the following criteria:

- For specific actions, progress will be measured in percentage terms and / or where appropriate commentary and explanation will be provided.
- For general actions progress will be measured by providing commentary and explanation. This is considered appropriate given that many of the actions involve third parties with Council acting in a support capacity.
- Ensuring that overall expenditure and income for the budget when adopted is met and that specific capital works projects are completed in a timely and cost effective fashion.

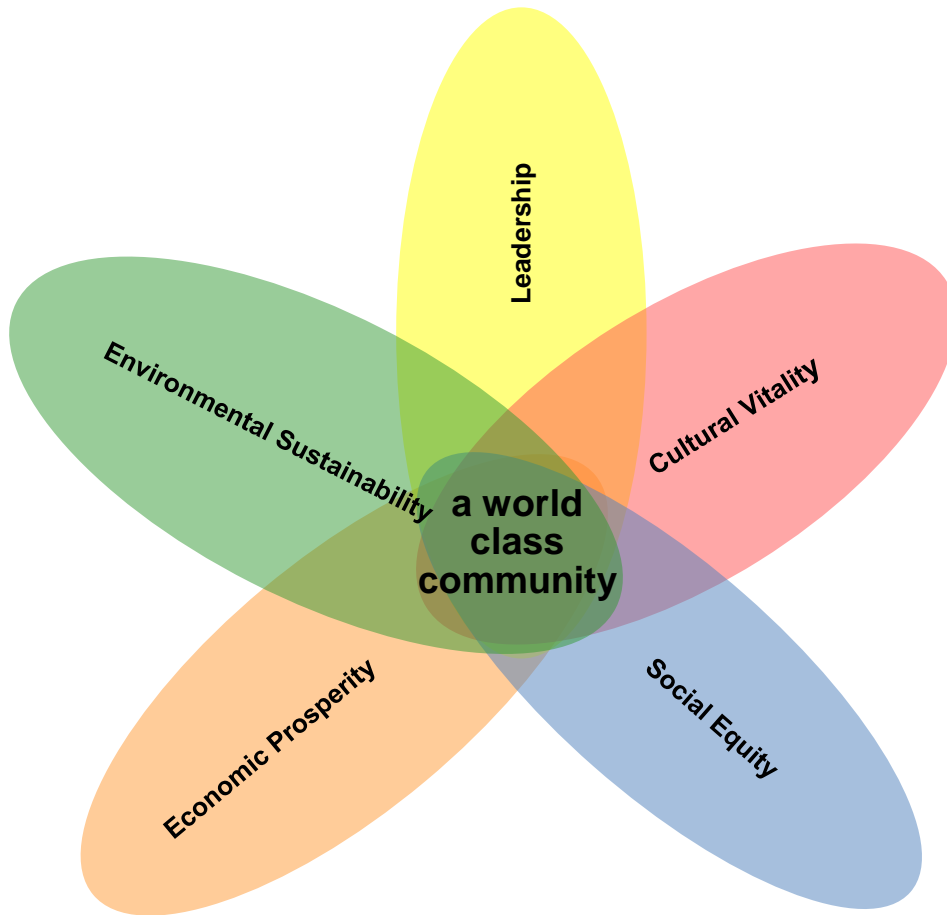
## 11. FURTHER INFORMATION

Further information may be obtained by contacting the Roxby Downs Council at the Council Office PO Box 98 Richardson Place Roxby Downs SA 5715 during office hours.

Phone 8671 0010, Fax 8671 0452, Email [roxby@roxbycouncil.com.au](mailto:roxby@roxbycouncil.com.au)

## 12. PRIORITIES AND ACTIONS FOR THE YEAR

In order to achieve Council's and the community's vision a Strategic Management Plan has been adopted comprising 5 supporting Pillars and associated Goals. A world class community is a well balanced community, one which supports all voices and where no individual is left behind. It is a place where holistic decisions are made. This is the purpose of the 5 pillars, to create a quintuple bottom line which shapes our actions and decision making.



Under Council's Strategic Management Plan each Pillar has a number of specific goals and objectives.

The Draft Annual Business Plan identifies a number of actions that are proposed to be undertaken to achieve each objective. This has been presented in such a way that each action identified is specified with the relevant objectives to which it applies thereby integrating the plans actions with the overall goals.

PILLARS GOALS OBJECTIVES & ACTIONS	OBJECTIVES	AMOUNT \$	SOURCE
<b>Leadership</b>			
<b>L1 Civic Leadership</b>			
"A responsible consultative and inclusive body dedicated to good governance, proactive leadership and provision of quality lifestyle options and services"			
<b>L1.1 Equitable, high quality and customer oriented Council services and facilities that meet the needs of the community</b>			
A1.	Appropriate standards of service delivery	L1.1	
A2.	Strategically programmed asset renewal program (a) Review needs and undertake market testing of Council's financial and organisational management system.	L1.1	
A3.	Develop and publish an appropriate set of "service standards"	L1.1	
A4.	Undertake building and site improvements to Council Office, Works Depot and Council Houses to meet operational needs and OHS requirements. (a) Replace Pergola to 13 Hermit Street Residence (b) Computer Hardware and Software Replacements (c) Replace Dog Pond	L1.1	25,000 Res 28,000 Res 30,000 Res
<b>L1.2 Effective planning to meet the expanding needs of the town</b>			
A5.	Promote and educate the community and stakeholders on Council's Development Plan, its implementation, assessment and compliance.	L1.2, EV3.2	
A6.	Develop appropriate land use policies to meet the changing environment	L1.2, EV3.2	
A7.	Review development plan following finalisation of current State Government development plan review.	L1.2, EV3.2	
<b>L1.3 Effective communication, consultation and support with the community</b>			
A8.	Review and Improve Council's communication strategy	L1.3, SE1.5	
A9.	Continue to produce a weekly information page in the Monitor Community Newspaper and provide weekly radio information on RoxFM	L1.3 ,SE1.5	
A10.	Review and improve operation of the Roxby Downs Dot Com community web-site	L1.3, SE1.5	
<b>L1.4 Skilled and committed Council staff who work in a supportive environment</b>			
A11.	Undertake Council's Corporate Services and Strategic Development functions in accordance with its responsibilities under the Local Government and Roxby Downs (Indenture Ratification) Acts.	L1.4	
A12.	Develop a workforce plan which reflects the resource requirements of Council and anticipates future growth	L1.4	
A13.	Review Implement sound governance, records management, polices & procedures	L1.4	
A14.	Review and implement improvements to Risk Management & OH&S policies and actions.	L1.4	
<b>L1.5 A financially sustainable and Independent Council</b>			
A15.	Lobby BHP Billiton and the State Government for an appropriate allocation of financial support under the Roxby Downs (Indenture Ratification) Act 1982	L1.5, L1.2	
A16.	Prepare and undertake public consultation on a Long Term Financial Plan that ensures financial sustainability of the Council	L1.5	
A17.	Advocate to the State Government and BHP Billiton regarding financial aspects that affect the structural operation of the township	L1.5, L1.2	
A18.	Develop and implement a program of revenue raising consistent with Council's operations	L1.5, L1.2	

