



DISTRICT COUNCIL OF COOBER PEDY

“Opal Capital of the World ”

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ADMINISTRATORS THIRTEENTH REPORT ON THE ADMINISTRATION OF THE AFFAIRS OF THE DISTRICT COUNCIL OF COOBER PEDY TO THE MINISTER FOR LOCAL GOVERNMENT

26 JUNE 2026

The Administrators of the District Council of Coober Pedy (the Council) are required to provide reports to you on the administration of affairs of the Council at intervals of not more than every three months, pursuant to section 273(13) of the Local Government Act 1999, with the thirteenth report of the current Administration team due by 25 June 2026 in accordance with the then Minister’s letter dated 12 April 2023.

Regarding the financial management of the Council and progress made on other key matters since the appointment of Administrators, we provide the following information which should be read in conjunction with the previous reports.

1. 2025-26 Financial Reporting

Regular monthly reports continue to be provided to the Council, presented at the monthly Ordinary Meeting of Council and these are prepared on an exception basis highlighting positive and negative variations, and overall trends.

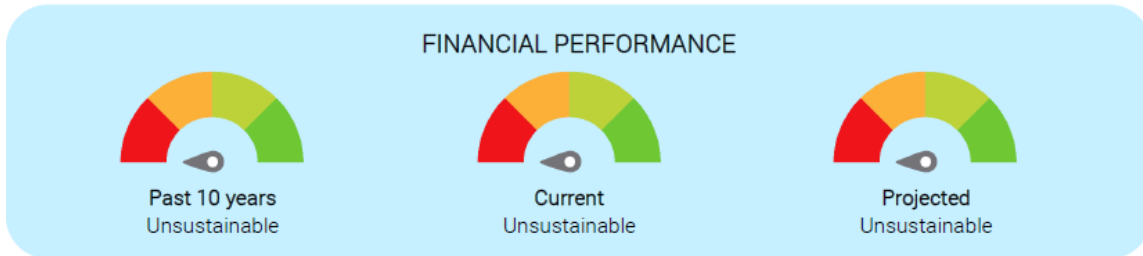
Key information presented is provided in the following table:

Forecast Full Year Position as at 31 May 2026

\$	FY25 Adopted Budget	BR1	BR2	BR3	Forecast FY26 as at 31 May 2026	Variance BR3 to Forecast
Income	20,378,214	19,598,312	19,540,493	20,579,528	20,579,528	-
Expenditure	21,061,568	21,180,403	20,791,890	21,198,009	21,198,009	-
Internal Charges	(5)	(6)	(6)	(5,334)	(5,334)	-
Operating Result	(683,349)	(1,582,085)	(1,251,391)	(613,147)	(613,147)	-
Underlying Operating Result	(230,410)	(539,180)	(233,530)	404,714	404,714	-
Cash Position at 30 June 2026	738,751	39,875	3,051	1,057,662	1,057,662	-
Capital Expenditure	371,445	371,445	516,489	488,835	488,835	-

Since the last report Council adopted Budget Review 3 for the 2025-26 Financial Year, which projected an operating result of (\$0.613M) and an underlying operating result of \$0. 405M. The cash position to the 30 June 2026 was projected to be \$1.058M. All monthly financial reports and budget reviews have continued to be distributed to the Local Government Finance Authority (LGFA) and the Office of Local Government (OLG).

At the end of February ESCOSA released their report on the Financial Sustainability of Council. Unsurprisingly, ESCOSA found that Coober Pedy was unsustainable in all three time periods reviewed:



ESCOSA also identified four key risks impacting Council's financial sustainability:

RISKS IMPACTING SUSTAINABILITY

- ⚠ The Council's financial reports state that it cannot be considered to be a viable going concern. The Council has significant debt arrears with Energy Developments Pty Ltd. If Energy Developments Pty Ltd demands immediate payment, there is a service disruption/discontinuation risk. This is because the Council would be unable to comply without external support.
- ⚠ The town's water supply is at risk due to an ageing network with frequent leaks and failures. Critical parts are outdated, and there is insufficient documentation and maintenance planning.
- ⚠ The Council has raised concerns about its major plant and equipment, including motor vehicles. Over 70.0 percent of the 70 items listed in the plant register have exceeded their useful life and many of these have been marked as unsafe for use by staff.
- ⚠ The Council has entered into a 20-year Power Purchase Agreement, which is more expensive than the previous one, offering limited flexibility and with high exit costs.

Finally, ESCOSA made nine Considerations for the Council to consider. Under the legislation Council is required to respond to the ESCOSA report in its Annual Business Plan (**ABP**) for 2026-27. Council has since provided regular updates to the Audit and Risk Committee at each meeting outlining its response and the progress of actions underway.

