



District Council of Coober Pedy



State of the Council Report February 2023



Contents

Administrator's Report	4
CEO's Report	9
Commercial	11
Operations Overview	11
Water Production, Distribution and Wastewater	17
Water Retail	23
Power Distribution	28
Power Retail	32
Private Works	36
Airport	37
Childcare – Mini Gems Childcare Centre	38
Municipal	44
Local Roads and Paths	44
Drainage Maintenance	46
Waste Management	47
Regulatory Services	47
Animal Control, Including Annual Dog and Cat Registration	52
Support for Community Groups to Raise Funds and Expand on Council's Existing Playgrounds	57
Fire Prevention Inspections and Enforcement	58
Maintenance of Other Council-owned Buildings	61
Community Amenities	62
Recreation	63
General Revenue and Financing	69
Governance	71
Town	72
Economic Development	72
Tourism	76
Community Development	78
Cultural	80
Rating and Valuations	82
Customer Service	87
Financial Services	88
Human Resources and Payroll	91
Asset Management	95
Information Technology	97
Kanku Breakaways	100

Kanku Breakaways	101
Enterprise Agreement.....	107
Ombudsman-related Activities	108
Legal Cases	109
“Old Town Hall”	109
Coober Pedy Together	110

PURPOSE OF DOCUMENT

The purpose of document is to provide an assessment of the state of the Council to its citizens, the State Government and other stakeholders.

It is a “warts and all” assessment of the Council.

In future this document should be produced quarterly.

FORMAT OF DOCUMENT

The document provides an overall assessment of the Council’s activities and individual assessments of its co-managed, commercial, municipal and town activities.

RATING

In an attempt to measure progress but also to identify what still needs to be done the document rates the different components of the Council’s operation now compared to when I took over. A simple rating system - a score out of 10 with 10 being the highest score possible - is used.

[Administrator’s Report](#)

OVERVIEW

This could have been so much easier!

During the first year of my appointment, the Council identified the water issue as the crucial issue. In mid-2019 it convinced the then State Government to have SA Water undertake a thorough investigation of the water system in Coober Pedy. In November, the Council, on behalf of its citizens, petitioned the Parliament to introduce a temporary water subsidy to bring the price of water down to SA Water prices - they were three times SA Water prices - while a long term solution was identified and implemented. It was signed by 960 citizens.

The elimination of the water pricing inequity in 2020 would have provide capacity for the Council to lift municipal rate revenue by a similar amount returning the Council to financial sustainability. This was modelled in 2019 as part of the development of a long-term financial plan for the Council.

Unfortunately, no response was received from the State Government to the petition. To compound matters, SA Water refused to release its investigation albeit sought by the State Government,

In the second half of 2019 the Council conducted a citizen poll regarding selling the water assets and business provided it was financial prudent to do so. This was supported.

Significant progress has been made in terms of returning the Council to one operating within the requirements of the Local Government Act and other Acts.

In summary, we have:

- Substantially rebuilt community trust in the Council.
- Stabilised the operation.

- Returned all aspects of the Council's commercial activities to profitability or breakdown - this represents two thirds of the Council's income and expenditure.
- Develop a plan for financial sustainability based on a substantial municipal rate increase offset by a reduction in water charges.

I have refused to conduct a poll to increase the necessary municipal rate income until the State Government fixes the water inequality issue.

It would be desirable for the State Government to decide no later than 31 March 2023 to introduce water pricing equity in Coober Pedy which will then enable the Council to conduct a citizens' poll to significantly increase municipal rate revenue for the 2023/24 financial year provided water revenue is reduced by a similar amount. A citizens' poll is required under the current agreement with citizens.

The Council can go no further.

It now is in the State Government's court!

THE PAST AND CURRENT

The last four years have been extremely challenging frustrating and rewarding for the Council.

The backlog of legacy issues requiring rectification was immense. It would be remiss of me if I failed at the outset to acknowledge and thank our staff for their resilience and dedication during this time. It has not been easy! I also need to acknowledge and thank our ratepayers and essential services customers who have been forced to endure significant change.

Overall

2019 - 3

2023 - 7

The situation encountered in 2019 was a mixed bag. This can be seen from the subsequent ratings.

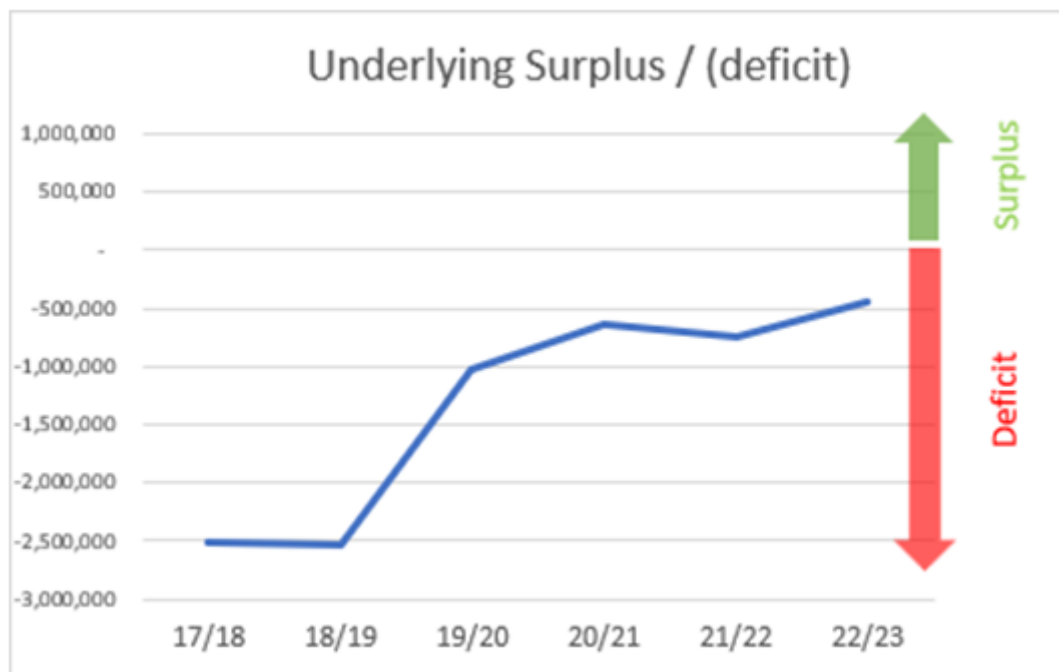
Significant progress has been made on the improvement of systems and processes and the financial position.

The organisation's key systems are set out below along with a rating in early 2019 and now:

- Accountability - 2/7
- Citizen Engagement - 3/5
- Finance - 1/6
- Management - 3/7
- Organisational Culture - 6/7
- Other Systems and Processes - 2/6
- People - 6/8
- Regulatory Compliance - 5/9
- Statutory Compliance - 2/5
- Transparency - 1/9

The Council's finances were in an extremely poor state when I arrived. As two thirds of the Council's revenue comes from its commercial activities, significant effort has been focused on getting this right. This has been achieved with all commercial activities now operating profitability or at breakeven.

The Council's finances have improved significantly over the last four years as show on the following graph.



In the case of Coober Pedy, it is more meaningful to report the underlying financial result due to the significant impact of the accounting treatment of the electricity assets. The improvement has plateaued and will only improve further with a substantial increase in municipal rates. This increase will address the significant deficit in the municipal fund.

The people employed by the Council are its greatest strength. This is surprising due to the remoteness of the town and the diversity of the skills required. More effort needs to be made in employing apprentices and trainees.

Management quality has varied during my time. Unfortunately, the CEO role has been performed by an acting person for almost half of the time. The reasons for this are that a suitable person could not be identified and the incumbent was on extended sick leave. The current management team is by far the strongest it has been since 2019.

Regulatory compliance was not in good shape in 2019. Enormous improvement has been made with electricity and water regulation. This would not have been possible without the patience and guidance of the Essential Services Commission of South Australia.

Transparency was extremely poor in 2019 which resulted in significant mistrust by citizens. The Council from the outset recognised this needed to change immediately. Council meetings were rarely closed to citizens and citizens were permitted to ask questions and make statements on every

item of business being considered by the Council. Likewise freedom of information was overhauled doing away with charges for all reasonable requests.

The preferred business model for the Council is for the State Government to take on responsibility for electricity and water supply. This would result in a much smaller and simpler Council. It would reduce the Council's annual expenditure from approximately \$18 million to \$6 million. It would require the State Government to purchase the Council's electricity and water assets at their current value of approximately \$15 million. This would enable the Council to clear its debt obligations of approximately \$10 million.

Most of our current activities are reasonable shape particularly the commercial ones. There is still a lot of work to get municipal activities into shape.

Co Management Activities - Kanku Breakaways Conservative Park

2019 - 8

2023 - 8

The Kanku Breakaways Conservation Park is a large conservation area 25 kilometres north of Coober Pedy. It is an aboriginal heritage site.

It is an extremely popular with visitors and is important part of the Coober Pedy tourism offering.

It is extremely well run by a Committee of Management comprised of traditional owners and nominees of the State Government and the Council.

While not presenting any operational issues, the Council needs to improve its oversight. A once a year meeting of the partners and half yearly reporting to the Council would be advisable.

Commercial Activities

The Council is responsible for a number of services that are not generally delivered by Local Government - electricity and potable water provision, childcare and an airport. These are considered to be commercial services as they should not rely on municipal rate revenue for their funding.

There has been a real focus on ensuring commercial activities return an acceptable rate of return on investment to their owners, the citizens of Coober Pedy. This has necessitated significant increases in user charges.

All services are not operating at full cost recovery - including overheads - or at a 5% return on the asset base.

Preliminary work has been done on establishing these commercial services as a subsidiary under the Local Government Act should the State Government not purchase the electricity and water assets.

Electricity

2019 - 8

2023 - 9

The system is an independent system - it is off grid. It is well run and maintained. Seventy five percent of the town's electricity needs are met from renewable sources. Tariffs are set by the State

Government and are in line with Adelaide prices. This is possible due to a significant subsidy provided by the State Government - unlike water.

This Council inherited a significant unpaid bill of approximately \$2 million for the supply of electricity by EDL. There has been no financial capacity to reduce this amount since 2019. Penalty interest is paid on the outstanding amount. The amount owed has fluctuated markedly depending on the Council's cash requirements.

Water

2019 - 3

2023 - 7

The system was in trouble in 2019. As much as 50% of water was being lost in distribution. Supply interrupted was a regular occurrence. Water revenue fell far short of recovering operational costs let alone the allowable return on investment.

This system now operates profitably and the water loss rate is in 20 - 30 percent range.

A request for tender document for a buy, invest, operate and transfer arrangement is nearing completion and will be put to the market should the State Government not purchase assets at their written down value. Three parties have formally expressed an interest.

Other

2019 - 5

2023 - 8

The commercial services are airport, child care and private works. These are all well run and operate profitably or at breakeven. Child care and air services are heavily regulated for obvious reasons.

A significant Federal grant program for child care is scheduled to cease at 30 June 2023. It will either need to be renewed by the Federal Government or user charges will need to increase significantly if full cost recovery is to be achieved.

Municipal Activities

2019 - 4

2023 - 5

The municipal system was the poorest system when I arrived in 2019 and still is. This area of our operation has been under funded for many years.

Renewal of municipal assets is significantly under funded. It requires significant additional operation and capital expenditure. This is estimated to be \$1 million per annum. This will need to come from increased municipal rate revenue.

A significant proportion of the Council's administrative and governance process still require significant improvement. Although resources have been provided management has not utilised them.

A conscious decision has made to not prepare a strategic plan due to the uncertainty about the future of the organisation. The future of the town is being dealt with under the Coober Pedy Together initiative.

Town Activities

2019 - 4

2023 - 6

The aspirations for the town are expressed through the Coober Pedy Together initiative. This is an almost unique and bold example of putting the citizens in the “driver’s seat” in terms of setting the future direction of a local government area.

While in its infancy, this initiative has great potential.

The Council undertakes a small number of services which are termed “town” They are separated from municipal as the Council has no statutory obligation to deliver them eg economic development. It is considered that they should not be funded from municipal rates. Hence, they are funded by the surplus from the Council’s commercial activities.

THE FUTURE

In terms of the future, it is now solely in the hands of the State Government.

The District Council of Coober Pedy has endured a long period of dysfunction and operational and financial instability.

The dysfunction has been substantially addressed by a significant improvement in transparency and information sharing.

The municipal and essential services activities have now been stabilised.

A number of proposals regarding the future pathways for the Council and essentially service provision in Coober Pedy were submitted to the State Government by the Council in June 2022.

The State Government needs to answer two questions:

- Is it equitable for Coober Pedy water consumers to pay three times what SA Water consumers pay?
- If the answer is no, will it immediately introduce a subsidy like it does for the other essential service, electricity?

The appropriate answers to these questions will trigger a solution.

Disappointingly, this issue was first raised in 2019. If it had been addressed then the job would be complete.

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“The ball is in the State Government’s court”!

CEO’s Report

The rest of this report provides a candid status of each functional and program area, largely from the viewpoint of the applicable General Manager and their management team.

There are significant challenges ahead however, due to the quality of Council’s staff, I am confident they will largely be overcome.