<b>PILLARS GOALS OBJECTIVES &amp; ACTIONS</b>	<b>OBJECTIVES</b>	<b>AMOUNT \$</b>	<b>SOURCE</b>
A19. Operate Roxby Power and Roxby Water as independent business units providing high quality service and providing commercial return	L1.5, SE3.2		
A20. Explore opportunities for additional revenue raising	L1.5, SE3.2		
A21. Review the rating policy and fee for service charges in light of local cost influences and the capacity of community and business to pay.	L1.5		
<b>L1.6 A strong voice for development of the community at State and Regional levels</b>			
A22. Assist BHP Billiton in the design of municipal infrastructure associated with the planned expansion of the mine and the town	L1.6		
A23. Investigate options and provide a detailed analysis of funding implications for the Council associated with BHP Billiton's Olympic Dam Mine Expansion	L1.6		
A24. Advocate for the Council through the Local Government Association, Spencer Gulf Cities and Provincial Cities Associations, Regional Communities Consultative Council, Far North RDA and Port Augusta Regional Hospital Board.	L1.6		
A25. Advocate and facilitate strong partnership with the State Government BHP Billiton to bring together key stakeholders to facilitate elements associated with a World-Class Community that are beyond Council's direct control	L1.6		
<b>L2 Community Leadership</b> "A cohesive and committed community enjoying high quality of life in an area of the State that requires self reliance"			
<b>L2.1 A robust and inclusive Community Board oriented towards optimum lifestyle outcomes for residents</b>			
A26. Mentor Board members to take on leadership roles and participate in Community Board and Forum activities	L2.1, L1.3, SE1.1, SE1.4		
A27. If requested maintain sponsorship of SA Regional Community Leadership Program and target local residents as participants.	L2.1, SE1.1, SE1.4		
A28. Provide appropriate resources to assist Community Board, Community Forums to deliver projects and strategies identified in the Community Plan.	L2.1, SE1.1, SE1.4		
A29. Provide support for establishment of a Community Board Newsletter	L2.1, SE1.1, SE1.4		
<b>L2.2 Integrated recreation, sporting and leisure facilities that are essential to the wellbeing of the community</b>			
A30. Work with Golf Club on a Master Plan Development of the area.	L2.2, SE3.2		
A31. Work with users of the Motor Sports Precinct on a Master Plan Development of the area.	L2.2, SE3.2		
A32. Work with Sport & Recreation Forum and other users of sporting facilities in the strategic development of sporting facilities and sports programs	L2.2, SE3.2		
A33. Investigate and implement a Regional Recreation and Club administration training centre, to cater for Roxby Downs and the broader regional community	L2.2, SE3.2		
A34. Establish links with registered Training Bodies to certify all nationally recognised training programs	L2.2, SE1.3		
<b>L2.3 Community involvement as a key partner in development of the town's Community Plan</b>			
A35. Support opportunities for community members to be involved in implementing the community plan.	L2.3, L2.1, SE1.1, SE1.4		
<b>L2.4 A strong and increasing volunteer sector in support of community outcomes</b>			
A36. Encourage members of the community to participate in community forums and take an active role in implementing the Roxby Downs Community Plan.	L2.4, L2.1, SE1.1, SE1.4		
A37. Explore potential funding opportunities and partnerships to develop a Volunteer Resource Centre.	L2.3, L2.4		

PILLARS GOALS OBJECTIVES & ACTIONS		OBJECTIVES	AMOUNT \$	SOURCE
A38.	Start a youth volunteer program/register	L2.4, SE1.2		
A39.	Continue to work with volunteers in sporting clubs to assist in running and managing their sports	L2.4, SE2.2		
<b>L2.5 A community that has strong reciprocal relationships/partnerships with BHP Billiton</b>				
A40.	Promote a partnership approach with BHP Billiton and the community	L2.3, L1.6		
A41.	Participate in BHP Billiton's Social Management Partnership	L2.3, L1.6		
A42.	Explore opportunities for effective Community Co-operatives	L2.3, L1.6		
A43.	Implement strategies as part of the Community Plan to improve community understanding and support for BHP Billiton's operations.	L2.3, L1.6		
<b>Cultural Vitality</b>				
<b>CV1 A strong sense of place and identity</b>				
"A sense of place and identity which encapsulates the unique status of the town"				
<b>CV1.1 Residents view Roxby Downs as a unique and pleasant locality to live &amp; work and have a sense of ownership and belonging.</b>				
A44.	Develop and implement a Welcome Information Pack for new residents	CV1.1, SE1.1, CV1.3		
A45.	Facilitate a Roxby Celebrates event which includes multicultural cuisine, workshops and arts practice	CV1.1, CV1.3, CV3.1		
A46.	Facilitate a Roxby Stories Project to gather and exhibit the stories of Roxby's indigenous pioneering and community heritage.	CV1.1, CV1.3, CV3.1	10,000	Rev
<b>CV1.2 A cultural centre that enables development and extension of the cultural identity of a diverse population from differing backgrounds</b>				
A47.	Develop an annual program of events for the cultural centre and Richardson Place which highlights the diverse demographic of the community	CV1.2, CV1.1, CV1.3		
A48.	Develop an arts and culture policy that supports the arts and is used in supporting arts and cultural development facility usage in the Cultural Centre.	CV1.2, CV1.1, CV1.3		
A49.	Assist community and cultural events including annual Christmas Pageant and Arts Festival	CV1.2, CV1.1, CV1.3		
<b>CV1.3 A cohesive community that values its strong culture and common purpose</b>				
A50.	Assist Community Board and Forums presence at Market Days and Community Events	CV1.3, L2.1		
A51.	Assist in establishing and maintaining Community Board and Forum Newsletter	CV1.3, L2.1		
A52.	Implement a marketing and communications program	CV1.3, L1.3, SE1.5		
<b>CV2 A vibrant Main Street</b>				
"Establishing the main street as a positive, creative and supportive place for the community to interact"				
<b>CV2.1 A unique and vibrant Richardson Place as the focus of social, business and leisure activities for the community</b>				
A53.	Support alfresco dining activities on Richardson Place	CV2.1, CV1.1, CV1.3		
A54.	Purchase portable tables, chairs and small marquees for outdoor events	CV2.1, CV1.1, CV1.3		
A55.	Facilitate arts and cultural activities on Richardson Place	CV2.1, CV1.1, CV1.3		
A56.	Support / Expand market Days	CV2.1, CV1.1, CV1.3		
A57.	Continue development and implementation of a year round rotating banner program to add colour and vibrancy to Richardson Place	CV2.1, CV1.1, CV1.3		
A58.	Engage a main street specialist to advise on activation of the Richardson Place via hard and soft infrastructure	CV2.1, CV1.1, CV1.3	50,000	Rev