1. **Administrator and Minister to consider** the potential for removing from the Council the responsibility for management of the essential services, either temporarily or permanently, leaving the Council with responsibility only for municipal operations.
2. **Consider** the possibility of staff or similar/equivalent resources, where practicable, being based outside of Coober Pedy, to assist the Council to access required skills and expertise over the long term.
3. **Include** cost savings targets or productivity improvements of the municipal operations in its Long-Term Financial Plans and Annual Business Plans (as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery; and publish achievements against the planned improvements.
4. **Consider** how to best strategically manage the outstanding debts to the Local Government Finance Authority and Energy Developments Pty Ltd, including consultation with the Local Government Finance Authority and State Government.
5. **Consult** with the State Government on how best to mitigate the risk of critical asset failure for essential service provision, noting the existing funding constraints for urgent repairs and maintenance of the Council's asset base and skills gap regarding essential service operations.
6. **Consult** with the community on its preferences for delayed/reduced services, debt, or additional rate charges, once the essential services are stabilized.
7. **Undertake** formal valuations at least every four years and annual indexation of asset values between formal valuations, to maintain a more accurate understanding of current asset values and likely renewal and replacement costs.
8. **Prepare** separate asset management plans for each major asset group, informed by detailed engineering studies, of asset valuations, condition assessments and remaining useful lives, and include these expenditure forecasts in the annual budget and annual Long-Term Financial Plan update.
9. **Continue** prioritising asset renewal and replacement needs over expenditure on new and upgraded assets, to the extent possible, to ensure that the requirements of the Infrastructure and Asset Management Plan are delivered, and service standards maintained.

Cash Flow

The ongoing management of the cash flow of Council remains a difficult task, which continues to be challenged by extra cost pressures being uncovered. The lack of any overdraft facility adds to the challenge.

Council has included in its monthly cash flow report a reconciliation of the operating cash available at the end of each month. This view of Council's cash position highlights the ongoing precarious position of Council:

Operating Cash Available		\$
Closing Cash Balance as at 31 May 2026		1,192,316
Less: Internal Restrictions		
Electricity Deposits	185,666	185,666
Less: External Restrictions		
CAPS Grant Funding	79,826	
Child Care Grant Funding	76,435	
Breakaways Carried Forward Balances	758,023	914,284
Closing Cash available for Operations 31 May 2026		<u>92,365</u>

A revised cash flow forecast will continue to be reported each month (including to the OLG) based on updated information as it comes to hand.

Council is still not able to invest in asset renewals at a time when aging assets are impacting on service delivery. The inability to fund replacement assets is adding an additional cost burden due to the repairs or hire of replacement equipment to deliver key service functions e.g. hiring garbage trucks or excavators and loaders for the Landfill.

Outstanding Debtors

Council is still very concerned with the growing outstanding debtors, particularly the electricity debtors. As at 31 May 2026 there are 39 electricity accounts with an outstanding balance of \$326k compared with 39 electricity accounts with an outstanding balance totalling \$342k in December 2025; all of whom are experiencing hardship. In addition, there were 70 accounts (down from 84 in December 2025) with an outstanding balance of \$172k (down from \$245k in December 2025) who are scheduled to have their accounts disconnected. Under the essential services licence Council is not authorised to cease provision of electricity whilst there is an active payment plan in place. The overall outstanding electricity balance as at 28 February 2026 is \$1,260k.

The outstanding debtors for water as at 31 May 2026 is \$1,068k. A long standing account with a value of \$181k belongs to one customer. This outstanding debt is being handled by the Chief Executive Officer and the State Government. This debtor represents 17% (previously 10%) of the total outstanding balance owed to Council which is significant. Should these funds not be received, this has the impact of delaying the repayment of funds to EDL and the LGFA and impact Council's overall cash position.

Both classes of debtors continue to severely impact Council's ability to manage cashflow. In some cases, the customers consumption is higher than their repayments can cover due to hardship situations.

The outstanding debt for non-payment of Council rates is \$948k as at 31 May 2026. There is currently \$64k, up from \$35k in the last report, identified as qualifying for consideration for auction (under section 184 of the *Local Government Act 1999*) and another \$206k that is being managed by the debt collection agency, with a further \$144k that is overdue.

Budget Adoption etc

At the Council meeting held on 24 June 2026 Council adopted the 2026-27 Annual Business Plan which included setting the rates and the many other resolutions relating to this area.

We also adopted a reviewed and updated 2026-27 to 2035-36 Long-Term Financial Plan and the reviewed and updated 2026-27 to 2035-36 Infrastructure and Asset Management Plan Summary at this meeting.