Key focus areas for me continue to include:

Commercial:

- Preparing a Request for Tender document for the sale of the water assets and operations.
- Setting of new general fees and charges.
- Setting of new water rates in line with CPI growth.
- Establishing new pricing for the airport to achieve a 5% return on assets, effective 1 January 2023 and reviewed annually, noting that the airport was operating at a significant loss.
- Setting new prices for the Mini Gems childcare centre, again returning 5% on assets, noting that Mini Gems has been operating at a substantial loss, and reviewable quarterly (given the sensitivities in our business model regarding numbers of children under care, hours under care and staffing ratios).
- Achieving service level agreements and operational KPIs across our operations.

Culture:

- Implementation of the results of an Organisational Culture initiative that focuses on culture, determining the behavioural standards for all at the Council, explaining “how we do things around here”.
- Providing letters to all Water staff committing security of their roles at no less favourable conditions should the Water assets and operations be sold.
- Development of Council’s Vision, Mission and Values, which is still a work in progress.
- Continuing with our Monthly All-in where all staff attend and benefit from information and sharing and feeling part of “one team”.
- Further developing our Extended Leadership Team forum for all General Managers, Managers, Supervisors and Team Leaders and me.
- Having ride-ons where I spent time on the job with every function of the Council.
- Leveraging the results from our second Employee Engagement Survey, held in December 2022. It is beneficial to compare results between the two surveys and understand how our staff are experiencing their work and environment. Results were more favourable in 37 areas and less favourable in 7 areas. We now need to put in place actions that address staff concerns and reinforce what is working well.
- Being accessible to, and engaging with, the broader community and becoming a valued part of Coober Pedy’s social fabric.
- Overseeing the Coober Pedy Together initiative.

Financial:

- Finalisation of an Infrastructure and Asset Management Plan.
- Completion of a Long-Term Financial Plan (10 years).
- Focus on reducing debtors.
- Achieving budgets.
- Understanding all unfunded commitments and putting appropriate plans in place wherever possible. Currently, we have nineteen unfunded high priority projects requiring a total investment of \$3.7M across our Works, Water and Electricity units, presenting considerable challenges.

Workplace Health and Safety (WHS):

- Implementing the results of our recent WHS audit where we were non-conformant across all eleven elements, due to lack of systemisation, despite a lot of good work occurring.
- Progressing to much improved Risk Management policies and procedures.

Business Continuity:

Apart from some Disaster Recovery provided as part of our current Information Technology (IT) upgrades and rollouts and some manual work arounds, we don't have Business Continuity in place. This is a key risk for Council.

Aboriginal Engagement and Reconciliation:

- Improving our engagement with Aboriginal communities and organisations, as directed by the Ombudsman.
- Ideally developing and implementing a Reconciliation Action Plan.

Once again, I thank all staff for their warm welcome and outstanding work. I also thank the many people in the community with whom I have had healthy dialogue and for making me feel at home in Coober Pedy, as well as all of our suppliers.

Commercial

Operations Overview

Business Continuity

Although there is not a current Business Continuity Plan in place for the Operation Division, the objective and forward plan is to ensure all departments are focussed on their capability to look to the future and have contingency plans in place. These are so vital within essential services and the Airport particularly before and during execution of disaster recovery.

At the moment, there are no business continuity policies or procedures in place, although a business plan is being investigated for the airport. Although it is seen as a priority, due to lack of resources it has not been started. The Management team will be working towards this to be completed by 20 June 2023, at this stage.

Efficiency and Effectiveness

The Operations Department must be and actively works within a developmental approach due to the many unpredictable climate issues within the community's unique area of Australia which impacts on the community. The climatic challenges range from enormous rolling red dust storms, substantial rainfalls, flooding major and minor and temperatures within the summer months reaching over 50 degrees. These challenges can cause a snowball effect of road damage, closed unsealed roads, and closing of the Waste Depot, which therefore impact the community and at times morale. The breakdowns of the water and electricity operations due to the aging or malfunctioning plant and equipment affects the workforce, assets, productivity, and community relationships. The Operations Department works together operating across a big picture scenario to ensure all are prepared to deal with the challenges of keeping the business operating.

Bylaw and Policy Development

The Operations Senior Management are involved in all reviews of Bylaws and Policy Development. Over the past year many of the Bylaws and policies have been reviewed and updated by the relevant Managers with the remainder currently under review with the timeline being to have most completed by early 2023. Any changes to policies e.g., Fees and Charges are not provided to the Council for approval unless signed off by relevant Managers. There is still further work to be done,

and this will be an ongoing process particularly considering legislative and Local Government requirements.

Fees and Charges

All fees and charges have been reviewed in the last twelve months and they recover all costs including overheads unless the Council has decided otherwise. Most recently, pricing increases occurred in Mini Gems childcare facility and the airport landing fees, bringing Mini Gems to a breakeven position moving forwards and the airport into a profitable position from now onwards.

Citizen and Customer Risk, Employee Risk and Legislative and Regulatory Compliance

The Council is responsible to ensure all Coober Pedy customers, citizens, staff, and visitors enjoy a safe and risk-free environment at all times.

At the beginning of 1 July 2021, the Council was not compliant as it did not have a Work Health & Safety Committee (WHS) and the previous WHS Coordinator had not been replaced since the end of 2021. The Council took action to form a WHS Committee in August 2022 with nominations received from delegates and proxies from Management, Works, Electricity, Mini Gems, Water Operations and Administration.

Local Government Risk Services (LGRS) supports the Council in the services of insurance and risk management needs and the Council 's relationship with the Local Government Risk Sector (LGRS) which was not in a healthy state in early 2021 is now strong and consultative. An Audit held by LGRS in November 2021 provided information that the Council was in a serious noncompliance state for almost 80% of the regulatory requirements, e.g., records management, training, policies, and procedures. Other areas of complaints and dispute resolution options were also unclear. With several staff not fully trained and unclear of their own and the customers WHS and Risk at times prevented a clear understanding of the details of services which left both vulnerable and at risk, e.g., staff abuse and poor customer service.

Within the areas of Risk and Insurance the Council still has a lot of work to do and needs to continue to build upon their relationship with LGRS working to develop and implement proactive systems and processes for risk management, claims management and insurance risk transfer. The challenges continue to be training and suitable resources, in particular staff recruitment versus budget constraints therefore budget forecasting must address WHS & Risk as a priority. In October 2022 LGRS Management provided Due Diligence Training to the Senior Managers and other important legislative and required updated training was provided to the HSR representatives and their delegates.

An Audit was completed in November 2022 and we were non-compliant in all 11 segments. Plans are being developed to rectify this over the next 2 years.

The Council's continual risk of trying to balance the budget and offering good customer service is an ongoing WHS concern especially within the unpredictable climate setting of Coober Pedy accompanied with the difficulties of staff recruitment within specialised and essential service areas.

Customer Profile

Most of the Operations department functions from a Works Depot combining the Water, Electricity and Works entities working together in close proximity although in separate work areas. The Mini

Gems Child Care Centre operates next to the Coober Pedy School with the CaPs Coordinator stationed within the Works department Administration area.

Due to the diversity of customers, customer care and interactions the daily services can range from customers attending the depot for purchase of products such as gravel, dirt, garbage bins and private works. There can be customers making complaints and sharing concerns, enquires and support about electricity, water, roads, animal assistance e.g., dog attacks, vet and pound enquires.

Coober Pedy has an elderly population who often visit the Works depot with a query or request. They then stay to have a friendly chat with staff as the Depot offers a friendly and supportive atmosphere. There are also times we support customers and tourists after major weather conditions in clearing dug out driveways or towing cars and caravans out of badly bogged unsealed roads and these can range from within the community to several hours out of town.

Other areas of support and very hard work in within the Parks and Garden department as the Council is committed in providing a safe and healthy playground. Unfortunately, the workload has increased due to visitors leaving trash, dangerous items such as broken bottles, needles and other hazardous items within the playground and surrounding areas. The Council works closely with the Playground Committee to ensure the area is a top priority. Unfortunately, this is a daily task along with continually fixing up the damaged ablutions, fences, and equipment.

There is no data collected re numbers of people attending the Depot, but the phones run hot within the Administration team and every effort is provided to ensure customer satisfaction is attained.

Mini Gems customers are offered a drop off and pick up area to ensure all staff and children are in a safe and healthy environment. Records are kept of all attendance at the reception with a bright, colourful, engaging children's centre offered to the community.

Employee Experience and Skills

Within Operations the workforce number ranges from 34 to 38 subject to certain times of the year which can include casual Water Meter Readers, vacancies particularly within the Child Care Area, and the Diesel Mechanic and Electrician positions. Over the past eighteen months the Operations Department has employed three diesel mechanics and is currently using a Contractor due to the difficulty in securing any interest although advertising has been immense.

The Mining Industry which is in close proximity to the township of Coober Pedy can offer higher incentives and quite superior remuneration packages than the DCCP. Often it is word of mouth that has been able to provide a qualified Diesel Mechanic who at times is "passing through" Coober Pedy. Without a Diesel Mechanic the Plant cannot operate as the plant equipment is old, outdated and in a state of continuous breakdowns.

This situation continues within the Electrician area and the Child Care Educators, as again the opportunity to offer suitable work packages and suitable accommodation often leads to lengthy periods of no suitable staff therefore not allowing work schedules to finish let alone begin. Child support for the community is not at all satisfactory due to the lack of local and or trained interested staff.

The Operations team age group ranges from late sixties through to a trainee who has just turned eighteen, and the Council is seriously committed to competent forward projections and succession planning.

The Council has been successful in finalising a work team by successfully engaging local employees within some essential service areas therefore ensuring WHS conditions in reference to on call and overtime wellbeing are satisfactory. Although the competence and qualifications in most fields is of a high standard, unfortunately, there are other areas of essential services which need to secure staff to keep the WHS as a forefront. The Council is faced with the continual issues of competition, remoteness, inadequate remuneration packages, discontented current workforce all due to very serious budget constraints, therefore creating a huge challenge going forward to ensure the Council keeps and attracts a skills and experienced workforce. Every opportunity for training is investigated and currently two Managers and one Supervisor are scheduled for Leadership training in 2023.

Financial Risk

The ongoing serious issues of old and unsafe plant and equipment continues to affect operations, morale, WHS, and mental health. Over eighteen plant equipment has been tagged out and replaced in many areas with short term dry hire arrangements. There are huge financial issues as the hire of equipment such as cranes and loader hire payments are extensive. Reports have been supplied to the Council recommending a tender process of dry hire arrangements.

Service Levels

Within the Council's Operations area there are six divisions of service which are Electricity (distribution – retail reports to the General Manager Corporate and Community), Water (production and distribution – retail reports to the General Manager Corporate and Community), Works, Child Care (Mini Gems), WHS and Child & Parenting Service (CAPS) managed by the General Manager Operations.

Although the passion and commitment of staff is highly recognised within the Council much more work is needed to provide the community of this, therefore ensuring the misinformation and legacy judgements are turned around. Communication to the public in combination with their expectations impacts the Council's service delivery.

To make these changes the Council must work internally first and focus more on what each division's roles and responsibilities are, the staff and their accomplishments amongst their challenges. The Council does not provide a strong enough approach to its strengths which are mainly the staff who, whilst trying to maintain good customer service and support, must deal with mostly old and malfunctioning plant equipment, the dynamics of the unruly environment and poor customer feedback.

Most of the basic trucks and cars have been deactivated with the use of a "dry hire" arrangement now in place. Many of the essential service plant equipment e.g., front end loader, grader and EWP are continually breaking down and the cost to continually repair is unmanageable. What does the Council do in these situations, well firstly WHS & Risk are the top priority for staff and community.

Electricity

Within Electricity the Manager is responsible for a full time Supervisor, a Team leader, two Linesman (recently completed their apprenticeship) and a casual Electrician. The Electricity Department is understaffed by three Linesman and an Electrician. This essential and valuable service is always working under constant pressure due to the high demand of the service and is challenged with high staff turnover, lack of workforce and non-compliant and ageing plant.

Water

The Water Manager is responsible for an Electrician/Supervisor, Team Leader, three Water Plant Operators and a Water Plant Operator trainee. The Water Department oversees the operation of two desalination plants, a sewerage treatment plant, two bores which are situated twenty-five kilometres out of the community and the water distribution network. The primary goal is to service 1,556 registered properties with safe and clean potable water. The Water Department has faced over the past year's extensive infrastructure issues with the water distribution mains e.g., leaks and bursts in conjunction with an extremely limited workforce. The department has recently employed three new local employees which will enable the department to shift focus from reactive to preventative maintenance.

Works

The Works Department is responsible for a significant variety of operations ranging from the maintenance of sealed and unsealed roads, fixing potholes and road damage after climate impacts through to parks and gardens maintenance and ablution and community amenity cleaning.

The Manager of Works is responsible for one Supervisor, two Administration Officers, two senior Plant Operators, one Plant Operator, two Parks and Gardens Operators and a Mechanic. The work required is immense and very reactive. All the challenges of climate, continual lack of qualified workforce/operators, serious breakdowns of machinery combined with very old and the continual costs of the high maintenance requirements of this machinery forces difficult forward planning, WHS issues and ongoing continuous improvement challenges.