PILLARS GOALS OBJECTIVES & ACTIONS		OBJECTIVES	AMOUNT \$	SOURCE
A59.	Install festive lighting in Richardson Place	CV2.1, CV1.1, CV1.3		
A60.	Subject to review install improved Community Notice Boards	CV2.1, CV1.1, CV1.3	20,000	Rev
<b>CV2.2 An interactive Cultural Centre that is the towns Community hub</b>				
A61.	Dunes Cafe to provide and maintain high quality customer service, high quality service and food standards and a pleasant environment for other customers	CV2.2, CV1.1, CV1.3		
A62.	Modify the menu of Dunes Cafe to include more 'fresh food options' and use the Pulse Fitness staff to create healthy dietary options and advertise them to customers	CV2.2, CV1.1, CV1.3		
A63.	Initiate formal customer feedback and liaison mechanisms on ways to cater for all sectors of the community in a harmonious manner	CV2.2, CV1.1, CV1.3		
A64.	Support and facilitate community groups using the resources available in the Culture and Leisure	CV2.2, CV1.1, CV1.3		
A65.	Extend operation of cafe into Auditorium and work with young families to provide suitable meeting venues, times, and seating to accommodate young children	CV2.2, CV1.1, CV1.3		
A66.	Install inflatable indoor play area to Auditorium	CV2.2, CV1.1, CV1.3	12,000	Rev
A67.	Review operating times for weekends and menu offerings.	CV2.2, CV1.1, CV1.3		
A68.	Implement monthly music/jazz performances performance on a Sunday in conjunction with local musicians.	CV2.2, CV1.1, CV1.3		
A69.	Undertake the following improvements	CV2.2, CV1.1, CV1.3		
	(a) additional power points in the kitchen for appliances.			
	(b) pizza oven in kitchen.			
	(c) convex mirrors on blind spots around corners to ensure there are no collisions of staff entering and leaving kitchen area.			
	(d) glass rack shelving in bar area, to allow easily accessible and safe storage of glasses.		5,000	Res
	(e) replace Auditorium doors with glass sliding doors		25,000	Res
	(f) replace coffee machine		4,000	Res
	(g) relocate old cash register in the main bar area, to allow for easy recording of beverages sold in larger functions.			
	(h) install indoor playground equipment and formalise use of portion of the Auditorium as an extension to the Dunes Cafe			
	(i) remodel rear exit to Auditorium & provide additional storage		30,000	Res
	(j) install removable balustrade and refurbish stage area to allow improvements to Toy Library		8,000	Res
<b>CV2.3 Integration of the cultural and leisure precinct into Richardson Place and educational facilities</b>				
A70.	Review and integrate Arts support through Roxby Leisure	CV2.3, CV1.1, CV1.3		
A71.	Review and amend DECS access user agreement	CV2.3, CV1.1, CV1.3		
A72.	Develop a Master Plan for the expansion of the culture and leisure centres and for facility integration with DECS	CV2.3, CV1.1, CV1.3, SE1.3		
A73.	Construct a new facility to link the Cultural and Leisure Centre in conjunction with and part remodelling of existing buildings	CV2.3, CV1.1, CV1.3, SE1.3	600,000 350,000	Rev Res
A74.	Establish new outdoor eating area at entrance to main entrance of Cultural Centre	CV2.3, CV1.1, CV1.3, SE1.3		
A75.	Finalise planning of options for potential expansion of the Cultural Centre adjacent to Richardson Place.	L1.1, L1.2, CV2.3, CV1.1, CV1.3, SE1.3, EC2.3		

PILLARS GOALS OBJECTIVES & ACTIONS		OBJECTIVES	AMOUNT \$	SOURCE
<b>CV3 A community which celebrates cultural diversity</b>				
<b>“An inclusive community that values diversity and cultural infusion”</b>				
<b>CV3.1 A cohesive community that values and celebrates our pioneering culture and multicultural identity</b>				
A76.	Work with local indigenous groups on long term outcomes of the Indigenous archaeology project	CV3.1, CV1.1, CV1.3		
A77.	Work with local indigenous groups and education providers on indigenous education programs for children and adults.	CV3.1, CV1.1, CV1.3 SE1.3		
A78.	Work with local ingenious groups on Cultural Awareness activities and NAIDOC week	CV3.1, CV1.1, CV1.3	10,000	Rev
A79.	Support Multicultural Forum activities	CV3.1, CV1.1, CV1.3, SE1.3		
A80.	Work with Multicultural Forum to facilitate their activities within the Cultural Centre	CV3.1, CV1.1, CV1.3		
<b>CV3.2 Greater connection and understanding between young and older people</b>				
A81.	Work with the Youth Activities Officer to engage youth in a broader range of community events	CV3.2, SE1.2, SE1.3		
A82.	Develop mentoring opportunities for older people	CV3.2, L2.4, SE1.3		
<b>CV4 A vibrant and diverse arts culture</b>				
<b>“Encouragement of dynamic cultural and arts activity”</b>				
<b>CV4.1 Civic leadership and support in local cultural and arts activities</b>				
A83.	Explore opportunities for more major cultural events to be delivered in town e.g. World Music and Food Festival	CV4.1, CV1.1, CV 1.3 L2.4		
A84.	Replace fence at Curdimurka Park with an “arts fence”	CV4.1, CV1.1, CV 1.3	20,000	Res
A85.	Commit \$10,000 per year (CPI Indexed) of Council Funds to a public art project.	CV4.1, CV1.1, CV 1.3	10,000	Rev
A86.	Encourage arts skills development opportunities	CV4.1, CV1.1, CV 1.3		
A87.	Increase the number of outdoor movie screenings to meet increased demand	CV4.1, CV1.1, CV1.2, CV1.3		
A88.	Support and assist Arts & Culture Forum	CV4.1, CV1.1, CV 1.3. SE1.3		
A89.	Support and assist in facilitating the Red Earth on a biannual basis	CV4.1, CV1.1, CV 1.3		
A90.	Support and assist in establishing the Multicultural Festival to operate on a biannual basis with an initial “underwriting”	CV4.1, CV1.1, CV 1.3, CV3.1	30,000	Rev
<b>CV4.2 Cultural Centre as a regional hub for the arts</b>				
A91.	Develop a program to host Country Arts SA events in the Cultural Centre	CV4.2, CV4.1		
A92.	Assist community groups and forums to conduct arts activities within the Cultural Precinct	CV4.2, CV4.1, L2.4, SE1.1		
A93.	Run live performance arts events within the Cultural Precinct at least once per month.	CV4.2, CV4.1		
A94.	Encourage and assist in establishment of a “Friends of the Cinema” group	CV4.2, CV4.1, L2.4, SE1.1		
A95.	Stimulate general interest and awareness of the Art Gallery by appropriate exhibitions, showcasing local and regional artists and running local arts competitions	CV4.2, CV4.1, SE1.1		
A96.	Encourage establishment of Friends of the Art Gallery and work with them to gain community feedback for art displays and to assist with community marketing of programs	CV4.2, CV4.1. SE1.1		
A97.	Implement signage for the Art Gallery in the walkway through to the Art Gallery	CV4.2, CV4.1		
A98.	Hold “Opening Nights” for new Exhibitions with Nibbles & Wine	CV4.2, CV4.1		
A99.	Purchase Table Talkers to put on tables in Café to advertise Art Exhibitions	CV4.2, CV4.1		