2. Infrastructure

To retain funding under the Local Roads Community Infrastructure (**LRCI**) Programs Council renegotiated projects and requested extensions for LRCI 2,3 and 4. These projects have now all been completed and final reports submitted and accepted by the funding body.

3. Progress on John Comrie Report March 2022 Recommendations Including Addendum of March 2023 – Updated June 2024.

In 2022 the Office of Local Government commissioned an independent report on the financial and governance affairs of the District Council of Coober Pedy. This work was completed by Mr John Comrie and in 2023 he further updated his report with 12 Recommendations. The Minister, then Hon. Mr Geoff Brock, requested that we provide quarterly updates on the progress of the Council addressing the 12 recommendations. The following is our latest update on those recommendations.

RECOMMENDATION No.1 – Completed see 6th report

RECOMMENDATION No.2 – Completed see 6th report

RECOMMENDATION No.3 – Completed see 10th report

RECOMMENDATION No.4 – Complete see 10th report

RECOMMENDATION No.5 – Completed see 8th report

RECOMMENDATION No.6:

DCCP manage its water, sewer and electricity activities as separate ‘business units’ (as far as practically feasible) including giving consideration to formally establishing one or more subsidiaries for their oversight.

Status – On Hold

Given the implications and resource investment required to establish subsidiaries this recommendation is on hold.

In the interim changes were made to the management reporting structure in FY23 & beyond, which is enabling a more individual view of each of these business units (see also Recommendation No.4 (above)). Council staff are currently engaging with SA Water to transition Coober Pedy Water Supply to SA Water in 2026.

On 17 February 2026, the Minister for Local Government and the Minister for Housing Infrastructure, announced that the Water infrastructure in Coober Pedy would be transferred to SA Water by the end of 2026. Council and SA Water have commenced discussions on this matter but we both await funding information from State Cabinet to be able to deliver on this transfer,

RECOMMENDATION No. 7:

That DCCP, LGA of SA, LGFA and State Government representatives meet with a view to agreeing arrangements for DCCP to fully repay its arrears to EDL as soon as possible.

Status – Ongoing

Cash Flow projections are produced every month and discussions are ongoing with the various parties regarding the Council’s Cash Flow situation.

As at 31 May 2026 the outstanding amount owing to EDL is \$4.099m, for the December 2025 to May 2026 invoices. Council is forecast to make another two payments in June 2026.

RECOMMENDATION No.8 – Complete see 10th report

RECOMMENDATION No.9:

That DCCP develop a risk register, and it be regularly updated as warranted and be monitored and reviewed at least annually by its audit committee.

Status – In Progress

Council staff continue to work on the development of a risk register. The initial workshop with Council staff was held on 9 June 2023 and Council staff have identified its tolerance for risk for each risk category. It is now in the process of developing the detailed strategy and risk register.

Council also presented an update of the risk register progress to the A&RC at the February 2024 and the December 2025 meetings. In December 2025, the Strategic Risks identified were presented to the A&RC. The Management team are continuing to work on the Operational and Financial Risks for this register. Council adopted a revised Risk Management Policy in April 2026 and have engaged specialist support from Local Government Risk Services to facilitate the development of a Risk Management Framework and compile its Risk Register.

RECOMMENDATION No. 10 – Complete and Ongoing see 10th Report

RECOMMENDATION No.11 – Completed see 6th report

RECOMMENDATION No.12: Completed see 6th report

4. Other Matters Addressed or Arisen since our last report

Municipal services review

Council's Services and Asset Management Review led by the Office of Local Government and undertaken by Egis Oceania was completed in mid-2025. The municipal services review actively engaged with the Coober Pedy community to determine the community priorities and gain a clear understanding of services the Council can sustainably provide within the revenue generated from council rates. Information provided will support an updated infrastructure and asset management plan. The report is with the Office of Local Government and has been used to inform the Coober Pedy Task Force.

The CEO is currently working with a working group comprised of representatives from the Office of Local Government, DTF, Council's Administrators, Council's finance consultants and an independent finance consultant appointed by the Office of Local Government to assist in developing some options for restructuring of Council in the future, pending the outcomes of any change in service levels mainly occurring by one or more of the essential services being transferred to third parties.

CEO Performance Review Committee

The next CEO Performance Review is tentatively booked for 15 July 2026 where it is anticipated that the CEO will present a progress report on his performance against the KPI's set by the Committee and then an end of year review in November 2026.

Audit and Risk Committee

Since our last report the Audit and Risk Committee has held 2 meetings in April and May 2026. Council's Internal Controls review, Annual Business Plan and Budget, Long-Term Financial Plan and Infrastructure, Asset Management Plan were reviewed at these meetings.

Council's Asset Revaluations for year 1 is nearing completion. Year 2 will commence in the second half of 2026-27.