Child Care

The Council's Mini Gems Child Care Centre has been operating for well over twenty years with history indicating the attendance of children over a long period, was at a premium level enabling the Council to provide a high level of service to the Coober Pedy Community and offering employment opportunities within a full time or casual basis as per the child/educator ratio.

In 2011 the Council was approved funding by the Department of Education to provide a childcare service to the Community with a grant enabling the program to provide education and care to forty-one children.

The continuous difficulty in no secure future funding options, Government non-committal to take over the facility and not being able to secure trained staff places serious issues for Mini Gems to continue operating in its current form.

Mini Gems is an accredited organisation under the Australian Children's Education & Care Quality Authority (ACECQA) which works with all governments to provide guidance, resources, and services to support the sector to improve outcomes for children.

A Commonwealth Grant of \$200,000 per financial year approved to June 2023 supports our Child Care Services and it is to address barriers to childcare participation, particularly targeting disadvantaged and vulnerable families and communities, and to support services to transition to and operate viably under the new childcare system supporting their longer-term sustainability. The Grant is provided as part of the Community Child Care Fund program.

The Council owns and operates the Child Care Centre and the Council's power to set fees for the provision of services by the Council is under section 188 of the Local Government Act 1999 (SA) (LG Act). Under that section, the Council can also vary fees by resolution. Thus, on the face of it, the Council can set and vary the Centre's fees under section 188 of the LG Act by resolution.

The Education and Children's Services Act 2019 (SA) indicates that in most cases the director and governing council of a 'pre-school or children's services centre' are jointly responsible for the governance of a centre and the governing council determines (amongst other things) the policies for the centre.

Child & Parenting (CaPS)

The CaPS program is funded by the Commonwealth government grant which expires in June 2023 and is aimed at developing and implementing an outreach service to support an increase in the numbers of children attending childcare and better family engagement.

The DCCP employs a Coordinator who focuses on providing early intervention and prevention support to children and their families. These services are aimed at improving the development and wellbeing of children aged 0-12 years (may include children up to eighteen as necessary) and supporting the capacity of those in a parenting/carer role. Services seek to identify issues such as risk of neglect or abuse within families, and provide interventions or appropriate referral(s) before these issues escalate.

CaPS facilitates its programs out of various facilities around Coober Pedy and supports other Child and Parenting programs and activities in Coober Pedy.

The recently-appointed CaPS Coordinator will provide a range of services, focused on strengthening relationship and building parenting and financial management skills, and providing support for better community connections.

Work Health & Safety

The Council has employed a WHS Coordinator who has set up a positive relationship with the LGRS and works with Management to ensure the top priority within the Council and the community is WHS.

Health Safety Representative (HSR) Training was completed in November 2021 and regular WHS meetings with Management and HSR reps are held. Further training is offered online to any new delegates. The meetings are chaired by the General Manager Operations, with minutes taken and records kept within SKYTRUST ensuring Council is committed to continuous compliance and improvement for a safe and risk-free environment for all.

All Council Meetings, Staff and Toolbox meetings begin with WHS on the agenda, and this also gives the community an opportunity to raise any concerns they have which are acknowledged and allows Council to follow up, e.g., dog attacks, unsafe paving, rubbish, and property damage.

The Council has a new CEO and is committed to a vision of understanding our mission of serving the community and a focus of a fine organisational culture of empowering staff, recognising good performance, aiming for DCCP to be a great place to work and staff to feel proud, valued and appreciated by the community.

WHS Risk evaluation and Audit was held in early November 2022 which included many changes to the previous Audit which was held four years ago. The focus changed from "how members are implementing specific requirements" to "how the members are addressing corrective action, system improvement and responding to change." The change in focus was to ensure there was a reflection of challenges experienced within the Local Government Sector relating to factors such as pandemic response, staff movement, etc. Some of the areas audited were evidence of policies and/or procedures to support the policy statement, relevant training programs implemented, contingency

planning, hazard management processes, organisation's duty of care for all persons in the workplace and corrective/preventative action is taken on non-conformance issues identified by inspection and testing procedures.

The DCCP welcomed the Audit as there have been many since 2019 with changes in staff, particularly the CEO role and General Managers, ESCOSA and Attorney General Reports and the future dynamics currently being investigated by the Governments Task Force, new Administrator, selling of the Councils water and Electricity and future commercial and municipal journey.

Service Performance

Wo do not have this information.

System and Processes

The Management team meet weekly and discuss feedback from daily Toolbox meetings. The main priority always is WHS and we are all committed to a safe and healthy environment within the Council. Regular staff meetings are held with breakfast BBQ to support morale and WHS issues as the teams have to deal with such dynamic and everchanging work environments and operating plant equipment which is close to non-compliant or is not available as it is continually being fixed.

Management is always reviewing processes and procedures and where deficiencies are found new safe and compliant modifications are introduced. These modifications are shared for feedback to the team so all can own the outcomes.

Water Production, Distribution and Wastewater

Business Continuity

No complete business continuity plan is in place apart from arrangements for business continuity in the event of a pandemic as included in DCCP Pandemic Procedure. The Water Department will begin development of a strategic business continuity plan in the first and second quarters of 2023.

The Water Supply is considered an essential service.

Bylaw and Policy Development

We are currently reviewing our Safe Works Method Statements (SWMS) and policy's relating to the Water Department, and for the works depot as a uniform workforce. These documents should be finalised by June 2023.

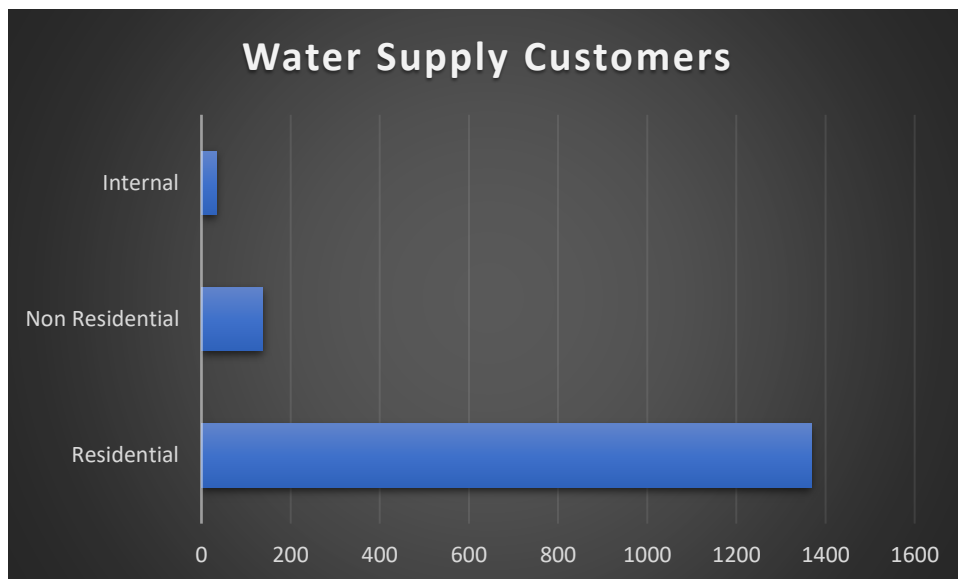
Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Motor vehicle accident when working on the road	<ul style="list-style-type: none">• All road signage is compliant with legislation. Roads are assessed regularly, and hazards are appropriately signed.• Trained staff in Traffic Management

Inclement Weather	<ul style="list-style-type: none"> • We do not plan any outages when it exceeds 36 degrees
Excavations and/or working on or alongside roadways	<ul style="list-style-type: none"> • Safe work method statements • Toolbox meetings • Trained and competent personnel • Adequate traffic management strategies
Service outages or interruptions	<ul style="list-style-type: none"> • 24/7 On-call operators • Multi-skilled and licensed staff • Back-up on-call officers

Customer Profile

The water supply currently provides water to 1,539 properties across the township, with the numbers representative of each service type (Internal, Residential and Non-Residential) highlighted in the chart below:



Efficiency and Effectiveness (Provide an assessment of the current efficiency and effectiveness of the service and identify future opportunities to be more efficient and effective including the necessary investment to deliver these opportunities.)

A critical discovery was made in July this year relating to the water distribution system and subsequent issues with water bursts and leakages in the community. This issue appears to be a historical problem with the water supply (faulty sensors and PLC) and has highlighted the need for investment in maintaining the desalination plant electronic equipment, devices and automation systems.

As the issue was undiscovered for a few years of operation, the water department had been working on a reactive maintenance schedule – essentially ‘keeping the ship above water’ while trying to provide service to the community. This was, in hindsight, a success in service delivery but created a dilemma in the maintenance of plant assets and devices. As we move into 2023 we will need to reanalyse the state of the plant and which assets need renewal in the short term.

It must also be noted that all vehicles utilised by the water department are rental vehicles as the council has failed to maintain serviceability to their fleet.

The financial implications of required upgrades to the water assets impacts our ability to bring all components up to a modern serviceable standard and the need to analyse investment in the short-term VS risk in the future needs to be addressed more comprehensively.

Issues with the financials, particularly around maintenance of ‘purchase order’ accounts with local and non-local suppliers have impacted our ability to operate effectively in the way of obtaining materials required for works. This can lead to unforeseen issues with service delivery, and in some cases, maintenance impacts on our machinery.

The water department continues to provide reliable and safe drinking water to the community, with a proactive and efficient approach to leak repair and communication with consumers.

Employee Risk

All risks employees are exposed to are being adequately managed. Safe operating procedures are developed, under development and booked for review. These are planned to be reviewed again by the end of February 2023.

Regular outside working risks (heat, sun exposure, access to water, communication protocols etc) are assessed and managed appropriately including working remotely in an isolated area.

Staff are trained in WHS fundamentals, Computer workstation setup and the fundamental duties of their roles. Training is documented.

WHS meetings are to start being held between all Water staff, in line with our toolbox meetings. The water Department has a nominated Health and Safety Rep.

Employee Experience and Skills

The Water Department has two different trade types that work for Council, which are Water Plant Operators and an Electrician.

The Water Department currently employs one electrician, with no further electricians under council employment. We have a staff count of 7 employees (1 Manager, 1 supervisor, 1 Team Leader, 3 Water Plant Operators and a trainee Water Plant Operator). We require council to employ at least one more Electrician to provide adequate redundancy protection.

The Water supply team is required to hold a C class driver’s license, Traffic Management certification, Backhoe license, confined spaces certificate and a breathing apparatus certificate. Not all staff have each certification, but the gap is filled with individual competencies.

The manager holds 3 Certificate III qualifications in Water Operations (Potable, Sewerage and Networks). Supervisor is a qualified electrician, and the team leader is a few units away from completing his first Certificate III in water operations. The 3 plant operators will commence their certificate III training after 12 months of employment and on-site training, with the remaining trainee beginning formal training in 2023.

Fees and Charges

All fees and charges were subject to review prior to the commencement of this financial year and have provided coverage to all recoverable costs and expenditures.

Financial Risk

The biggest financial risk is the required investment for maintaining our current infrastructure. These investment requirements have been identified and documented as a result of the Water Tender process Council has been involved in. How these financial risks are managed and mitigated depends heavily on the outcome of the water tender and/or government interventions with the provision of a water subsidy for the township, or the takeover of asset by SA Water. Until a decision is made as to the direction we are heading relating to the sale/takeover of asset, or potential to remain the operators and owners of the asset, our ability to ascertain a complete elimination of risk is severely impacted.

We are currently shifting into a preventative maintenance structure, and as such are finding components of the plant and assets that require remediation or replacement. When these components are identified, we notify the required personnel internally regarding the requirements for remediation/repair with an explanation as to why and what impact a non-addressal will have on the reliability or operation of our assets will be.

Compliance

All legislative and regulatory compliance are being met under the Safe Drinking Water Act 2011, Water Industry Act 2012 and associated Water Industry Regulations 2012, and The Office of Technical Regulator's (OTR) requests.

All relevant acts, legislation and guidelines are as follows:

The District Council of Coober Pedy complies with or exceeds the requirements of all applicable legislation, including:

- Water Industry Act 2012 and Regulations 2012.
- Work Health and Safety Act 2012 and Regulations 2012.
- Workers Rehabilitation and Compensation Act 1986.
- South Australian Public Health Act 2011 and Regulations (Wastewater) 2013.
- Water Resources Act 1997.
- Natural Resources Management Act 2004 and associated Regulations.
- Local Government Act 1999.
- Standard for Dual Reticulation Infrastructure (OTR)
- Environment Protection Act 1993.
- Environment Protection (Water Quality) Policy 2003.
- Dangerous Substances Act 1979 and associated Regulations 2008.
- Livestock Act 1997 (specifically Section 3.6).