PILLARS GOALS OBJECTIVES & ACTIONS	OBJECTIVES	AMOUNT \$	SOURCE
A100. Liaise with the Schools to encourage classes of students to visit the Gallery (children to learn the appreciation of Art)	CV4.2, CV4.1, SE1.3		
A101. Run workshops for jewellery making through local jewellery makers	CV4.2, CV4.1, SE1.1		
A102. Convert cinema to digital operation to allow for greater speeds in screenings from release dates, provide a more comprehensive list of movies and in recognition that movie houses will not produce film stock as of June 2013.	CV4.2, CV4.1	90,000	Res
<b>Social Equity</b>			
<b>SE1 Social and Cohesive Community</b>			
"A cohesive, healthy and strong community enjoying a high quality of life and work			
<b>SE1.1 A community that shares its skills and knowledge</b>			
A103. Facilitate a Roxby Skills register on roxbydowns.com	SE1.1, SE1.2, L2.4		
A104. Continue to work collaboratively with all stakeholders to encourage community groups to utilise Roxby Down's Community Foundation	SE1.1, SE 1.4, L2.4,		
A105. Maintain Annual Funding Allocation to Community Foundation	SE1.1, SE1.4	5,000	Rev
A106. Assist in the development of healthy and social activities for men	SE1.1, CV1.1		
A107. Assist and facilitate development of Women's Forum	SE1.1, CV1.1, C		
A108. Facilitate development of a community kitchen	SE1.1, CV3.1, L2.4		
A109. Establish links with Roxby Downs Area School through offering school based certificate 2 & 3 and general short course training that met the need of student SACE program	SE1.1, EC3.1		
<b>SE1.2 Youth development, participation and wellbeing</b>			
A110. Explore the possibility of Sponsorship / Partnership for events for youth services provided.	SE1.2, CV1.1		
A111. Through the YAC, further develop the youth calendar to ensure consistency for the youth	SE1.2, CV1.1		
A112. Arrange potential sponsors and activities, timeline and when and where it will be held.	SE1.2, CV1.1		
A113. Finalise the 'Beat the Heat Youth Festival' concept	SE1.2, CV1.1		
A114. Launch the Youth Leadership Program.	SE1.2, CV1.1, L2.4		
A115. Maintain youth activities operation within Roxby Leisure's Operation.	SE1.2, CV1.1, SE1.3		
A116. Continue to support young people via participation in the Youth Forum as Council's Youth Advisory Committee	SE1.2, CV1.1		
A117. Develop a proposal for the improvement of both physical and visual perception of the Skate Park & Richardson Place Rotunda	SE1.2, CV2.1		
A118. Investigate installation of shade sails over Skate Park.	SE1.2, SE2.3, SE3.3		
A119. Investigate establishment of a "drug and drinking awareness volunteer group" for the skate park	SE1.2, SE1.1		
A120. Explore opportunities for partnerships to deliver Obesity Prevention and Lifestyle programs for young people	SE1.2, SE2.1, SE2.2		
A121. Provide Opportunities for student leadership and development of specific job training experiences	SE1.2, SE1.3		
A122. Implement a graffiti wall, in conjunction with SAPOL	SE1.2, SE1.3		
A123. Review Council's role in Youth Development and implement changes	SE1.2, CV1.1		
A124. Maintain and develop the Youth Centre with the following actions	SE1.2, SE2.2		
(a) Update new flooring and other capital works		12,000	Res
(b) Purchase additional equipment including more gaming consoles, RV's and games			
(c) Install adequate storage facilities for secure storage of equipment			

<b>PILLARS GOALS OBJECTIVES &amp; ACTIONS</b>	<b>OBJECTIVES</b>	<b>AMOUNT</b> \$	<b>SOURCE</b>
<b>SE1.3 Creativity and learning for all ages within the community</b>			
A125. Increase the number of children's holiday and toddler story time programs	SE1.3, SE2.2, SE2.4		
A126. Promote of library services both in-house and through local media	SE1.3, SE2.2		
A127. Encourage increased usage of the library as a venue for community activity	SE1.3, CV2.2, SE2.3		
A128. Upgrade computers furniture and equipment in the library	SE1.3, SE2.3		
A129. Relocate Community Library from current Joint Use Facility with DECS into the to be developed Cultural Leisure Centre Link pending expansion of the town	CV2.3, CV1.1, CV1.3, SE1.3		
A130. Install new on library Management system as part of Library SA's Stat wide rollout	SE1.3		
A131. Establish a sustainable community toy library operated by community volunteers within the Cultural Centre as part of Roxby Leisure's operation	SE1.3, CV2.2		
<b>SE1.4 Cooperative relationships between community and business</b>			
A132. Monitor the need for a business/community partnerships program	SE1.4, EC2.2		
A133. Assist in development of community cooperatives where possible	SE1.4, SE1.1		
A134. Encourage a more holistic approach to service delivery with the health providers	SE1.4, SE2.1		
<b>SE1.5 Progressive relevant community oriented media services</b>			
A135. Review and improve operation of Council and Roxby Leisure information on the Roxby Downs Dot Com community web-site	SE1.5, L1.3		
A136. Encourage The Monitor Community Newspaper and RoxFM community radio to develop closer partnership arrangements and share resources.	SE1.5, L1.3		
A137. Sponsor support The Monitor and RoxFM Community Radio on an "as needs" basis	SE1.5, L1.3		
A138. Examine ways to integrate community media with other community communication avenues	SE1.5, L1.3		
A139. In partnership with The Monitor and RoxFM Community Radio jointly contribute to, develop and maintain the community web site "roxbydowns dot com"	SE1.5, L1.3		
<b>SE1.6 Affordable and accessible housing that meets the needs of the community</b>			
A140. Investigate development of a Community Cooperative Housing Scheme	SE1.6, EC2.1, CV1.1		
<b>SE2 Healthy and Active Community</b>			
<b>"Quality health, lifestyle, education and recreational facilities"</b>			
<b>SE2.1 Health and family support services in the community</b>			
A141. Support confidential enquiries by individuals and families in need of advice on ways to improve their financial position.	SE2.1		
A142. Resource a part-time coordinator to achieve better outcomes and collaboration of agencies dealing with social issues associated with alcohol and/or substance abuse.	SE2.1, EV3.5		
A143. Encourage appropriate bodies to investigate the extent and causes of mental illness and stress in Roxby Downs and support them in developing prevention strategies and plans	SE2.1, L1.2		
A144. Participate in and support and assist Family & Youth and Alcohol & Substance Abuse Forum (incorporating the Far North Drug and Alcohol Group.)	SE2.1, L2.4		
A145. Commence process to implement a "dry zone" for the public places of the entire town	SE2.1, L1.2		
A146. Explore opportunities with the State Government for greater support resources for young families having children in Roxby Downs	SE2.1, L1.2		
A147. Facilitate development and ongoing resourcing of a community Toy Library	SE2.1, L2.4, SE2.4		