Policies and other Key Corporate Document Reviews

The following policies as have been reviewed and adopted by Council since our last report as part of our continued Good Governance approach and improved Internal Controls:

- Community Engagement Policy
- Community Land Management Plan 4 update
- Risk Management Policy
- Water Pricing Policy
- Elected Members Allowances and Benefits Policy
- Information Technology Usage Policy
- Freedom of Information Statement

Building Fire Safety Committee

We are pleased to advise that we have been working with the Department for Housing and Urban Development for the State to assist Council in meeting our obligations for inspecting properties deemed to be higher risk as required in the *Planning, Development and Infrastructure Act 2016*. These inspections commenced in late October 2025 and are being carried out by a joint Committee of Council and the Out of Council Areas Committee representatives established for these purposes.

LGFA Loan Borrowing History

At the Ordinary Meeting of Council 24 September 2025, a summary of the historical borrowings from the Local Government Finance Authority (**LGFA**) was provided.

By September 2016 Council had borrowed \$7.8m, since then Council has only paid \$100,000 against the principal and continues to roll over the debt of \$7.7m. No

further new loans have been obtained since 2016 despite what has been stated by others and only the existing \$7.7m loan with the LGFA has been periodically rolled over with the latest due date to fall on 15 July 2026.

Electricity Distribution

In response to the current fuel situation, our Electricity provider has requested approval to store an additional 80,000 litres of fuel to ensure supply. Council is also actively managing fuel supplies to its Power Generation Sets at the Coober Pedy Water Supply Bores to ensure continuity of water services. While this extra cost will need to be met initially by Council it will be reimbursed to Council by way of the Regional Areas Electricity Scheme (RAES) funding.

Water Distribution

On 19 February 2026, the State Government of South Australia through the Hon J Szakacs MP, Minister for Local Government, and the Hon N Champion MP, Minister for Housing Infrastructure has issued a media release on Coober Pedy water transfer to SA Water. Council welcomes the offer from the State Government for SA Water to assume responsibility for Coober Pedy's water supply.

Following the announcement, SA Water representatives visited Coober Pedy on 23 February 2026. Council and Water department continue to work closely with the SA Water team, with their further visits are scheduled for 25 March 2026 and 30 March 2026.

Council has authorised the Chef Executive Officer to sign a licence agreement with SA Water to formalise SA Water's access to Council property, infrastructure and assets. The current agreement expires on 1 March 2027 however the expiry date is subject to State Government decisions regarding funding so it may require extension based on decisions made.

State-Wide Flood Hazard Code Amendment

Council has resolved that it will not submit feedback to the State Planning Commission during public consultation on the draft A State Wide-Flood Hazard Code Amendment as it does not have the resources to undertake research on this matter.

Role of Administrators

A Report was presented to the 24 June 2026 meeting of Council providing a summary of the major decisions and activities while Council has been in administration, both at Council meetings and outside of those meetings from 2019 to 2026 (to date).

The attachment to the Council Report is attached to this letter for your information.

Black Flag Opal Field Project

This project involved the closure of the Old Stuart Highway and opening of a new road, (named at the Council meeting of June 2026 following Councils community engagement process as Magazine Road) to create an area to be divided into thirty two (32) mining leases for the mining of opal. The leases are to be determined via a ballot in accordance with section 16 of the Opa Mining Act 1995 once the final steps in the process have been completed.

As this matter has been ongoing since prior to 2020, Council is pleased that another outstanding issue has been efficiently resolved.

Replacement of Council's Excavator

At the May 2026 Meeting of Council, the CEO informed Council of a critical mechanical failure in Council's excavator and subsequently Council approved the commencement of the procurement process for the replacement of the excavator at Council's landfill at a cost of up to \$150k.

5. Conclusion

The Quarterly report shows Council still faces a number of challenges but is taking all the reasonable steps it can in its current circumstances with limited cash available to ensure we can meet our current short term financial responsibilities and still supply some essential and basic services for the community. We are still unable to pay down our loan debt with the Local Government Finance Authority and are unable to replace any of our very old plant and equipment other than emergencies and complete failure. For example, we recently spent \$70,000 on repairs and plant hire when our 13 year old garbage truck broke down and had to be repaired and we had to hire in another garbage truck whilst repairs were being undertaken in Adelaide.

Please do not hesitate to contact me if you have any questions or requirements of us.