Coober Pedy operations in relation to the district council area and associated installations comply with the following codes, standards, criteria and guidelines:

- Guidelines, Design Criteria and Standards for Community Wastewater Management Schemes (LGA).
- Community Wastewater Management System Codes 2013 (DHW).
- Sewerage Code of Australia (WSA 02) and any SA Water supplementary documentation
- Water Supply Code of Australia (WSA 03).
- Dual Water Supply Systems First Edition Version 1.2. A Supplement (WSA 03-2002).
- Sewage Pumping Station Code of Australia (WSA 04).
- Vacuum Sewerage Code of Australia (WSA 06).
- Pressure Sewerage Code of Australia (WSA 07).
- AS/NZS 3500: Plumbing and drainage.
- AS/NZS 4020: Testing of products for use in contact with drinking water.
- AS/NZS 5667: Water quality - Sampling - Guidance on the design of sampling programs, sampling techniques and the preservation and handling of samples.
- AS/NZS 2031: Water quality - Sampling for microbiological analysis (ISO 19458:2006, MOD).
- AS/NZS ISO 3100: Risk management - Principles and Guidelines.
- The National Construction Code (NCC) Volume 3 Plumbing Code of Australia (PCA) including South Australian Variations and/or Additional Provisions as listed in Appendix A.
- Standard Form: Technical Specification-Construction of Septic Tank Effluent Drainage Schemes (DHW, LGA).
- Septic Tank Effluent Drainage Scheme Design Criteria (DHW, LGA).
- South Australian Bio Solids Guidelines for the Safe Handling, Reuse or Disposal of Bio solids (EPA).
- South Australian Recycled Water Guidelines (DHW).
- Australian Guidelines for Water Recycling: Managing Health and Environmental Risks (Phase1) (NRMMC, EPHC).

The electricity distribution network just had an official inspection done by Enerven to assist the electricity supply in obtaining E-drawings (engineered drawings) which the electricity supply needs to construct the powerlines and associated equipment to specifications to comply with WHS and OTR's regulations. We are currently in negotiations in obtaining these on a lease arrangement.

Service Levels

The current service provision is listed below as an asset description. This includes all infrastructure the water team maintain with the distribution network, and the CWMS system. We are currently providing drinking water to most residential properties within the township, with the CWMS system still limited in service availability – largely due to the cost of upgrade required to extend our service area. This is currently not seen, nor flagged as, an issue by the community.

Wastewater

The district council of Coober Pedy operate one CWMS system comprising of one Wastewater Treatment plant, servicing

Community Wastewater Management System (CWMS).

The CWMS is a septic tank effluent scheme and comprises of:

- Collection gravity main

- 1,100 meters of PVC 225mm Gravity main (Hutchison Street)
- 4,093 meters of PVC 150mm Gravity Main (Hutchison and branching streets)
- 9 Manhole points
- 16 Inspection points
- 2 macerating pumps at pumping station
- 1 Grundfos pump at effluent processing point
- 2 pumping stations are located on the plans attached to this report

The effluent produced undergoes treatment at the WWTP and is disposed of via subsurface delivery for sporting ground reuse (Coober Pedy town oval) and subsurface reuse with the town orchard.

Potable water (Drinking Water)

- Raw water is sourced from two 52-meter-deep Bores (SR12, SR13) and transported 26kms into x2 raw water storage tanks located on site in the Water Supply yard.
- The desalination (Reverse Osmosis) water treatment plant process is operated by 2 separate reverse osmosis plants consisting of pre-treatment, membrane filtration and post treatment disinfection processes. This system delivers potable water to approximately 1500 customers.
- Distribution pumps – 4 Grundfos distribution pumps, 1 back-up distribution pump and 1 booster pump station located flinders road.
- Distribution Mains - 44,811 meters of distribution main
- 1,124 meters of 225mm PVC Class 12 Water pipe
- 198 meters of 195mm PVC Class 12 Water pipe
- 7,829 meters of 150mm PVC Class 12 Water pipe
- 6,694 meters of 100mm PVC Class 12 Water pipe
- 28,966 meters of 80mm PVC Class 12 Water pipe
- 1539 consumer water meters
- 1,700 meters of dedicated fire line, 150mm PVC Class 12 Water Pipe
- 30 Fire plug locations
- 186 Pipe Valves located along various size of mains pipe (32mm > 225mm pipe)
- 1 Lowara booster pump station.

Service Performance

This is covered with the provision our Specification of Service documentation.

Systems and Processes

Systems and processes associated with the water supply are working well.

Planned improvement activities include:

- Moving to online inspection and recording of data related to the water supply via SkyTrust and developed E-Drawings. This will minimise the amount of paper being used and make previous records available for comparison purposes in the field.
- Upgrades to PLCs/Touchscreens/SCADA – This will increase the reliability of our automation systems, provide better security to our network and streamline any troubleshooting required.
- Facilities are inadequate on-site for staff, particularly when considering an asset sale – we require a crib room, shower block, toilet and office workspace.

Water Retail

Business Continuity

No business continuity plan is in place apart from arrangements for business continuity in the event of a pandemic as included in DCCP Pandemic Procedure. No business continuity plan is required for this business function.

Bylaw and Policy Development

No by-laws are relevant to Water Retail.

All policies are developed in accordance with Council's Water Industry Retail licence and approved by the Essential Services Commission of South Australia (ESCOSA). In August 2022, ESCOSA gave Council full approval of the new procedures and policies developed for the entire water retail program.

Citizen and Customer Risk

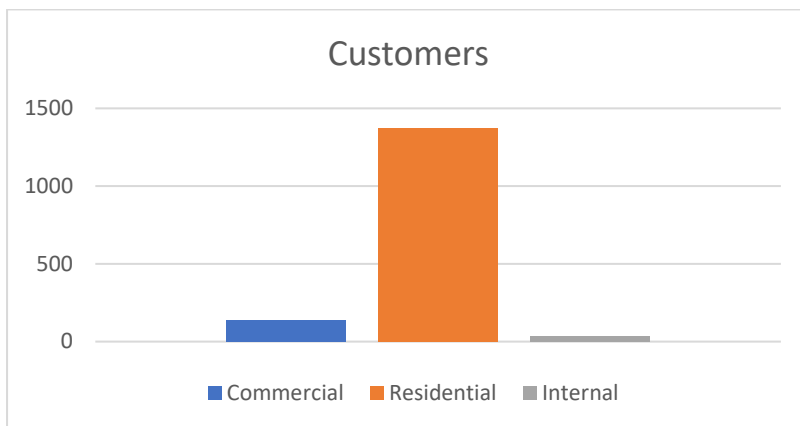
Customer Risks	Mitigation or elimination strategies in place
Incorrect meter reading entered	<ul style="list-style-type: none">• All meter readings are done by a meter reader. The reading is then checked by a Revenue Officer for accuracy. It is then entered in the system. Once the reading is processed, another Revenue Officer checks that the reading entered is correct and that the invoice is consistent with previous billings.

Missing payment	<ul style="list-style-type: none"> • Council has introduced BPAY in 2020. Customers paying via BPAY ensure the customer that the payment goes directly into the relevant account as there is no manual receipting from Council. • Council has updated its water notices to now reflect the previous balance and payments made during the last quarter. Customers can then reconcile the payments made to the transaction list provided.
Missing information for water customers	<ul style="list-style-type: none"> • All customers details are often checked and confirmed with the customer. Council has sent a contact details review form to all customers to update their record and make sure they are up to date and accurate.
Privacy is not respected	<ul style="list-style-type: none"> • Council staff ask for the customer's account number and confirm by asking their last name to make sure this person is the account holder. A form is also distributed to the customer if they wish to allow someone else to act on their behalf. This form is then signed and entered in the system.
Access to the meter is not provided	<ul style="list-style-type: none"> • Revenue Officers will estimate the bill each quarter if access to the meter is not available, so the customer does not receive a big bill once access is granted and the reading is done.
Water leak on the property	<ul style="list-style-type: none"> • Council offers a water leak rebate to customers, giving them the opportunity to ask for a reduced bill if they have experienced a water leak thereby meeting the criteria in the policy.
Incapacity to pay	<ul style="list-style-type: none"> • Council works with agencies providing financial help and assistance to customers in hardship. Council also gives the opportunity for customers to enter into a payment plan to pay off their arrears and their current consumption.

Customer Profile

Water retail customers are ratepayers that have their property connected to the water.

There are 138 commercial customers, 33 internal (Council) and 1,372 residential customers.



Meter reading is done every quarter (March, June, September and December).

Efficiency and Effectiveness

The water retail program functions well and is effective.

However, after the significant improvement and efficiency resulting from the electricity smart meter project, it is recommended that a water smart project is also undertaken. Water smart meters will enable Council's Revenue Officers to read meters remotely, removing the need for manual water meter readings. It will also be a more equitable water retail service given that an estimated 65% of current analogue water meters are underreading due to the age of the meters.

Water meters are an essential tool for measuring and billing water use by customers. However, over time these meters become inaccurate due to wear and tear, leading to incorrect billing and a lack of information about water usage throughout the network. Traditional water meters have a lifespan of 15 years and most of those in Coober Pedy are older than this.

Council's software, SynergySoft, is also showing its limits regarding data entry and reports etc. As the water retail function of SynergySoft has been developed solely for this Council, the software is very limited in some functionality and the costs to further develop is exorbitant for Council.

Employee Risk

There are no apparent risks to staff. The risk to employees would be mostly related to the customer service part of the job. The risks are mentioned in the State of Council report for Customer Service.

The Revenue team has a WHS officer that monitors and mitigates any risks that might arise.

Employee Experience and Skills

Revenue Officers are trained and are involved in the development and implementation of Council's policies and procedures relating to water retail.

Revenue Officers have created step-by-step procedures for all sections of the water retail to enable new Revenue Officers to operate in any situation and independently.

Fees and Charges

All fees and charges were subject to review prior to the commencement of this financial year and covers all recoverable costs and expenditures.

Financial Risk

Financial Risks	Mitigation or elimination strategies in place
Debts are not collected	<ul style="list-style-type: none"> • A Debt Collection Policy has been created. Revenue Officers will follow the same procedure for all accounts overdue. • Relevant staff review water accounts' ageing profile on a regular basis and investigate any outstanding items and consider provisions for doubtful debts. • Statements are provided regularly to debtors.
Doubtful debts are not recorded	<ul style="list-style-type: none"> • An appropriate provision for doubtful debts is recorded and reviewed each year. Council staff then present a list of doubtful debts to be written-off to the CEO. If it exceeds \$5,000, it is then presented to Council for decision.
The Water customer master file data does not remain pertinent	<ul style="list-style-type: none"> • Access to the debtor's master file is restricted to appropriately designated personnel and is reviewed by relevant staff for accuracy and ongoing pertinence. • There is a process in place to ensure changes to the debtors' master file are compared to source documents to ensure they are inputted accurately • Water accounts system provides an audit trail to record changes made to master file.

Legislative and Regulatory Compliance

All legislative and regulatory obligations are being met. As mentioned above, ESCOSA has given full approval of Council's policies and procedures in August 2022.

Service Levels (Describe the current service provided and the extent to which it is meeting the community's current and future needs.)

The water retail service is providing the current service level needed.

Water invoices are being sent quarterly.

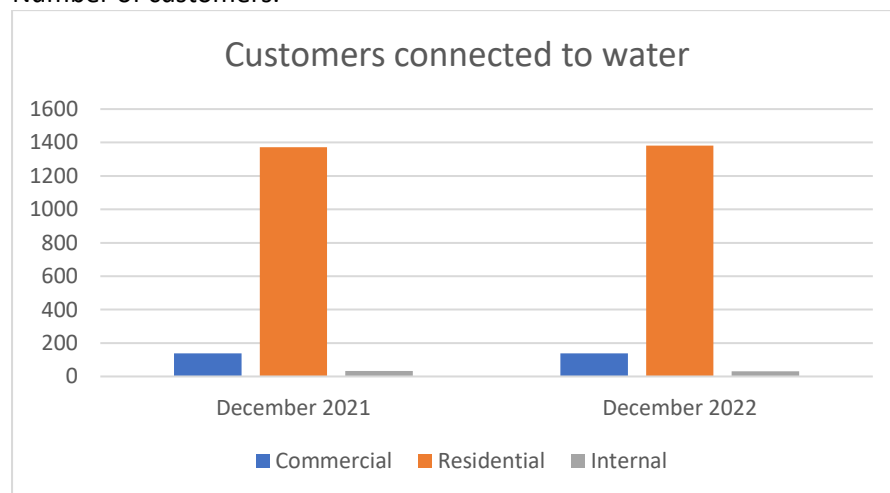
Debt collection is performed after each overdue letter is sent.

Council staff provide assistance at the front counter, in writing, via email or phone 5 days a week.

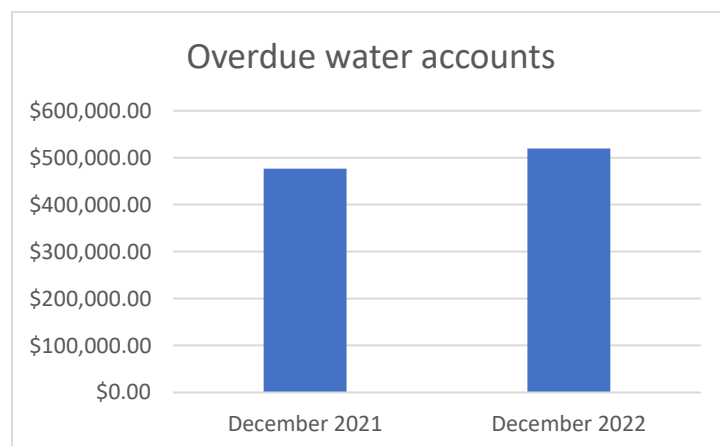
Service Performance

The debt collection process for overdue accounts has improved considerably. Since 2020, Council lost the right to restrict water accounts as policies and procedures were not in place or not developed in accordance with Council's water retail licence and ESCOSA's regulations. Over the last two years, Council has worked on providing more training to Revenue Officers, developed new policies and procedures and introduced new ways to help customers. Following this work and radical changes in its debt collection practices and customer service, ESCOSA approved restrictions of water meters in August 2022.