<b>PILLARS GOALS OBJECTIVES &amp; ACTIONS</b>	<b>OBJECTIVES</b>	<b>AMOUNT \$</b>	<b>SOURCE</b>
A148. Continue to provide ongoing environmental health services to the community	SE2.1, EV3.5		
A149. Participate and support Roxby Downs Health Forum	SE2.1, L2.4		
<b>SE2.2 Integrated recreation, sporting and leisure programs that contribute to the wellbeing of the community</b>			
A150. Assist Sport & Recreation Forum to increase awareness to both sporting and community groups by show casing their organisation.	SE2.2, L2.4		
A151. Review and update recreation program offerings to assist in maintaining healthy lifestyles.	SE2.2, L1.2		
A152. Apply for Government grants that improve sports equipment and services.	SE2.2, L1.2		
A153. Examine potential for sponsorship of sporting events with BHP Billiton and local business.	SE2.2, SE1.4		
A154. Explore opportunities for expansion of sporting services.	SE2.2, L1.2		
A155. Create a sporting event that other area associations could participate in.	SE2.2		
A156. Work in partnership with BHP Billiton to bring high level sporting teams to Roxby Downs	SE2.2		
A157. Continue to work with associations that currently use the facilities to increase participation numbers and sports events/competitions	SE2.2		
A158. Hold sports clinics from umpiring through to individual clinics.	SE2.2		
A159. Provide opportunities for student leadership and development of specific job training experiences.	SE2.2, SE1.1		
<b>SE2.3 Integrated and cost effective developed recreation and sporting facilities</b>			
A160. In partnership with BHP Billiton integrate improved recreational facilities into Township Master Plan	SE2.3, L2.2		
A161. Continue to work with Sport & Recreation Forum and other users of sporting facilities in the strategic development of both sporting facilities and programs	SE2.3, L2.2		
A162. Develop a long term strategy for the development and management of all recreation facilities in partnership with users and sporting clubs.	SE2.3, L2.2		
A163. Explore possibilities of inclusion of a half court basketball court adjacent to skateboard track	SE2.3, SE3.3		
A164. Undertake surface levelling to small oval to improve to improve secondary playing areas pitch to cater for soccer, hockey and rugby teams.	SE2.3, L2.2	145,000	Res
A165. Replace and upgrade cricket nets onto main oval	SE2.3, L2.2	30,000	Res
A166. Provide outdoor seating around netball and tennis courts	SE2.3, EV3.1	6,000	Rev
<b>SE2.4 Delivery of fun active accessible activities for young children</b>			
A167. Hire out Nippy Gym equipment (Children's Birthday celebrations, BHPB Family Day and other community celebrations etc.).	SE2.4, SE2.1, SE2.3, SE2.7		
A168. Move and re-arrange storage areas.	SE2.4, SE2.1, SE2.3, SE2.7		
A169. Review the current opening times for crèche and Nippy Gym and implement further times as the needs arise	SE2.4, SE2.1, SE2.3, SE2.7		
A170. Identify a champion for Kids Club to filter issues through to Team Leader and promote and receive feedback	SE2.4, SE2.1, SE2.3, SE2.7		
A171. Incorporate pulse fitness staff, Health Workers, and Physios to improve Nippy Gym activities for kids, to improve their motor skills	SE2.4, SE2.1, SE2.3, SE2.7		
A172. Initiate the small upgrade improvements to the Crèche including creating a mural theme wall, installing an outdoor painting board repainting walls, removing door and installing gate and erecting curtains	SE2.4, SE2.1, SE2.3, SE2.7		
<b>SE2.5 Well managed reactive and adaptable Swimming facilities</b>			
A173. Expand and adapt range of swimming classes including classes for those with disabilities, adults, and young children	SE2.5, SE2.1, SE2.3, SE2.4		
A174. Increase usage by expanding current membership options and session times	SE2.5, SE2.1, SE2.3		

PILLARS GOALS OBJECTIVES & ACTIONS	OBJECTIVES	AMOUNT \$	SOURCE
A175. Promote water safety for children in the local community before summer.	SE2.5, SE2.1, SE2.3, SE2.4		
A176. Encourage staff to take additional qualification and hiring more qualified staff	SE2.5, SE2.1, SE2.3		
A177. Run seasonal swim school	SE2.5, SE2.1, SE2.3, SE2.4		
A178. Run outdoor movie screenings to increase visitation	SE2.5, SE2.1, SE2.3, CV1.2, CV1.3		
A179. Provide the following improvements to swimming facilities.	SE2.5, SE2.1, SE2.3		
(a) 2 new lane ropes for main pool lap swimming		400	Rev
(b) additional pool matts and beach/skimmer balls		300	Rev
(c) replace slide ladder/steps		10,000	Res
(d) lifeguard shade and chair for slide/deep end area		1,100	Rev
(e) install BA storage cabinet in plant room for safe storage of BA equipment to prevent damage and contamination of equipment			
(f) defibrillator for emergency lifeguard use		900	Rev
(g) bar fridge for lifeguard hut			
(h) install new pumps for soda ash tank		1,600	Res
(i) change the current soda ash to a vertical agitator to reduce spillage and increase efficiency			
(j) install 1 new manual vac pumps for the slide and manual vac		2,000	Res
(k) lift or sac truck for safer moving of the chlorine gas cylinders		600	Rev
(l) new restraints for the active chlorine gas bottles		200	Res
(m) during pool closure, renovate the toilets / pool change rooms, replace some damaged stalls and repaint the toilet facilities walls and ceilings		5,000	Res
(n) install BBQ huts for the pool area including gazebo style enclosure and BBQ with sink area and tables & chairs		11,000	Rev
<b>SE2.6 An excellent well resourced Gymnasium with an expanded array of services</b>			
A180. Implement program to ensure members are provided with greater customer service and motivation during workout	SE2.6, SE2.1, SE2.3, SE2.7		
A181. Undertake marketing program to attract new users to the gym. Specific targets include classes for mothers, boot camp, 12 week body challenges, personal training sessions, football training sessions, Zumba classes, Biggest Loser program, and Roxby Games	SE2.6, SE2.3, SE2.7		
A182. Provide nutritional management planning using web software	SE2.6, SE2.1, SE2.3, SE2.7		
A183. Provide for the following Gym improvements	SE2.6, SE2.3, SE2.7		
(a) Replace / upgrade various items of gym equipment that have reached the end of their useful life			
(b) place decals to the walls with famous inspirational quotes			
(c) freshen up the gym by painting the walls and ceilings			
(d) implement more black padded matts in the weights area			
(e) install digital clocks on the walls in weights areas, cardio and classes room			
<b>SE2.7 Well presented and multiuse Leisure Facilities</b>			
A184. Assess the feasibility of an indoor rock climbing wall in stadium 2	SE2.7, SE2.3		
A185. Expand with Links (Recreation Industry Management Software) equipment	SE2.7, SE2.3		
A186. Provide for the following Leisure Centre replacements and improvements	SE2.7, SE2.3		
(a) Complete detailed investigation and fully repair stadiums roof for leaks			
(b) Renew basketball backboards to enable easier raising and lowering for staff		14,000	Res

PILLARS GOALS OBJECTIVES & ACTIONS	OBJECTIVES	AMOUNT \$	SOURCE
(c) Replace netball nets on outdoor rings			
(d) Leisure Centre Foyer Renovation with internal repainting & remodelling Customer service Desk		52,000	Res
(e) Repaint Northern facade to Leisure Centre		65,000	Res
(f) Replace floor coverings at Kiosk		4,000	Res
(g) Re-model kiosk foyer and entrance way		45,000	Res
(h) Provide new indoor hockey goals		4,000	Res
(i) Replace skirting boards in stadium 1			
(j) Recoat Stadium Floors		14,000	Res
(k) Install digital clocks on the walls near Stadium 1 back corner			
<b>SE2.8 Safe community transport network</b>			
A187. Continue to maintain roads, streets, footpaths and bike paths within constraints of available funding allocations.	SE2.8, EV3.1		
A188. Refine Asset Maintenance Strategy by undertaking condition audits to more accurately reflect long term asset renewal program	SE2.8, L1.2		
A189. Replace bitumen footpaths at Gregory, Alberrie, Curdimurka, Mirra, Kennebery, Bopeechee & Mulgaria Streets	SE2.8, EV3.1	300,000	Res
A190. Continue to review parking practices within township, provide effective education and enforcement and initiate improvements.	SE2.8		
A191. Streetscape replacements	SE2.8, EV3.1	30,000	Res
A192. Traffic improvements by way of roundabouts and traffic control devices at Arcoona Street and Pioneer Drive intersection and Gregory Street over the next 3 years	SE2.8, L1.2	150,000	Rev
A193. Maintain provision of adequate Street Lighting	SE2.8, EV3.1		
<b>SE3 Access to services and facilities</b>			
<b>"Access to a range of services in a remote location that is equal to or better than more popularised locations"</b>			
<b>SE3.1 Efficient, reliable and cost efficient water and sewerage services</b>			
A194. Maintain Roxby Water's Infrastructure Maintenance Program, and prepare long term asset renewal program with supporting financial strategy.	SE3.1, L1.5		
A195. Implement Water Meter Replacement Program. Replace water meters from older part of town in vicinity of Stuart Rd	SE3.1, L1.5	100,000	Res
A196. Asset Reticulation Replacements	SE3.1, L1.5	21,000	Res
A197. Implement Water Plant & Equipment Replacement Program including the following works (a) Construct small tank for rerouting sample water to landscape areas (b) Water Recycling. Construct small pump, tank and filter for cleaning water to dosing booster pump	SE3.1, L1.5	60,000	Res
A198. Implement Sewer Plant and Equipment Replacement Program including the following works: (a) Sewer Pump Station Asset Replacements (b) Sewer Lagoons Capital Replacement Expenses (c) Implement Water & Sewer Monitoring Upgrade	SE3.1, L1.5	64,000 11,900 150,000	Res Res Res
A199. Undertake marketing campaign to encourage direct debit and credit card payment options for consumers.	SE3.1, L1.5		
A200. Explore other methods for retail payments for consumers	SE3.1, L1.5		
<b>SE3.2 Cost efficient power distribution and utility services to the township</b>			
A201. Implement Electricity Plant & Equipment Replacement Program including the following works	SE3.2, L1.5		