Yours Sincerely



Mr Patrick Conlon
Principal Administrator

19.1 Attachment 1 – Summary of Achievements During Administration

Finance	
2019-2026 Annual Business Plan and Budget	As a Legislative requirement Council must prepare a business plan and budget each year. The draft Plan is prepared in consultation with Council's management team and then presented to the Audit and Risk Committee (ARC) and Council in draft form for consideration and discussion. The draft plan and budget are then released for community engagement and submissions considered by the Administrators prior to the final budget being adopted. This process has evolved into a comprehensive and detailed precis of Councils exact status and enables informed decision making throughout the year with a much-improved Annual Business Plan that was being produced prior to Administration.
2019-2026 Long Term Financial Plan and Infrastructure & Asset Management Plan	These long term plans are also a requirement under the <i>Local Government Act 1999</i> and during the period Council has been in administration these plans have been refined to represent a more accurate picture of Council's financial situation, infrastructure and assets and once again enabling informed decision making.
2019-2026 Cumulative Deficit	In the four (4) years prior to Administration (2015-2018) Council averaged a deficit of \$2.3m per year and had a cumulative deficit of \$9.2m. In the seven (7) years of Administration (2019 – 2026) Council has averaged reduced deficits of \$1.0m and had a total reduced cumulative deficit of \$7.1m.
2019-2026 Reduction in Council's borrowings leases	In 2018, prior to Administration, total leases were \$261k. During Administration all previous leases were paid out and a new lease for the purchase of Electricity E-Drawings was taken up. The amount remaining on the new lease is \$337k, as at 2025, due to be paid out in 2032. These drawings are critical in Council managing the Electricity Supply to the town.
July 2022 – 2026 Monthly Financial Reports to Council	Both the ARC and Council receive monthly reports on Council's financial status including outstanding debtors (commenced July 2022), monthly finances and cash flow forecasts (commenced January 2025). The monthly reports are prepared on an exception basis highlighting positive and negative items, overall trends and a forecasted 30 June each year result.

	The Office of Local Government and the Local Government Finance Authority also receive copies of these reports. At the monthly meetings the Administrators ask for confirmation on the background of any account income or expense.
2023 Mini Gems Grant Funding	Council has continued to advocate and apply for funding for Mini Gems as it is considered to be an important resource in Coober Pedy. Without the grant funding, the ARC has deemed that the Child Care Centre is not sustainable.
2025 Fringe Benefit Tax	Council was made aware of its omission in reporting on fringe benefits in April 2023 for the periods FY2008 (FY represents Financial Year Ending 30 June of the year stated) to FY2018. A comprehensive review of Council's position was undertaken for the periods FY2008 to FY2023 and in conjunction with the Australian Taxation Office (ATO) this matter was resolved. This process identified an amount of \$464,081.97 (including penalties and interest) that had not been properly paid to the ATO. Council was able to argue that owing to the Council's hardship that the tax liability and all interest and penalty charges should be waived, which was granted by the ATO at a financial benefit to Council of \$464,081.97.
June 2025 Community Grants Policy and Guidelines	Due to the lapse of the previous community grant funding process, Council introduced a Community Grant, Sponsorship and In-Kind Support Guidelines for community groups to apply for assistance toward events etc, which Council can assess and manage in a formal and consistent manner
June 2025 Rating Review	Council resolved to undertake a review of its ratings and charges requesting recent history on previous Rating Reviews and then asked this to be presented to Council including information on: • Any recent history on rating reviews • the current Rating structure • opportunities for change including the arguments for and against At the Meeting of Council held on 25 March 2026, Council resolved: <i>"1. That Council resolves that its preferred rating basis for the next review is to have a minimum rate and the commercial and industrial rating categories be based on 130% of the rate for residential, vacant land and other categories.</i>

	<i>2. That Council does not proceed with the current rating review until after the November 2026 Council elections.</i> <i>3. That Council retains the current rating model but does not fully implement the final transition of the rating review adopted in October 2020 as part of the drafting of 2026-27 Annual Business Plan and Budget development by retaining:</i> <i>a. the current Fixed Charge of \$75; and</i> <i>b. the current rating differential of 115% for Commercial, Industrial and Other land use codes for the 2026-27 Financial Year.”</i>
November 2025 Asset Revaluation	Council resolved to engage consultants to undertake extensive revaluations of select Council assets over a two-year period. This work which was supposed to be undertaken at least once in every 5 years and had not been performed for 6 years. The Council in Administration had not been able to carry out this work as they would have liked due to lack of funds initially. This work commenced in FY2026 for Council's Buildings and Other Structures, Stormwater Drainage and Community Wastewater Management Systems (CWMS) assets and is planned for FY2027 for Council's Transportation assets.
2025 Capital Finance Allocation	From early 2025 Council resolved to allocate \$100,000 in the budget for that year and future budgets for essential equipment failure (especially relating to Water Supply, CWMS and Electricity Supply) along with the procurement of transformers for Coober Pedy Electricity Supply
2025 Payroll Tax	Council was made aware that due to its provision of Water and Electricity services, that Council had omitted to register for Payroll Tax, a tax that doesn't usually apply to Council's because most Council's don't supply these services. A review was conducted and registration completed, requiring a back payment of \$136,159.90 for three out of the past five years. A payment plan was negotiated and the prior periods paid within 12 months.
2023 & 2025 Internal Controls Review	Council has completed two full reviews (2023 & 2025) of Council's Internal Controls environment which are required under legislation and overseen by Council's auditors. Council has established a quality internal controls foundation that has continued to be improved and embedded within the Council Culture. Reviews are now completed annually as part of continuous improvement practices and progress is regularly reported to the ARC and Council external auditors.