Number of customers:



Overdue accounts:



Systems and Processes (An assessment of the state of current systems and processes and where there are deficiencies what action is proposed.)

The water retail program is currently effective and efficient.

It could benefit from a change from analogue to smart meters as mentioned above.

Another major risk to Council is staff turnover. Council staff are constantly introducing new measures to mitigate the risk to new employees starting with insufficient training. The insufficient training and inexperienced staff are what led to a damning Ombudsman's report and ESCOSA investigation in the past.

Power Distribution

Business Continuity

No specific business continuity plan is in place with the exception of arrangements for business continuity in the event of a pandemic as included in DCCP Pandemic Procedure. The Electricity supply will look into preparing one.

Informal arrangements for support in labour have been made with Enerven in Roxby Downs, Distro-Tex and, for generation, Coates Hire.

The Electricity Supply is considered an essential service.

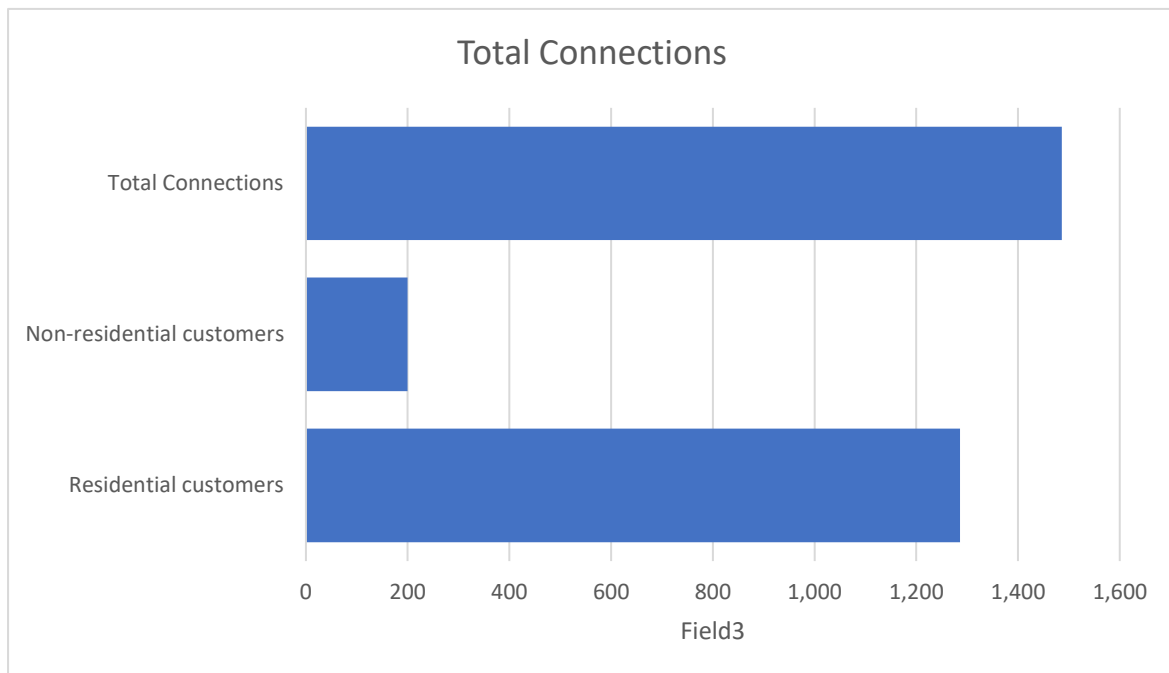
Bylaw and Policy Development

We are currently reviewing our Safe Works Method Statements (SWMS) and policies relating to the Electricity Department. This should be completed by June 2023.

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Motor vehicle accident when working on the road	<ul style="list-style-type: none">• All road signage is compliant with legislation. Roads are assessed regularly, and hazards are appropriately signed• Trained staff in Traffic Management
Inclement Weather	<ul style="list-style-type: none">• We do not plan any outages when it exceeds 36 degrees

Customer Profile



Efficiency and Effectiveness

The recent move to smart meters has increased efficiency in meter reading as we don't have to send meter readers to most customers properties as the smart meters will send a signal to the Electricity Revenue Officer to collect the data. We are still currently changing old electricity meters to smart meters.

Employee Risk

All risks employees are exposed to are being adequately managed. Safe operating procedures are developed and reviewed. These are planned to be reviewed again by the end of February.

Regular outside working risks (heat, sun exposure, access to water, communication protocols etc) are assessed and managed appropriately including working remotely in an isolated area.

Staff are trained in WHS fundamentals, computer workstation setup and the fundamental duties of their roles. Training is documented.

WHS meetings are to start being held between all Electricity staff. The Electricity Department has nominated a Health and Safety Representative.

Employee Experience and Skills

The Electricity Department has two different electrical trades that work for Council which are Electrical Linesperson (Powerline Worker) and Electricians.

Council currently has no Electricians and only 4 Linespersons (1 Team Leader, 1 Field Operators, 1 operational supervisor and 1 Manager). We need at least 1 Electrician and 2 more Linespersons to make the workload easier on the workers and for WHS purposes.

The Electricity staff must do the following training yearly:

- Low Voltage Panel Rescue
- Poletop Rescue (Linesperson)
- EWP Rescue (Linesperson)
- EWP Escape (Linesperson).

The Electricity staff must do the following training every 6 months,

- CPR.

The Electricity staff must do the following training every 3 years,

- High Voltage Switching.

Fees and Charges

Most Fees and charges are set by Remote Area Energy Supply (RAES). The only Fees and Charges Council does for the Electrical Department is Labour and Plant Hire.

Financial Risk

The Electricity Department is funded by the State Government through RAES Subsidy at \$4,460,200. Additional funding comes through Customer Charges at \$4,258,376, Sale of Carbon Credits at \$306,000 and Other Income at \$295,400.

The old Hino EWP (Elevated Work Platform) is now redundant and needs replacement as it will reduce outage times and fatigue management on the workers. For example, when there was a major electrical storm a couple of years ago, it took 3 days to restore power to the whole town with only 1 EWP (Elevated Work Platform). The Electricity Department is still waiting on capital funds to be available for the second EWP.

The Proline Borer Crane is out of its Major Rebuild date and we have been advised by Crane Services not to go ahead with the Major Rebuild as the Rebuild costs would be greater than the Re-Sale of the Crane due to its age being at 49 years old. Parts required for the major rebuild are no longer available for this crane due to its age meaning the company doing the major rebuild would have to manufacture them. We have currently tagged out the crane and is not to be used due to defects in the crane making it unsafe to use.

We are currently hiring a Franna crane which is not quite suited to the Department as a Proline has a boring attachment so we can bore the hole and stand a stobie pole up at the same time. The cost of a new Proline crane is approximately \$750,000.

Multiple areas around township have defective pole footings/structure and vehicle damage. Planning is required to identify higher risk areas and prioritise infrastructure relocation based on risk.

19,000V SWER infrastructure on dugout roofs are still high-risk. The Office of the Technical Regulator and Bestec's *SRMTMP Audit Report 2016* highlighted the risks of potential step voltages exposed to residents in the event of lightning strikes or earthing system failure. Planning is required to identify higher risk areas and prioritise infrastructure relocation based on risk and capital funds.

There are multiple stobie poles on private properties in the township that require relocation, but also require capital works funds to complete. As one example, McKenzie Road costs are estimated at approximately \$150,000.

Legislative and Regulatory Compliance

All legislative and regulatory compliance are being met under the Electricity Act 1996 and The Office of Technical Regulator's (OTR) requests.

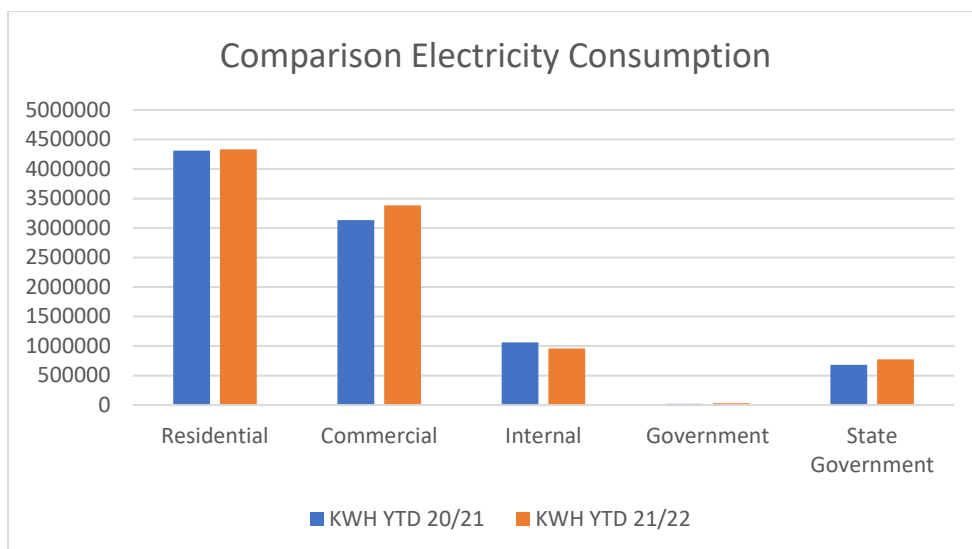
The electricity distribution network just had an official inspection done by Enerven to assist the electricity supply in obtaining E-drawings (engineered drawings) which the electricity supply needs to construct the powerlines and associated equipment to specifications to comply with WHS and OTR's regulations. We are currently in negotiations in obtaining these on a lease arrangement.

Service Levels

Council maintains three-phase, single phase, and single-wire earth return (SWER) distribution systems, providing electricity to nearly 1,600 residential, commercial and government customers. This requires us to maintain transformers, switches, and fuses, restring power lines and connect and disconnect meters as well as undertake unplanned maintenance from natural events such as lightning strikes. We also maintain approximately 450 luminaires and lights.

Service Performance

	KWH YTD 20/21	KWH YTD 21/22
Residential	4309154.2	4331762.44
Commercial	3135134.87	3382368.29
Internal	1064015.9	957887.17
Government	19791	30921.35
State Government	682829.2	773794.5



Systems and Processes

Systems and processes associated with the electricity supply are working well.

Planned improvement activities include:

- Moving to online inspection and recording of data related to the electricity supply via SkyTrust and E-Drawings. This will minimise the amount of paper being used and make previous records available for comparison purposes in the field.

Power Retail

Business Continuity

No business continuity plan is in place apart from arrangements for business continuity in the event of a pandemic as included in DCCP Pandemic Procedure. No business continuity plan is required for this business function.

Bylaw and Policy Development

No by-laws are relevant to Electricity Retail.

All policies are developed in accordance with Council's Electricity Retail licence and approved by the ESCOSA. In August 2022, ESCOSA gave Council full approval of the new procedures and policies developed for the entire electricity retail program.

Citizen and Customer Risk

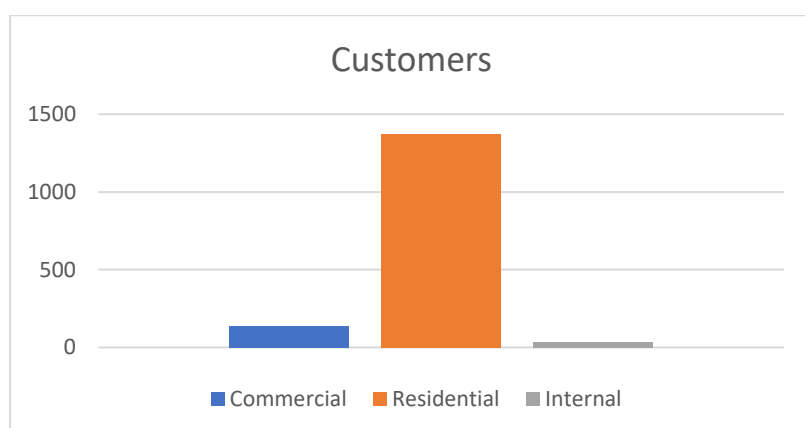
Customer Risks	Mitigation or elimination strategies in place
Incorrect meter reading entered	<ul style="list-style-type: none"> • All meter readings are done by smart meters. Thanks to smart meters, it is not possible to get the wrong meter reading.