PILLARS GOALS OBJECTIVES & ACTIONS	OBJECTIVES	AMOUNT \$	SOURCE
(a) High Voltage Switches & Transformers – Change 10 sets of terminations and replace transformers SR1 and RM03		100,000	Res
(b) Planning for S3, SS1, SS2, SO6, SO7, SO8, SR1, SSP, SCP AND RM03			
(c) HV Land Maintenance – Maintain East OH Line track, replace posts rails protection to transformers		8,000	Rev
(d) Meter Purchases Replacement – Replace 200 meters		3,000	Res
(e) Meter Purchases New – Isolation switches to Subdivision C		10,000	Rev
(f) New Development – Subdivision C and Grevillea Works		5,000	Res
(g) Electricity Equipment – Internal upgrade of storage container and workshop		10,000	Rev
A202. Undertake marketing campaign to encourage direct debit and credit card payment options for consumers.	SE3.2, L1.5		
A203. Explore other methods for retail payments for consumers	SE3.2, L1.5		
<b>SE3.3 Parks, gardens and open space offer active and passive recreation opportunities</b>			
A204. Develop Open Space Area plan	SE3.3, EV3.1, EV3.5		
A205. Undertake strategic review of all playground facilities	SE3.3, EV3.1, EV3.2		
A206. Replace fence and at Curdimurka St Playground	SE3.3, EV3.1,	20,000	Res
A207. Assist the Rotary Club of Roxby district to construct paving at Curdimurka St Playground	SE3.3, EV3.1		
<b>SE3.4 Council's community role in provision of telecommunication services is efficiently and effectively undertaken</b>			
A208. Ongoing management of telecommunication service delivery for SBS and Triple J	SE3.4, CV1.3		
A209. Assist RoxFM in expanding their area of coverage	SE3.4, CV1.3		
A210. Relocate Imparja and JJJ to Works depot and with SBS self help assistance grant install SBS Multicultural Radio	SE3.4, CV1.3, CV3.1	15,000 15,000 10,000	G Rev Res
<b>Economic Prosperity</b>			
<b>EC1 Economically sustainable growth</b>			
"Commonality of purpose between Council, BHP Billiton, State Government and business interests to continued growth and development"			
<b>EC1.1 Tourism and visitation which contributes to economic prosperity</b>			
A211. Operate Visitor Information Centre as part of the Cultural Centre	EC1.1, CV2.2		
A212. Work with BHP Billiton to maintain and expand mine-site tours	EC1.1		
A213. Re-develop the Roxby Downs Brochure	EC1.1, CV1.1		
A214. Offer more minerals for display so that tourists and locals can visualise what is being mined at Olympic Dam	EC1.1		
A215. Display Aboriginal artefacts from the Roxby area in VIC and the art gallery	EC1.1, CV2.2		
A216. Install the South Australian Tourism Commission donated community computer displaying information about Roxby Downs, Olympic Dam and surrounds	EC1.1, CV2.2		
A217. Increase range of retail items offered to tourists and locals including locally made jewellery and giftware and regional gourmet produce	EC1.1, CV2.2		
A218. Run workshops for jewellery making through local jewellery makers	EC1.1, CV2.2		
<b>EC1.2 High standards of infrastructure and community values that support economic development and business growth</b>			
A219. Maintain and enhance public infrastructure that supports economic development and business growth	EC1.2, L1.2		

<b>PILLARS GOALS OBJECTIVES &amp; ACTIONS</b>	<b>OBJECTIVES</b>	<b>AMOUNT \$</b>	<b>SOURCE</b>
A220. Develop a public signage program that supports business	EC1.2		
<b>EC1.3 Support of BHP Billiton in encouragement of recruitment and retention of staff to provide stability and tenure in the township</b>			
A221. Initiate discussions with BHP Billiton re areas of common interest	EC1.3, SE1.4, L2.5		
A222. Work with BHP Billiton and the State Government to develop a cohesive strategy for commercial property affordability, availability and choice	EC1.3, SE1.4, L2.5		
<b>EC1.4 Increased employment opportunities and skills development by engaging with BHP Billiton, government agencies and education providers in targeted initiatives</b>			
A223. Effective and reciprocal relationships with key stakeholders (BHPB, Council, State Government)	EC1.4, L2.5		
<b>EC1.5 Local businesses are assisted to understand and adapt their operations to address waste water reuse, waste management and recycling, fuel and power conservation and protection of the unique desert environment</b>			
A224. Develop resource material and provide technical assistance to local businesses to address biodiversity/environmental best practice	EC1.5, SE1.4		
<b>EC2 Business Development</b>			
<b>"A supportive business environment and focus"</b>			
<b>EC2.1 Appropriate and affordable land and commercial property supply to support a more diverse and sustainable economic business base</b>			
A225. Develop a draft Master Plan to scope the projected need for appropriately zoned land to meet increased demands by commercial interests following expansion of the mine and the associated population increase	EC2.1, EV3.2		
<b>EC2.2 An active business commerce body to encourage business networks, alliances and a culture of collaboration</b>			
A226. Provide resources to support Roxby Downs Business Forum	EC2.2, L2.1		
A227. Assist in establishing Roxby Business Awards	EC2.2, L2.1	5,000	Rev
<b>EC2.3 A diverse array of high standard retail and service businesses that meet the needs of the community</b>			
A228. Develop and implement strategies to aid in the cohesive future development of the business sector.	EC2.3, SE1.4		
<b>EC2.4 The needs of local business are understood and responded to</b>			
A229. Assist Far North RDA with respect to accessing business so that the RDA can increase training and business support	EC2.4, SE1.4		
A230. Maintain Business & Cultural Development Consultant Support resource	EC2.4, SE1.4, CVall		
A231. Maintain Council as a resource partner with the Far North RDA and explore opportunities for business services to be delivered from within Roxby Downs.	EC2.4, SE1.4		
A232. Maintain Business Communications through the Monitor Community Newspaper	EC2.4, SE1.4, SE1.5		
<b>EC3 A prosperous community</b>			
<b>"Roxby Downs residents enjoy a financially secure lifestyle and have opportunity for skills development"</b>			
<b>EC3.1 Roxby Downs is a regional centre for Education and Training, Retail and Service Industries, Mining Support Services and Tourism</b>			
A233. Monitor and investigate suitable business opportunities including those from non-traditional areas.	EC3.1, SE1.4		
A234. Develop and create a new updated Roxby Downs Brochure for distribution through Roxby Downs' and neighbouring Visitor Information and Tourist Centres	EC3.1, SE1.4		
A235. Find and Sell Souvenirs that have 'Roxby Downs' on them	EC3.1, SE1.4		
A236. Identify and target suitable new businesses to the area	EC3.1, SE1.4		