2025 Reduction in Council's borrowings loans	In 2018, prior to Administration, total loans were \$7.756M (this included a loan draw down made on the 28 November 2018 by Council before Administration took over of \$1.035M. The Loan draw down was from a Cash Advance Debenture loan which was approved by Council in September 2016, prior to Administration. In 2025, after Administrators were appointed, total loans was \$7.7M.
2025 Financial Management	Early in the period of Administration a major gap in Council's capability in financial management was identified so the then sole Administrator and then CEO agreed to recruit an external financial management consultancy to oversee Council's financial management. A firm with skills, experience and qualifications in this required area was appointed who set about substantially improving Council's financial management and reporting. Many of their achievements have been captured in this report but some worthy of mentioning specifically include: • They separated the income and expenditure for Council services into key areas of Municipal, Water Supply, CWMS and Electricity Supply which enabled Council to start making informed decisions around these services. • They identified major gaps in Council reporting and accounting for its Fringe Benefit Tax and Payroll Tax responsibilities. • They introduced a much-improved financial reporting system to Council and the ARC including monthly reporting of finance forecasts, cash flow forecasts and debt levels, improved Long Term Plans in several areas and Annual Business Plans and Annual reports with support from other staff.
2024-2026 External Auditors	During the period Council appointed new External Auditors in 2024. Both auditors identified concerns with Council's sustainability issuing Management letters of concern with Council in two key areas - the lack of appropriate Internal Controls and the lack of current Asset Valuations upon which financial reporting could rely on with confidence, Council has implemented plans to address these two areas and is currently working through them albeit with resource and lack of funding challenges.
2025 EDL Lease	Council entered into a lease agreement in 2016 (prior to Administration) with Energy Generation (EDL Pty Ltd) for the generation of Electricity in Coober Pedy. That Contract has resulted in a Lease Liability as at 2025 of \$88,098M and a Right of Use Lease asset with a carrying value of \$84,031M. This lease was first brought to account in FY2020 due to an accounting standard change that took effect in that year. Prior to that date the lease payments were all reported as expenditure and there was no asset or liability recognised.
2020 & 2024 Sale of Land	Council undertook the process of selling land under Section 184 of the <i>Local Government Act 1999</i> for non payment of rates in accordance with the requirements specified in the Act. This ensures that the majority of rate payers are not funding these bad debts and the debts owed to Council are properly and lawfully recovered.

Governance	
2021 Animal Management Plan	Council adopted an Animal Management Plan.
2021 By-Laws	Council adopted new By-Laws which is required under legislation.
2022 John Comrie Report	Council has continued to act on the 12 recommendations of the John Comrie Report, a financial consultant appointed by the Government, and to provide updates to the Minister for Local Government in the quarterly Administrators Reports to the Minister.
2022-2026 Annual Report	Council resumed preparation of Annual Reports, ensuring compliance with the requirements of the <i>Local Government Act 1999</i> and providing information of Council's actions during the financial year. These reports were not being properly done from 2015 until 2023.
2024-2026 Policies	In the period immediately prior to Administration Council had failed to regularly review its Policies and consider new Policies. During the Administration period Council has: Adopted 56 new or amended Policies Revoked or replaced 53 policies At the time of preparing this Report, 54 policies are current and 2 policies, due May 2026, are included in the Annual Business Plan community engagement currently out for community comment.
2023-2026 Administrator Reports	Council has submitted 12 comprehensive quarterly reports to the Minister for Local Government with a copy to the Office of Local Government, providing ongoing updates to Council's status – financial – compliance – internal controls. This was a request from the then Minister Brock for the new Administration team from April 2023