Missing payment	<ul style="list-style-type: none"> • Council has introduced BPAY in 2020. Customers paying via BPAY ensure the customer that the payment goes directly into the relevant account as there is no manual receipting from Council. • Council has updated its electricity notices to now reflect the previous balance and payments made during the last quarter. Customers can then reconcile the payments made to the transaction list provided.
Missing information for electricity customers	<ul style="list-style-type: none"> • All customers details are often checked and confirmed with the customer. Council has sent a contact details review form to all customers to update their record and make sure they are up to date and accurate.
Privacy is not respected	<ul style="list-style-type: none"> • Council staff ask for the customer's account number and confirm by asking their last name to make sure this person is the account holder. A form is also distributed to the customer if they wish to allow someone else to act on their behalf. This form is then signed and entered in the system.
Access to the meter is not provided	<ul style="list-style-type: none"> • Revenue Officers are now working with smart meters which allows a reading from the office. • If the meter is an analogue meter and the access to the meter is not possible, the Revenue Officer will estimate the bill each quarter, so the customer does not receive a big bill once access is granted and the reading is done.
Incapacity to pay	<ul style="list-style-type: none"> • Council works with agencies providing financial help and assistance to customers in hardship. Council also gives the opportunity for customers to enter into a payment plan to pay off their arrears and their current consumption.

Customer Profile

Electricity retail customers are customers that have connected electricity into their names.

There are 138 commercial customers, 33 internal (Council) and 1372 residential customers.



Meter reading is done every quarter (March, June, September and December).

Efficiency and Effectiveness

The electricity retail program functions well and is effective.

There have been significant improvements and efficiencies resulting from the electricity smart meter project. The smart meters have enabled Council's Revenue Officers to read meters remotely, removing the need for manual electricity meter readings. This allows customers to be connected to electricity immediately without having to wait. It allows a better control regarding urgent connections.

Employee Risk

There are no apparent risks to staff. The risk to employees would be mostly related to the customer service part of the job. The risks are mentioned in the State of Council report for Customer Service.

The Revenue team has a WHS officer that monitors and mitigates any risks that might arise.

Employee Experience and Skills

Revenue Officers are trained and are involved in the development and implementation of Council's policies and procedures relating to electricity retail.

Revenue Officers have created step-by-step procedures for all section of the electricity retail to enable new Revenue Officers to operate in any situation and independently.

Fees and Charges

All fees and charges were subject to review prior to the commencement of this financial year and covers all recoverable costs and expenditures.

Financial Risk

Financial Risks	Mitigation or elimination strategies in place
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Debts are not collected	<ul style="list-style-type: none"> • A Debt Collection Policy has been created. Revenue Officers will follow the same procedure for all accounts overdue. • Relevant staff review electricity accounts' ageing profiles on a regular basis and investigate any outstanding items and consider provisions for doubtful debts. • Statements are provided regularly to debtors.
Doubtful debts are not recorded	<ul style="list-style-type: none"> • An appropriate provision for doubtful debts is recorded and reviewed each year. Council staff then present a list of doubtful debts to be written-off to the CEO. If it exceeds \$5,000, it is then presented to Council for decision.
The electricity customer master file data does not remain pertinent	<ul style="list-style-type: none"> • Access to the debtor's master file is restricted to appropriately designated personnel and is reviewed by relevant staff for accuracy and ongoing pertinence. • There is a process in place to ensure changes to the debtors' master file are compared to source documents to ensure they are inputted accurately • Electricity accounts system provides audit trail to record changes made to master file.

Legislative and Regulatory Compliance

All legislative and regulatory obligations are being met. As mentioned above, ESCOSA has given full approval of Council's policies and procedures in August 2022.

Service Levels

The electricity retail service is providing the current service level needed.

Electricity invoices are being sent quarterly.

Debt collection is performed after each overdue letter is sent.

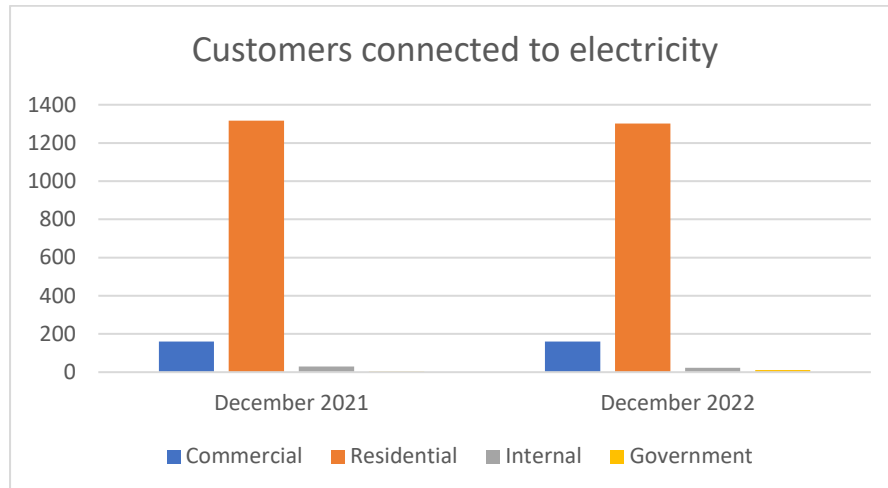
Council staff provide assistance at the front counter, in writing, via email or phone 5 days a week.

Service Performance

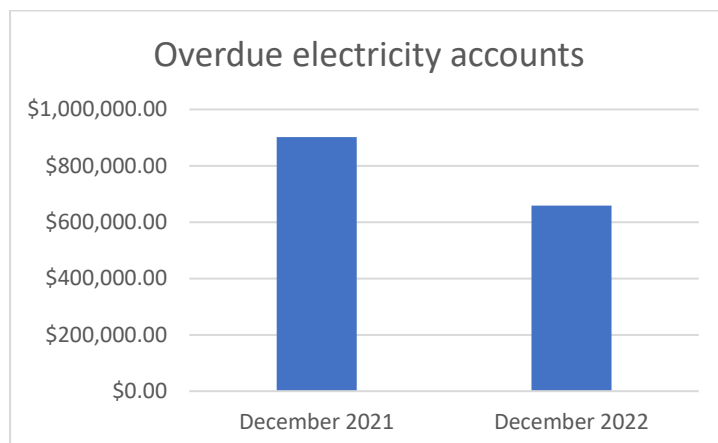
The debt collection process for overdue accounts has improved considerably. Since 2020, Council lost the right to disconnect electricity accounts as policies and procedures were not in place or not developed in accordance with Council's electricity retail licence and ESCOSA's regulations. Over the

last two years, Council has worked on providing more training to Revenue Officers, developed new policies and procedures and introduced new ways to help customers. Following this work and radical changes in its debt collection practices and customer service, ESCOSA approved disconnection of electricity supply in August 2022.

Number of customers:



Overdue accounts:



Systems and Processes

The electricity retail is currently working effectively and efficiently.

A major risk to Council is staff turnover. Council staff are constantly introducing new measures to mitigate the risk to new employees starting with insufficient training. The insufficient training and inexperienced staff are what lead to a damning Ombudsman's report and ESCOSA investigation in the past.

Private Works

Private works is in a relatively quiet phase at present.

We will be hampered by the weather going forward now that the full force of summer is with us.

Hot weather relegates us to essentials and municipals. That causes production delays for us in private works.

We haven't made many forward steps around machinery at this point and still seem to be surrounded by broken equipment that wastes endless time trying to effect repairs.

A business plan describing this process, its potentials against its negatives would be helpful to illustrate more clearly how we are effectively handicapping ourselves going forward. A cohesive approach always remains key.

In terms of production, we are not returning monies that should become available at a lot better rate than we are currently delivering.

There appears to be an attitude adjustment that needs to be supported throughout the business of council to embrace the potential of earnings via private works.

Over the next period meetings between finance management and field personnel, and company management will occur with a view to developing a forward plan that deals with renting, broken equipment, and inoperable attachments in a co-ordinated planned way.

Organising private works is a continuous process that can take a considerable time and is generally dependent on consumer confidence. We are currently working with DIT in Port Augusta to do a fortnightly service run to Oodnadatta repairing signs, potholes, or other signage. Last year we were lucky enough to do considerable grading for them and have backed up to a certain degree this year and, with an expanded operation. we will make toward \$150,000 from them. There are costs of course and there is some fancy footwork required to stay in front of our failing plant, but this part of the organisation is progressing well.

We haven't been paid for some yard works from last year yet and we aim to rectify shortly.

Airport

The Airport is in a period of anticipation.

The Council has a business discussion underway with a charter operator, are nearing the end of an RAUP funding process with electrical focus and are heavily involved in discussion with Qantas to begin FIFO activities on the 26th of January. Qantas wishes to come to Coober Pedy 3 times per week and will be a vast improvement to our previous budget position, providing us with an additional estimated \$84,000 in landing fees. That opportunity coupled to the increased Head Tax for Rex Airlines and Avdata price increases for other carriers will see us earn more than 5% return on our assets for the remainder of FY23 and beyond. This turns a loss-making unit into a profitable one.

The RAUP project is down to the final 2 purchase orders and the council is pleased that the current project is becoming real and that the wider vision of preparing the airport for increased charter capability is already bearing fruit. The close out date for the RAUP funding is 31 January and will see the final balances of \$150,000 to the council shortly after that.

Council should consider rental fees for the Airport infrastructure. This could include:

- Offices
- Booths

- Permanent car parks
- Hangers
- Overnight/long term parking.

All need to be added to a Business Plan that is in the process of being developed.

In terms of risks:

- There is an outstanding Safety finding with CASA for the Coober Pedy Airport. This needs to be closed out
- We need to flesh out disaster management and safety plans, and a Business Plan...all of which are in various states of progress
- An induction for new emergency services members should be implemented
- The Lighting Inspection Report will include an update on the loom and old lights. The current floodlights do not satisfy legal requirements.
- The Annual and Quarterly Lighting Inspections have been completed. The floodlights are analogue and don't meet requirements. The towers are too small.
-
- There is no contract in place with Rex Airlines.

The Emergency Response Plan needs to be updated to remove the live exercise requirements. A live exercise is no longer required, but this change must be shown in the Emergency Response Plan. The Emergency Response Plan should be forwarded to the emergency services in Coober Pedy for review. The primary document has been produced.

Repairs and upgrades to the apron and taxiway will not go ahead until C. Francis advises the viability of the designs.

The loom crosses the apron tarmac, this area has been spray painted to show the location. Shifting the wiring for the loom will require floodlights to be moved/erected. Installation of the wiring and floodlights will need to follow Council's Procurement Policy. This work may need to go to tender. If not going to tender, multiple quotes for this work will be required.

A Concept Plan will need to be developed and a design plan completed before the wiring loom is installed. Council secured a \$75,000 grant for these repairs and upgrades.

A Business Plan needs to be completed. Information should include how the Coober Pedy Airport currently operates as well as how it will progress going forward. Information on how the Coober Pedy Airport currently operates as well as potential changes should be included as well as what needs to be enhanced to increase services. The Business Plan should include both a short term and long-term plan. We require external assistance for this.

We will continue to work our way through the various grants system to put the airport in good condition showing a positive return for council.

Childcare – Mini Gems Childcare Centre

Business Continuity

No business continuity plan in place.

Bylaw and Policy Development

There are no specific Council Bylaws for Mini Gems Children's Centre.

Policies include:

Emergency Policies
Procedure for Testing Mini Gems Duress Alarm
Fire Evacuation Plans
Armed Hold Up Policy
Bomb Threat Policy
SIDS and Kinds- Guidelines following sudden & unexpected death of a child
Centre Policies
Allergy & Anaphylaxis Policy
Administration of First Aid
Medical Conditions Policy
Medication Policy
Accidents, Incidents & Injury Policy
Age Range Policy
Asthma Policy
Behaviour Guidance Policy
Biting Policy
Bottle Warming Policy & Procedure
Children with Additional Needs
Child Orientation Policy
Child Protection Policy
Clothing Policy
Collection / Non-Collection of children policy
Confidentiality Policy
Diversity & Equity Policy
Planning & Evaluating Children's Experiences Policy
Custody and Access Policy
Dental Hygiene Policy
Duty of Care Policy
Excursions Policy
Family Involvement Policy
Food, Safety & Nutrition Policy
Grievances and Complaints Policy
Habitual Lateness in Collection of Child/ren Policy
Hygiene and Infection Control Policy
Illness Policy
Immunisation Policy
Infections Conditions/Diseases Policy
Laundry Policy
Management Committee Policy
Parent Orientation Policy
Parents who arrive to collect children in an unfit state

Pet Policy
Positive Guidance Policy
Dangerous Products Policy
Record Policy
Road Safety Policy
Rest & Sleep Policy
Service Failure Policy
Storm Policy
Sun Protection Policy
Sustainable Practices Policy
Work Health and Safety
Water Safety
Tragedy or death in a centre
Items from home
Staff Handbook
DCCP Induction
Mini Gems Induction
Staying Healthy in Child Care
Telephone Numbers
Staff Policies
Determining The Responsible person present
Staff Appraisal Policy
Development & Training Policy
Footwear Policy
Staff Meeting Policy
National Quality Framework
Safety & Security Policy when 1 staff on duty
Mobile Phone Policy
Supervision of Children Policy
iPad Policy
Gift and Benefit Policy- D.C.C.P Policy
Volunteer Policy & Guidelines
Volunteer/Work Experience & student Policy

Acts

- The Australian Children's Education & Care Quality Authority (ACECQA)
- Education and Children's Services Act 2019 SA
- Child Care Centre Regulations, 1985
- Children and Young People (Safety) Act 2017 - South Australian
- Child Safety (Prohibited Persons) Act 2016; Child Safety (Prohibited Persons) Regulations 2019

Citizen and Customer Risk

Following the regulations of visitors to family day care residences and venues while education and care is being provided to children policy - The Australian Children's Education & Care Quality Authority (ACECQA) is adhered to.