PILLARS GOALS OBJECTIVES & ACTIONS	OBJECTIVES	AMOUNT \$	SOURCE
A237. Support and assist Roxby Downs Area School Industry Training Program	EC3.1, SE1.4		
A238. Investigate and advocate for housing and accommodation on behalf of business	EC3.1, SE1.4		
A239. Investigate possibilities of developing Roxby Downs into a regional business mining hub for the Far North of South Australia	EC3.1, SE1.4		
<b>Environment Sustainability</b>			
<b>EV1 An environmentally sustainable town</b>			
"Responsible, cost effective management of Roxby Downs' environment, including minimising waste, managing energy and preserving vegetation"			
<b>EV1.1 Waste management services which minimise waste and optimise recycling</b>			
A240. Provide environmentally sound, convenient and timely waste management services.	EV1.1, EC1.5		
A241. In conjunction with BHPB and the State Government explore funding opportunities for a significant upgrade to the Opal Road landfill site	EV1.1, L1.5		
A242. Review operation of and scope of the Commercial Waste Levy.	EV1.1, L1.5		
A243. Review and implement more comprehensive waste collection, recycling and disposal options	EV1.1, L1.5		
<b>EV1.2 Native vegetation preserved and enhanced</b>			
A244. Implement a local community education campaign concerning control and management of pest plants	EV1.2, EV2.1		
A245. Support and participate in representative bodies concerned with land resource management	EV1.2		
A246. Support regional weed removal strategy	EV1.2, EV3.1		
<b>EV1.3 Conservation of water and optimised reuse</b>			
A247. Develop and implement appropriate water conservation policies including improvements to development plans and guidelines and land management agreements	EV1.3		
A248. Participate in suitable programs to highlight to the community existing and future water conservation initiatives to educate the community to conserve water	EV1.3, EC1.5		
A249. Improve integration of stormwater into effluent lagoons for reuse	EV1.3		
A250. Review redevelopment of waste water reuse systems	EV1.3		
<b>EV1.4 Reduced energy consumption and increased renewable energy</b>			
A251. Provide information concerning Government rebates on solar hot water systems.	EV1.4, EV2.1		
A252. Assist customers in energy conservation including conducting energy audits.	EV1.4, EC1.5		
A253. Encourage the installation of household photovoltaic arrays through power buyback tariffs	EV1.4, EV2.1		
A254. Work with BHPB to explore opportunities for solar powering the Town	EV1.4, L1.2		
<b>EV2 An environmentally involved community</b>			
"Individuals in the community understand and act to reduce environmental impacts"			
<b>EV2.1 A well educated and participative community</b>			
A255. Assist, support and work with Environmental Forum	EV2.1, L2.1		
A256. Employ the services of an Environment Officer for 3 years. (Part funded by BHP Billiton)	EV2.1, EC1.5		
A257. Assist Community Garden Forum	EV2.1, SE1.1		



PILLARS GOALS OBJECTIVES & ACTIONS	OBJECTIVES	AMOUNT \$	SOURCE
<b>EV3 A liveable urban environment</b>			
<b>“Enhancing the character, amenity and safety of Roxby Downs”</b>			
<b>EV3.1 A clean and attractive environment</b>			
A258. Accelerate tree planting program in public areas and streetscape verge areas	EV3.1, EV1.3, EV2.1		
A259. Develop and promote Council's "adopt a verge" redevelopment program where Council supports residents and owners to develop the roadside verge	EV3.1, EV1.3, EV2.1		
A260. Continue to include streetscape improvements into public spaces with assistance and support of Community Gardens Sub Committee of Family & Youth Forum.	EV3.1, EV1.3, EV2.1		
A261. Lobby BHP Billiton to upgrade Crown Land Township Reserve areas	EV3.1, EV1.3, EV2.1		
A262. Ensure the streets and public areas of the town are regularly cleaned and swept	EV3.1, EV1.3, EV2.1		
A263. Develop a range of litter control strategies to minimise discarded litter.	EV3.1, EV1.3, EV2.1		
<b>EV3.2 A built environment that is specifically designed to address the local climate</b>			
A264. Work with BHP Billiton to develop integrated urban design guidelines for all future residential developments	EV3.2, L1.2		
A265. Develop land management agreements that include specific environmental design provisions	EV3.2, L1.2		
<b>EV3.3 Effective and responsive dog and cat management</b>			
A266. Review update and implement Council's Animal Management Plan	EV3.3, EV3.5		
A267. Upgrade dog pound	EV3.3	30,000	Res
<b>EV3.4 Management of noise control</b>			
A268. Undertake appropriate education and where appropriate, enforcement of provisions in relation to noise	EV3.4, EV2.1		
A269. Explore implementation of appropriate noise control by-laws.	EV3.4		
<b>EV3.5 A safe community</b>			
A270. Participate in BHP Billiton's Social management Partnership addressing social issues associate with the expansion of the town	EV3.5, L1.6		
A271. Explore options for a community safe house	EV3.5, SE2.1		
A272. Participate in and support the Drug & Alcohol Accord	EV3.5,		
A273. Continue to support the work of Roxby Road Safe including support for the Way2Go program	EV3.5, SE1.1		
A274. Investigate the installation of a CCTV network	EV3.5		
A275. Link with the soon to be formed Neighbourhood Watch Committee	EV3.5, SE1.1		
A276. Implement Bushfire Prevention Management Plans	EV3.5		
A277. Maintain current streetlight monitoring and maintenance program	EV3.5		
<b>Summary Allocations</b>	<b>Total</b>	<b>2,904,000</b>	
	<b>Revenue</b>	965,300	Rev
	<b>Reserves</b>	1,923,700	Res
	<b>Grants</b>	15,000	G
	<b>Loans</b>	0	L

### **13. BUDGET STATEMENTS**

The following Budget Statements are attached

Comprehensive Income Statement

Balance Sheet

Statements of Changes in Equity

Statements of Cash Flows

Financial Indicators

Uniform Presentation of Finances

(All figures \$000's)

Projected  
2011/12

Budget  
2012/13

**Statement of Comprehensive Income**

**Income**

Rates	3,747	4,365
Statutory Charges	159	87
User Charges	9,419	10,295
Grants subsidies and contributions	375	337
Municipal Deficit Funding	600	1,200
Investment Income	244	200
Reimbursements	65	3
Other Revenues	97	56
Share of loss - joint ventures & associates	0	0
<b>Total Revenue</b>	<b>14,707</b>	<b>16,543</b>

**Expenses**

Employee Costs	1,910	2,518
Materials contracts & other expenses	9,870	12,177
Finance Costs	19	24
Depreciation amortisation & impairment	2,610	2,610
Share of profit - joint ventures & associates	0	0
<b>Total Expenses</b>	<b>14,410</b>	<b>17,328</b>

**Total Operating Surplus / (Deficit) before Capital Amounts** 297 **(785)**

Municipal Distribution 0 0

**TOTAL OPERATING SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS AFTER MUNICIPAL DISTRIBUTION** 297 **(785)**

Net gain (loss) on disposal or revaluation of assets	15	0
Amounts specifically for new or upgraded assets	0	15
Physical Resources Received Free of Charge	0	0
Changes in Revaluation surplus	0	0
<b>Total Comprehensive Income</b>	<b>312</b>	<b>(770)</b>

(All figures \$000's)