2024, 2025 Delegations	Council delegations were not properly implemented at the time of Administration in 2019 but since that time Council adopted a Delegations Register prepared in accordance with legislation. The Register was updated in 2025 due to legislative changes and is being regularly reviewed.
February 2025 Taskforce assessing municipal and essential services	The South Australian State Government committed \$250,000 to fund the Service and Asset Review for Coober Pedy, which includes assessing and evaluating the conditions and costs of Council-owned assets
Audit and Risk Committee	The ARC Terms of Reference has been updated and the extended role of the ARC to include risk as well as finance has been incorporated into the ARC meetings. The ARC recommendations are then presented to the Administrators for consideration. In 2024 the Sitting Fees for external members of the ARC were reviewed, bringing them into line with comparative Councils. Since 2019 when Administration commenced Council has reviewed its ARC membership on several occasions appointing two Administrators to the ARC and on two separate occasions appointed new external independent members to the ARC.
February 2025 Organisation Restructure	The Chief Executive Officer was authorised to undertake a review of the current Organisation Structure of Council and present a subsequent report with a recommended new Organisation Structure to Council on completion, due to a pending option, following a State Government announcement for SA Water to take over Council's Water Supply Services.
2024-2026 Remuneration Tribunal	Council has made submissions to the Remuneration Tribunal relating to the Chief Executive Officer remuneration and the allowances for Elected Members.
2024 Advocating	Council made a submission to the Federal Government Inquiry into Local Government Sustainability.
2024-2026 Legal Issues	A number of long standing legal issues were resolved during the period of Administration including claims against Council, enquiries for Freedom of Information (7 in 2025-2026), Ombudsman enquiries, Independent Commission Against Corruption (ICAC) complaints.

2025 Elected Member Court Proceedings	Council finalised the Restoration of Elected Members Court Proceedings Due to a misunderstanding of the obligations that applied to suspended members during the time Council was declared a defaulting Council in 2019, none of the suspended elected members submitted their ordinary returns within the required timeframe and the then Acting Chief Executive Officer did not notify them of that fact. As a result, their offices became vacant in accordance with section 54(1)(g) of the Act. Council commenced proceedings with the South Australian Civil and Administrative Tribunal on behalf of the suspended members to return them to office. Several extensions of the proceedings occurred until November 2024 when Council resolved to discontinue proceedings due to the length of time that had elapsed since the elected members initial appointment and the costs being incurred.
2025 Elected Members Meeting Procedures	A comprehensive Code of Practice for Council and Council Committees Meeting Procedures to establish clearly how Council meetings should be held considering the potential of an elected member body in the next local government elections.
2024 Inactive Committees	Council resolved to remove inactive committees being: a) Tourism Committee b) Development Assessment Panel Committee c) Commercial Activities Committee d) Airport and Security Advisory Committee
2025 Community Land Management Plans	During 2025 Council reviewed all of its land holdings and after community consultation adopted a suite of Community Land Management Plans and Register along with a register of Council Land not considered to be Community Land This is a legislative requirement which was not properly in place at the time of Administration in 2019.
2026 DAIP	A Disability Access and Inclusion Plan 2026-2030 was drafted, put out for community consultation and later adopted. This is also a legislative requirement to have such a plan in place which was non-existent at the commencement of Administration in 2019.

2025-2026 Community Health and Wellbeing Plan	A Community Health and Wellbeing Plan 2025-2029 was also drafted, put out for community consultation and later adopted by Council This is another legislative requirement which was non-existent at the time of Administration in 2019.
2025 Building Fire Safety Committee	Councils are required to have a Building Fire Safety Committee (BFSC) under the <i>Planning, Development and Infrastructure Act 2016</i> to oversee the safety from a fire and emergency exit perspective of publicly accessible buildings within the Council area. No such Committee existed at the commencement of Administration in 2019. Council negotiated and reached agreement for the establishment of a Joint Building Fire Safety Committee with the Department of Housing and Urban Development to be managed in conjunction with their existing responsibilities for a BFSC for the Outback Areas Community.
2025-2026 Confidential Items	Council addressed and reviewed the Confidential Items Register during 2025-2026, reviewing each item and where necessary seeking legal advice. The Register has now been reduced from 71 outstanding items to 26 with a further review due in August 2026. Council has continually adopted the principle of releasing as much information as reasonably possible in the shortest possible timeframes. This was not properly managed prior to Administration in 2019.
2024-2026 Registers	Council has either established and/or updated a number registers required under legislation on the Council's website, e.g. • Salaries • Gifts and Benefits for both employees and Elected Members/Administrators • Confidential orders.
Infrastructure	
2023 EV	Council approved the installation of RAA Electric Vehicle Charging Stations to be located adjacent the Council Offices in Hutchison Street. This was fully funded by the RAA.