Visitor Movement sheets are completed.

Customer Profile

Currently, we have 20 children under our care, with plans and capacity to grow to 41.

Parent(s) and children who are enrolled within the Mini Gems Children's Centre – daily.

Visiting consultants - quarterly.

At this current time the family structures are made up of working parent(s).

Efficiency and Effectiveness

Mini Gems is compliant under all acts and regulations and is managed extremely well by competent qualified staff.

The most difficult situation is finding staff as there must be a staff versus children ratio as per below:

AGE	EDUCATOR TO CHILD CARE RATIO
Birth to 24 months	1 : 4
25 to 35 months	1 : 5
36 months up to and including preschool age	1 : 11

The more children the more staff are required so unfortunately children cannot be enrolled for the simple reasons of no staff to cover the regulated ratio.

Advertisements are continually made and word of mouth through the Coober Pedy community continue to advise when staff are required.

Employee Risk

Employee risk includes:

- Workers being required to lift, carry, or move children and/or objects.
- Workers having to work at low levels (think floor and children sized furniture)
- Tripping and slipping hazards
- Using furniture to reach high points on walls (chairs and artwork)
- The risk of communicable diseases
- Work stress
- Harassment and bullying.

All risks staff are exposed to are managed through regular WHS monitoring by all staff in particular the WHS officer.

The Manager carries out regular staff meetings/toolbox meetings with WHS at the top of the Agenda.

All staff are advised to report and hazards and to remove the hazard. Eliminating or removing the hazard entirely.

Medications and other potentially harmful chemicals are under lock and key.

Risk management is an ongoing process that involves the following steps.

- Identifying workplace hazards
- Assessing the obvious and underlying risks associated with identified hazards.
- Mitigating and controlling the risks.
- Monitoring and reviewing all risk controls.
- Risk management is an ongoing process and is practised within Mini Gems regardless of where the childcare service is operating – either on site or on excursion, childcare providers must carry out appropriate safety checks to ensure everyone's safety.
- Regular training and supervision. Ensure that all safety policies are covered in staff induction programs and that regular workplace health and safety training is conducted to ensure all staff remain aware and vigilant.

Employee Experience and Skills (An assessment of current and future experience and skills levels and where deficiencies exist what we are going to do about them.)

All staff must be certified with an Early Childhood Education Cert 3 or at least studying in this certificate or a Diploma in Early Childhood Education.

All staff must have appropriate certificates and/or be studying them.

All staff must have the following clearances:

- Working with Children Check
- National Police Check
- Child Safe Environment.

Fees and Charges

The Council owns and operates the Child Care Centre and the Council's power to set fees for the provision of services by the Council is under section 188 of the Local Government Act 1999 (SA) (LG Act). Under that section, the Council can also vary fees by resolution. Thus, on the face of it, the Council can set and vary the Centre's fees under section 188 of the LG Act by resolution.

Council has increased its fees by 20%, effective 12 February 2023. This will ensure a breakeven or profitable position from historical loss-making. Fees will be reviewed quarterly as they are sensitive to the number and age profile of children are under care, meaning fees may even be reduced if the number of children of particular ages under care increases.

Sessions	Fees
8.30am to 5.30pm	\$120.00
8.30am to 3.00pm	\$93.00
3.00pm to 5.30pm	\$42.00
After Kindy Wednesday 2.00pm to 5.30pm	\$54.00

Financial Risk

A Commonwealth Grant of \$200,000 per financial year approved to June 2023 supports our Child Care Services and it is to address barriers to childcare participation, particularly targeting disadvantaged and vulnerable families and communities, and to support services to transition to and operate viably under the new childcare system supporting their longer-term sustainability. The Grant is provided as part of the Community Child Care Fund program.

Grant funding of \$82,500 is also received as part of the Department of Education, Employment and Workplace Relations funding under the CSP or as we know it Child & Parenting Service (CaPS) program.

The CSP was offered to strengthen Mini Gems ability to run a childcare service in areas of the country where services might otherwise be unviable and provided a range of payments directly to childcare service providers in areas where the market or services might otherwise be unviable. Childcare fees must be part of the arrangement with a family, and fee information must be included in the enrolment notice. Fees are agreed between the provider and family. The Australian Government does not play any role in fee setting. There are no set minimum or maximum fees that the provider may charge, but there are caps on the amount of subsidy which may be paid by the Australian Government.

Once a week (Friday) the children's attendance and fee information report is sent to the Commonwealth Government. Services Australia uses this information to calculate and process CCS payments. Child Care Subsidies are paid directly to the council. Families must make a co-contribution by paying the gap fee.

Once a week (Thursdays) a Tax invoice is sent to the parents. Parents pay the difference between the childcare fee and the CCS amount.

Legislative and Regulatory Compliance

All legislative and regulatory compliance are being met.

Mini Gems must comply to the Australian Children's Education & Care Quality Authority (ACECQA) who work with all governments to provide guidance, resources, and services to support the sector to improve outcomes for children.

The Education and Children's Services Act 2019 (SA) indicates that in most cases the director and governing council of a 'pre-school or children's services centre' are jointly responsible for the governance of a centre and the governing council determines (amongst other things) the policies for the centre.

Service Levels

The Council's Mini Gems Child Care Centre has been operating for well over twenty years with history indicating the attendance of children over a long period, was at a premium level enabling the Council to provide a high level of service to the Coober Pedy Community and offering employment opportunities within a full time or casual basis as per the child/educator ratio.

In 2011 the Council was approved funding by the Department of Education to provide a childcare service to the Community with a grant enabling the program to provide education and care to forty-one children.

Service Performance

N/A.

Municipal

Local Roads and Paths

Local roads are always in re-active phase generally dependent on rain events, the variation to that circumstance is almost always grants. We grade so called impacted or poorly structured roads for the time being marking time with that until we near the end of this raining season.

Inspection shows that William Creek and the first part of Monument Road are the worst in the town. Those two roads are a mess due to being resurfaced with material from too high in the Tiger Park pit. Eventually finance permitting we will need to reseal those two roads. The material is a little too thick to simply drag out of the way. We will get there in due course.

One of the graders is out of action and will need major works at best and probably serious parts input as well.

One of our preferred contractors indicated that he would prioritise a visit in a couple of weeks for the main purpose of grader repairs to the 12H. The dual exposure to a couple of contractors has kept the repairs and maintenance at a reasonable level in view of the difficulty attracting suitable personnel to the job of mechanic for the Council. It is a program not working that well but has been adversely affected by Christmas and all the breaks in the supply chain so we hope we can achieve better results going forward.

Local Roads and Community Infrastructure (LRCI) 1 Update

Restructure Drainage and resurface Hospital Road:

Milestone	Key activities	Outputs	Timeline
Asses the condition of existing road surfaces Grant applications	Inspect and asses existing road condition and structure Create photographic record	Create scale of works Source materials and various component Assess equipment/repairs	April 20022 Complete
Begin restructure of drainage Traffic management	Shift an encroaching sandhill away Create drain to remove water from centre catchment	Several days grading and companion tasks	August 2022 Complete
Begin repairs to surfaces in existing roadway	Repairing potholes and return to proper levels	Primary sheeting introduces traffic management of entire worksite	Nov 2023
			Started, incomplete
Begin seal process	Seal twice to complete quality surface sweeping to final finish	Seal truck, gravels, and tar	Incomplete

Re-lay Hutchison Street – LRC12.

Re-structure shoulders and stabilise bitumen surface of roadway proper:

Milestones	Key activities	Outputs	Timeline
Asses the condition of existing road surfaces	Inspect and asses the existing road surface. Create photographic record	source materials for project scale of works Machinery Stock hardware, Time	Initially end of October 22 until March 23 Complete
Begin restructure of shoulders. We have a pizza cutter option incorporating excavation re-laying shoulder and stabilising roadway surface.	Re-lay shoulders with road base ready for surfacing. Raise public awareness around traffic management! Install signs	Re -lay bitumen across shoulders incorporate into surfacing for current roadway	Not complete End March 23
Double sheet' roadway in its entirety	Re-join existing roadways	De-mob job sites Dismantle signage return to yard for cleaning and servicing of plant	Not complete End March 23
We need to notify LRCI and organise a public occasion to celebrate the			Not complete.
closure of the contract			

Collectively as a group this grant is in a bit of danger. We are in the negative gearing part of the year where temperature controls output for everything but municipal. This year we are forcing a lot of effort into the airport. We do not have machinery or people to be successful in the current climate. We may make the grade but looking stressful.

Drainage Maintenance

Drainage's primary problem is still the area consisting of Hutchison Street to the playground past the Shell Service Station and Oasis Caravan Park. We will need to get a submission together to be ready for the next round of funding from LRCI to handle the project. The job is reasonable scale with large sized pipe over quite some distance to give itself some potential to drain correctly over a long period. The initial problem is caused by development over a long period that has reversed the natural flow into a series of minor catchments.

There are still some drainage issues in other streets and locations as well still unresolved also.

Waste Management

Waste management is currently being serviced by a hire truck at way too excessive a rental. We are bound to collect garbage from our constituents as best we may and therefore, we are bound by whatever solution is available. Our existing garbage truck was burnt pre-Christmas. It is in Adelaide at Bucher municipal getting a refurbishment.

Our casual employee has come along well doing good work learning the primary garbage truck operation.

Wet weather causes considerable inconvenience for most of the constituents. We must make a judgement call whether the roadways can stand the destruction caused by the truck, or indeed if the mess is greater than good done by collecting garbage. We perhaps should take this opportunity to assure the rate payers we will do the run missed on the following day, if possible, in the same process as public holidays or the like.

Regulatory Services

Regulatory Services is an essential service and includes:

- Inspections of buildings and dugouts
- Assessment of building/development applications
- Environmental health inspections
- Fire prevention inspections and enforcement
- Emergency services levy
- By-laws compliance
- Car parking compliance
- Animal control, including annual dog and cat registrations.

Inspections of Buildings and Dugouts, and Assessment of Building Development Applications

Business Continuity

No specific business continuity plan in place and no such plan is foreseeably required.

Bylaw and Policy Development

To the best of Council's knowledge, all by-laws are current for Regulatory Services including:

- Permits and Penalties By-Law 2021
- Moveable Signs By-Law 2021
- Local Government Land By-Law 2021
- Roads By-Law 2021
- Dogs By-Law 2021
- Cats By-Law 2021
- Nuisances By-Law 2021
- Water Conservation By-Law 2021.

There are no mandatory policies required for Regulatory Services.

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
State Government no longer supports the Dugout Construction Inspection Committee undertaking safety inspections in place of a geotechnical engineer's report	<p>Continue to regularly engage with the State Planning Commission.</p> <p>Ensure State Planning commission representatives visit Coober Pedy by 30 June 2023 to gain a better understanding of the uniqueness of underground developments and the need to retain support for the Dugout Construction Committee.</p> <p>Undertake a revision of the Dugout Construction Committee Meeting Terms of Reference in partnership with State Planning Commission representatives.</p>
Unacceptable delays for development applications	<p>Planning Commission.</p> <p>Ensure State Planning commission representatives visit Coober Pedy by 30 June 2023 to gain a better understanding of the uniqueness of underground developments.</p>
Native Title consent determination without a corresponding Indigenous Land Use Agreement (ILUA) continues to inhibit the growth and development of Coober Pedy. Despite several requests from Council, members of Coober Pedy community, and members of the broader South Australian community, the State Government appears to be unwilling or unable to progress the ILUA negotiations.	<p>Seek out the appropriate officers from the Crown Solicitors Office and request an update on the status of ILUA negotiations and a timeframe regarding when the ILUA negotiations will be complete.</p> <p>Solicit the services of our local MP to advocate on behalf of our community.</p>

Customer Profile

Customers/beneficiaries are the entire community.

Efficiency and Effectiveness

Current delivery of Regulatory Services in the community is satisfactory.

Inspections of buildings and dugouts is effective due to engaging building consultant(s) with required expertise and qualifications to carry out the inspections. The consultant(s) work in close communication with the State Planning Commission.

Employee Risk

There are no apparent risks to staff regarding the carrying out of inspections of buildings and dugouts and and/or assessment of building/development applications as there are no staff directly employed in this area of Council. Council staff aid consultant(s) in the form of eyes and ears on the ground, receiving and forwarding enquiries and filing of documents.

Employee Experience and Skills

There are no staff directly employed in carrying out inspections of buildings and dugouts and and/or assessment of building/development applications. Therefore, Council engages external consultant(s) to deliver these services. It is highly unlikely that Coober Pedy will be able to attract a person to the organisation with the qualifications required. Regardless, there is insufficient workload to justify the employment of a fulltime position, so the current arrangement is sensible.

Fees and Charges

All fees and charges regarding building developments have been reviewed in the last 12 months and they recover all costs. Most of the fees associated with building and development are determined by statute and not Council.