Projected  
2011/12

Budget  
2012/13

**Balance Sheet**

**ASSETS**

Current Assets

Cash & Cash Equivalents	6,681	5,339
Trade & Other Receivables	1,683	1,683
Other Financial Assets	0	0
Inventories	12	12
	<u>8,376</u>	<u>7,034</u>

Non-Current Assets held for sale	0	0
<b>Total Current Assets</b>	<u>8,376</u>	<u>7,034</u>

**Non-Current Assets**

Financial Assets	0	0
Equity Accounted investments in Council businesses	0	0
Investment Property	0	0
Infrastructure, property, plant & equipment	107,291	107,863
<b>Total Non-Current Assets</b>	<u>107,291</u>	<u>107,863</u>

<b>Total Assets</b>	<u>115,667</u>	<u>114,897</u>
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**LIABILITIES**

**Current Liabilities**

Trades & other payables	2,309	2,309
Borrowings	0	0
Short Term Provisions	83	83
Other Current Liabilities	0	0
	<u>2,392</u>	<u>2,392</u>

Liabilities relating to Non Current Assets held for sale	0	0
<b>Total Current Liabilities</b>	<u>2,392</u>	<u>2,392</u>

**Non-Current Liabilities**

Trade & Other Payables	33	33
Long Term Borrowings	0	0
Long Term Provisions	34	34
Other Non Current Liabilities	0	0
<b>Total Non-Current Liabilities</b>	<u>67</u>	<u>67</u>

<b>Total Liabilities</b>	<u>2,459</u>	<u>2,459</u>
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<b>NET ASSETS</b>	<u>113,208</u>	<u>112,438</u>
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	0	0
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**EQUITY**

Accumulated Surplus	25,482	24,711
Asset Revaluation Reserve	81,946	81,946
Other Reserves	5,780	5,780
<b>TOTAL EQUITY</b>	<u>113,208</u>	<u>112,437</u>

(All figures \$000's)

	Projected 2011/12	Budget 2012/13
<b>Statement of Changes In Equity</b>	0	0
<b>ACCUMULATED SURPLUS</b>		
Balance at end of previous reporting period	25,170	25,482
Net result for Year	312	(770)
Transfer to Reserves	0	0
Transfer from Reserves	0	0
<b>Balance at end of period</b>	<b>25,482</b>	<b>24,711</b>
<b>ASSET REVALUATION RESERVE</b>		
Balance at end of previous reporting period	81,946	81,946
Gain on revaluation of infrastructure, property plant & equipment	0	0
Transfer to accumulated surplus on sale of infrastructure, property, plant & equipment	0	0
<b>Balance at end of period</b>	<b>81,946</b>	<b>81,946</b>
<b>OTHER RESERVES</b>		
Balance at end of previous reporting period	5,780	5,780
Transfers from Accumulated Surplus	0	0
Transfers to Accumulated Surplus	0	0
<b>Balance at end of period</b>	<b>5,780</b>	<b>5,780</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>113,208</b>	<b>112,437</b>
Total of all revenues recognised directly in equity	0	0
Total of all expenses recognised directly in equity	0	0
<b>NET CHANGE IN EQUITY</b>	<b>0</b>	<b>0</b>

(All figures \$000's)

Projected  
2011/12

Budget  
2012/13

**Cash Flow Statement**

**CASH FLOWS FROM OPERATING ACTIVITIES**

Receipts

Operating receipts	14,463	16,343
Investment receipts	244	200

Payments

Operating payments to suppliers & employees	(11,781)	(14,695)
Finance payments	(19)	(24)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>2,907</b>	<b>1,824</b>

**CASH FLOWS FROM INVESTING ACTIVITIES**

Grants specifically for new or upgraded assets	0	15
Sale of replaced assets	0	0
Sale of surplus assets	0	0
Sale of investment property	0	0
Net disposal of investment securities	0	0
Sale of real estate developments	0	0
Repayments of loans by community groups	0	0
Distributions received from associated entities	0	0

Payments

Expenditure on renewal/replacement of assets	(997)	(2,294)
Expenditure on new/upgraded assets	(366)	(887)
Purchase of investment property	0	0
Net purchase on investment securities	0	0
Development of real estate for sale	0	0
Loans made to community groups	0	0
Capital contributed to associated entities	0	0
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(1,364)</b>	<b>(3,166)</b>

**CASH FLOWS FROM FINANCING ACTIVITIES**

Receipts

Proceeds from Borrowings	0	0
Proceeds from Aged Care Facilities	0	0

Payments

Repayments of Borrowings	0	0
Repayment of Finance Lease Liabilities	0	0
Repayment of Aged Care Facility deposits	0	0
<b>Net Cash provided by (or used in ) Financing Activities</b>	<b>0</b>	<b>0</b>

Net Increase / (Decrease) in cash held	1,543	(1,342)
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Cash & equivalents at beginning of period	5,138	6,681
<b>Cash &amp; equivalents at end of period</b>	<b>6,681</b>	<b>5,339</b>

(All figures \$000's)

Projected  
2011/12

Budget  
2012/13

**Financial Indicators**

<b>Operating Surplus</b>	297	(785)
<i>Being the operating surplus (deficit) before capital amounts</i>		
<b>Operating Surplus Ratio</b>	7.9%	-18.0%
<i>Being the operating surplus (deficit) as a percentage of general &amp; garbage rates</i>		
<b>Net Financial Liabilities</b>	(9,140)	(9,493)
<i>Being the total liabilities less financial assets (excluding equity accounted investments in Council businesses)</i>		
<b>Net Financial Liabilities Ratio</b>	62.1%	57.4%
<b>Interest Cover Ratio</b>		
<i>Finance Costs less investment income divided by total operating revenue</i>	-1.5%	-1.1%
<b>Asset Sustainability Ratio</b>		
<i>Capital expenses on renewal/ replacement assets less sale of replaced assets divided by depreciation</i>	38.2%	87.9%
<b>Asset Consumption Ratio</b>		
<i>Carrying value of depreciable assets divided by total value of depreciable assets</i>	80.0%	80.0%
<b>Roxby Power &amp; Water Commercial Distribution</b>		
<i>Return on assets as a % of the written downs value of electricity and water &amp; sewerage assets</i>		
<b>Roxby Power</b>	0.0%	0.0%
<b>Roxby Water</b>	3.1%	3.5%
Water	3.5%	4.0%
Sewerage	2.9%	3.2%
<b>Municipal Deficit</b>		
<i>Municipal deficit as a percentage of rate revenue</i>	16.0%	27.5%
<i>Municipal deficit as a percentage of operating expenses</i>	4.2%	6.9%

(All figures \$000's)

Projected  
2011/12

Budget  
2012/13

**Uniform Presentation of Finances**

Operating Revenues	14,707	16,543
less Operating Expenses	14,410	17,328
Operating Surplus / (Deficit) before Capital Amounts	297	(785)

**less Net Outlays on Existing Assets**

Capital Expenditure on renewal & replacement of existing assets	997	2,294
less Depreciation	2,610	2,610
less Proceeds from sale of replaced assets	0	0
	(1,612)	(316)

**less Net outlays on new and upgraded assets**

Capital Expenditure on new or upgraded assets	366	887
less Amounts received specifically for new & upgraded assets	0	15
less Proceeds from sale of surplus assets	0	0
	366	872

**Net Lending / (Borrowing) for Financial Year**

	1,543	(1,342)
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**MUNICIPAL DEFICIT CALCULATION**

Existing Indenture		
Municipal Deficit Funding incl in Statement of Comprehensive Income	600	1,200