2024 Purchase of Second Hand Crane	Council approved the purchase of a second hand crane for \$210k funded through the Remote Area Energy Supply Scheme and used by the Electricity Supply team for mostly replacing new electricity poles.
2024 Rectification Works	Council endorsed the procurement of SX1 & SX2 Water Tanks for the storage of post treatment water following an inspection of the tanks which identified significant internal corrosion and rusting, debris, sediment, foreign objects and tank damage
2024 Replace Generator	Council endorsed the replacement of the failed generator at the water supply bore site approximately 25 kms north of Coober Pedy.
2026 Replace water treatment pumps	Council endorsed the immediate replacement of the water treatment primary pump when alerted to an imminent failure of the 2 specialised high pressure water pumps at Council's water treatment plant site that supply the Reverse Osmosis filtration process.
2025 Improve redundancy capabilities	Council endorsed the procurement of Transformers for Coober Pedy Electricity Supply to replace failed equipment.
2024 McKenzie Road	Council approved the urgent Capital Infrastructure Works required on McKenzie Road to replace falling power lines.
2025 Aerators	Council endorsed the purchase of Two Low Speed High Efficiency Floating Surface Aerators for Council's Wastewater Treatment Plant
2024 Cleaning Contract	Council endorsed a new cleaning contract for Council properties upon the expiry of the previous cleaning contract.

2021-2026 Local Roads and Community Infrastructure Program 1-4	Council applied for a number of projects which were fully funded by the Federal Government which are summarised below: • New Playground • New Playground Shade Cover • CCTV as previously noted • Playground toilets replaced • Hutchison Street Footpath Repairs • LED road signage updated • Roadworks including footpaths - various
2026 Water	Council has been advised by a media release by the former Minister for Local Government that the responsibility for the Coober Pedy Water Supply will be transferred to SA Water. For this to occur, the Administrators and CEO along with relevant managers have been in extensive discussions with SA Water and the Office of Local Government to determine the best options for this transfer. There are many aspects to be considered and much of this complex process is occupying a great deal of Council resources during the early part of 2026.
Community	
2023-2025 Coober Pedy Drive In	In 2025 Council replaced the damaged Drive-in screen, severely damaged by storms in late 2024. In 2023 Council adopted a new lease agreement which was further amended in 2025. In 2025 Council considered a draft Master Plan which it sent out for community consultation. Council then endorsed the Plan as a nice concept and subject to external funding to implement.
2023-2024 Tourism award	Council was successful in being awarded the Small Town Tourism Award
2024 Basketball Court	Thanks to BHP, the town basketball courts were upgraded and Council has managed the maintenance of the courts and lighting. This project was fully funded by BHP.
2025 Town Oval	Following advice from BHP that the current name for the oval was no longer correct, community engagement was undertaken and the Oval at Coober Pedy was renamed the Coober Pedy Oval.
2025 Youth Shed	Council endorsed a new licence with Aboriginal Family Support Services for the use of Coober Pedy Youth Shed in 2025.

2024 Community Service Program	In 2024 Council approved an agreement with the Department for Correctional Services for Council to take part in its Community Service Program which was established to give offenders an opportunity to repay their debt to the community and at the same time offer meaningful work and training opportunities.																						
Staff Management																							
2020-2026 CEO Performance Review Committee	Council appointed a CEO Performance Review Committee which has met since 2020. A new revised Committee was established in March 2025 and has met with the current CEO three times with a further review set for July 2026. The CEO is provided with Key Performance Indicators on which he reports at each meeting.																						
2024 (October)	Council has been involved in the appointment of various Chief Executive Officers (CEOs) . Between the Suspension of Council in February 2019 and October 2024 council had 11 different CEOs including those Acting in the role during recruitment phases. <table> <tr> <th>Date</th><th>Name</th></tr> <tr> <td>Jan-17</td><td>Fiona Hogan</td></tr> <tr> <td>Jan-19</td><td>Colin Pitman (Acting)</td></tr> <tr> <td>Oct-19</td><td>Dean Miller</td></tr> <tr> <td>Nov-21</td><td>Stephen Staines and Desley Culpin (Acting)</td></tr> <tr> <td>Oct-22</td><td>David Kelly</td></tr> <tr> <td>Nov-23</td><td>Mark Austin (Acting)</td></tr> <tr> <td>Mar-24</td><td>Scott Reardon (Acting)</td></tr> <tr> <td>Jun-24</td><td>Brian Lamont (Acting)</td></tr> <tr> <td>Jul-24</td><td>Chevahn Hoad (Acting)</td></tr> <tr> <td>Aug-24</td><td>Garry Herdegen (Current)</td></tr> </table>	Date	Name	Jan-17	Fiona Hogan	Jan-19	Colin Pitman (Acting)	Oct-19	Dean Miller	Nov-21	Stephen Staines and Desley Culpin (Acting)	Oct-22	David Kelly	Nov-23	Mark Austin (Acting)	Mar-24	Scott Reardon (Acting)	Jun-24	Brian Lamont (Acting)	Jul-24	Chevahn Hoad (Acting)	Aug-24	Garry Herdegen (Current)
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