Financial Risk

There are no immediately apparent financial risks to the organisation regarding inspections of buildings and dugouts and and/or assessment of building/development applications.

There has been sizeable, historic risk to the organisation due to local residents/elected members assessing development applications and the consequences of local politics inhibiting or aiding development, whichever the case may be. Now that the State Planning Commission assesses all development applications in Coober Pedy, that risk has now been eliminated.

A latent risk does exist if Council continues to facilitate pre-purchase dugout inspections for investors and/or owner/occupier underground dwellings. It is recommended that Council ceases to continue to provide this service however there are some in the community and Council who believe that Council should continue to provide this service. The ongoing provision of this service should be assessed in partnership with our insurers.

Legislative and Regulatory Compliance

To the best of Council's knowledge, all legislative and regulatory compliance are being met.

Service Levels

The current service levels are adequate and are meeting the community's current and future needs. The finalisation of the ILUA by the State Government would be helpful in furthering the development of Coober Pedy, particularly regarding the development of underground dwelling on crown land held under annual license.

Service Performance

Service performance regarding inspections of buildings and dugouts and and/or assessment of building/development applications is satisfactory.

Systems and Processes

The current systems and processes for inspections of buildings and dugouts and and/or assessment of building/development applications are adequate, and no deficiencies are easily identifiable.

Environmental Health

Business Continuity

No specific business continuity plan is in place for Environmental Health.

A Service Agreement is in place with the Light Regional Council.

Environmental Health is considered an essential service.

Bylaw and Policy Development

There are no Bylaws or policies in place in reference to the Council's Environmental Health.

The Service Agreement between the Council and the Light Regional Council provides an expert Environmental Health Officer (EHO) who advises on Environmental Health policy development and proposed bylaws and works with the Environmental Health Officer under the following Acts: -

- Public and Environmental Health Act 1987
- Public Health Act 2011
- Local Government Act
- Other Legislation e.g.,
 - Food Safety.

Customer Profile

The customer profile consists of all Coober Pedy food outlets, e.g., hotels, restaurants, cafes, service stations and other food areas when required and the Council's Water department.

Efficiency and Effectiveness

The Service Agreement with the Light Regional Council which has been operating over the past three years ensures an efficient and effective service for the DCCP.

Previous to the Light Regional Council's Service Agreement the DCCP has always had a visiting EHO since inception and has never employed a full time EHO. Many small Councils work together in this regard.

The current relationship/service agreement ensures the DCCP is supported with up-to-date services and aligned with changes to Acts and other Legislation when and where required.

The EHO investigates, monitors, and aims to resolve public health and environmental offences within Coober Pedy including air pollution, noise, and water and land contaminations. The purpose of a food safety inspection is to protect the public from food-borne illness and other health risks that can happen when food is not handled safely.

The EHO prepares formal reports on the results of investigations and serving notices and orders to abate public health and environmental nuisances in accordance with relevant legislation to the Council at the end of their visits.

The EHO within their expertise offers and identifies opportunities for the Council ensuring more efficient and effective services. The EHO investigates and reports on any complaints received from the Council or the Community in reference to Environmental Health.

Recent complaints have consisted of poor and possibly dangerous hotel Pool water and amenities and selling of quite out of date warm food at a service station.

Employee Risk

The EHO is at risk of non-compliant, aggressive, or potentially violent clients and all risks the EHO is exposed to adequately managed. SAPOL and extra staff assistance are available for the EHO when and where required. The EHO operates under safe operating procedures, and legislation as per Light Council practices.

Although the EHO does not particularly have to work outside of the office the risks (heat, sun exposure, access to water, communication protocols etc) are assessed and managed appropriately including working remotely in an isolated area on their own.

Employee Experience and Skills

The Service Agreement with the Light Regional Council provides the DCCP with an expert in the field who is tasked with ensuring that all food businesses meet their legislative obligations and that all food products sold and consumed are correctly labelled and safe to eat.

To perform these duties, officers will visit food businesses to:

- Investigate allegations of foodborne illness (otherwise known as food poisoning)
- Inspect or audit a food business' food safety practices
- Investigate complaints about labelling and product misinformation
- Educate and provide businesses with advice on correctly following food safety law and food standards
- Give advice on how to develop and improve food safety systems in compliance with food production and labelling requirements
- Monitor compliance with or investigate breaches of food safety legislation
- Commence enforcement action through improvement notices, prohibition orders, penalty notices or prosecutions.

The EHO can enter and investigate any food business premises in Coober Pedy to ascertain whether an offence has been or is being committed under the Food Safety Act or Regulations. The EHO can also meet with staff through interviews as part of the food safety investigation and gather information, examine, and take or copy any food safety records or documents, and retain them for a reasonable time as deemed necessary.

At times the EHO may be required to take samples of food or water or anything that is part of the business' environment to determine whether the environment poses a food safety risk.

The EHO can issue notices requiring owners and operators to fix noncompliance with the Food Safety Act and Regulation, prohibiting food production and sale continuing until the breach is fixed and on-the-spot fines for breaches of the legislation.

Fees and Charges

The Council has recently re-signed a further twelve-month Service Agreement with the Light Regional Council and the fees and charges were reviewed and approved. This service is cost-effective for the Council as it is more efficient to provide payment to the Light Regional Council for four visits a year which have proven to be very suitable for the current health environment within Coober Pedy.

Financial Risk

There are no financial risks at this stage.

Legislative and Regulatory Compliance

All legislative and regulatory compliance are being met as the EHO is a qualified expert who works within all legislative and regulatory acts under Environmental Health.

Service Levels

A Service Agreement is in place between the Light Regional Council and the DCCP for the services of an Environmental Health Officer EHO with the Service Agreement being reviewed every twelve months.

As Coober Pedy has a population of approximately 1,800 residents and although a variety of food outlets, they are quite a small amount, e.g., one hotel, therefore the service of a visiting expert EHO four times a year is sufficient to the needs of the Council.

The EHO follows up any issues with the Councils water when required must inspect new sewer installations and private installations to ensure compliance.

Animal Control, Including Annual Dog and Cat Registration

Business Continuity

No specific business continuity plan is in place for animal control, including annual dog and cat registrations.

The Dog & Cat Management Board requires all Councils to provide an Animal Management Plan and the DCCP is compliant as per the Councils Animal Management Plan 2021, approved by Council in 2021.

Animal Control is considered an essential service.

Bylaw and Policy Development

Bylaws

- By-Law No 5 Dogs
- By-Law No 7 Cats.

Policies

- Dog Free Areas
- Dog Off Leash Exercise Areas
- Animal Management Plan which addresses the Councils Bylaws compliance within the following Acts: -

- Animal Welfare Act 1985 (the Act).

Acts & Regulations

- Animal Welfare Regulations 2012
 - Other South Australian legislation relating to the welfare and management of animals:
 - Dog and Cat Management Act 1995
 - Dog and Cat Management Regulations 2017
 - Landscape South Australia Act 2019
 - Landscape South Australia (General) Regulations 2020
 - Livestock Act 1997
 - Livestock Regulations 2013
 - Veterinary Practice Act 2003
 - Veterinary Practice Regulations 2017
 - Local Government Act 1999
 - Planning, Development, and Infrastructure Act 2016
 - Federal legislation relating to the conservation of animals:
 - Environment Protection and Biodiversity Conservation Act 1999
 - Environment Protection and Biodiversity Conservation Regulations 2000
 - Customs Act 1901
 - Customs Regulations 2015
 - Biosecurity Act 2015
 - Biosecurity Regulations 2016
- Local Government Act 1999
- Public and Environment Health Act 1987
- R.S.P.C.A. (Royal Society for the Prevention of Cruelty to Animals)
- POCTA (The Prevention of Cruelty to Animals Act 1986)
 - allows for the authorisation of local government officers, who are employees of council and authorised under Section 72 of the Domestic Animals Act 1994
 - SA Health Animal Contact Guidelines.
- Dog & Cat Management Board.

Council also liaises with the A.M.R.R.I.C (Animal Management in Rural and Remote Indigenous Communities)

Citizen and Customer Risk

All Coober Pedy Community, staff and visitors are at risk within Animal Management.

RISK	ELIMINATION STRATEGY
Dog bites & attacks WHS	Education, working with local and remote Animal supports, advertisements, Council websites, notice boards, fine information.
Aggressive & irresponsible negligent owners of Pets WHS	Education, working with local and remote Animal supports, advertisements, Council websites, notice boards, fine information. Working with SAPOL when required.
Unregistered dogs & Cats	Education, working with local and remote Animal supports, advertisements, Council websites, notice boards, fine information.

Dog Defecations WHS	Daily cleaning and removal
Damaged fencing	Remove dangerous items/repair ASAP
Damaged water irrigation systems	Repair ASAP/change colour to defer dogs chewing when extreme temperatures
Damage to trees and shrubs	Continual monitoring/restringing/rewiring
Staff work overload/WHS	Daily Cleaning required due to ongoing daily issues. Training & Education
Community poor feedback and ongoing criticism of Council and its resources.	Lack of understanding of workload and lack of workforce and resources due ongoing budget constraints
No regular visiting Vet	Current negotiations with PT Augusta Vet & AMRRIC Support from local animal support community
Lack of manpower/WHS	Budget constraints to be addressed
Environment, sun, wind, high temperatures working outside.	Adhere to WHS policies.

Customer Profile

The customer profile for Animal Control is Coober Pedy Community, Council staff, visitors, and tourists.

Many travellers/visitors coming from other towns or remote communities bring large amounts of dogs and puppies whilst attending meetings or visiting relatives and friends or transitioning to other communities. Unfortunately, many of the dogs and puppies are either not vaccinated, not desexed or both and/or carry other diseases or are visibly unwell and quite regularly the animals can be left in the community when the visitors return to their country.

Tourists often report to Council they have “lost” their dogs or their dog has jumped out of their vehicle or has been stolen and present quite distressed. Every effort is made by Council staff to assist in finding the dogs.

Tourists are very frightened by the packs of dogs and several tourists have been “rounded up and/or attacked by dogs.

Dogs run in packs many times up and down the main thoroughfare and run off when the Animal Control Officer and/or Council staff approach or try to catch them.

Traps are set to try to catch the animals but often the community is known to let the dogs out of the cages before the Animal Control Officer can get to collect.

Cages for cats are provided at a cost from the Council for Community use, then for the Animal Control officer to collect and possibly euthanise, especially if feral cats.

Efficiency and Effectiveness

Although the dedication and commitment of the Animal Control Officer Council staff within this area is highly recognised the current service unfortunately is not at all effective or efficient as per the risks which include budget constraints, lack of workforce and more importantly the associated work health and safety concerns.

The Animal Control Officer's role includes providing a rapid response to community safety situations such as dog attacks and wandering dangerous animals and assist with the operation and maintenance of Councils Animal Pound facility.

Currently the Council only employs one casual Animal Control Officer and therefore the Council doesn't have the capacity to be proactive and is mostly reactive, at or after the event.

The Animal Control Officer often needs the assistance of other Council workers to support in the areas of aggressive and uncooperative pets.

The Animal Control Officer often needs the assistance of other Council workers and SAPOL to support in the areas of aggressive and uncooperative owners of dangerous dogs and feral cats. This places pressure on other areas of the Council when support is required as staff are taken away for their particular jobs.

There is no clear job description or record keeping in reference to the requirements for the position of the Animal Control Officer.

Employee Risk

There is high risk to the workforce in particular the Animal Control Officer in many ways as often dogs run in packs and/or are or can be extremely aggressive when approached.

There have been several bite attacks from dogs and feral cats requiring medical assistance for the Council workforce and aggressive owners have and continue to be a major risk.

Owners of dangerous pets or very sick pets which need to be removed have threatened the Animal Control Officer and the Council workforce with threats of physical violence, have physically attacked workers, thrown rocks, tried to drive into or over workforce whereby SAPOL is called but again often not available, so the staff retreat until safe.

Dogs that have been impounded in the Council Pound and several times their owners have breaking into the Council pound, causing damage to the structure, and removed their dog.

Although as per the Council's Animal Management Plan procedures, following proper process e.g., trying to find owner, working with volunteer community animal supports, seeking rehoming opportunities, the Animal Control officer has been required to euthanise dogs and cats.

The Animal Control Officer must retain particular licenses, e.g., guns, therefore the use of firearms and storage of firearms proper process is adhered to.

Employee Experience and Skills

The Council currently employs one casual Animal Control Officer and is supported by the Works Manager. The current Animal Control Officer possesses legislative requirements to perform the duties required.

The Animal Control Officer is required to:

- capture and impound dangerous or stray animals and investigate cases of animal cruelty.
- enforce Council and other legislative licensing laws and regulations that are applicable to the animal control program.

- provide expert testimony in court cases and rescuing trapped animals.
- maintain public safety by enforcing animal licensing laws and humane care regulations while on patrol.
- manage aggressive & irresponsible negligent owners of pets who often confront the Animal Control Officer and at times the Officer need to seek assistance from SAPOL which is not always available at the time of the incident.
- enforce the provisions of the Dog and Cat Management Act in the Council area with the approach of the Council in the first instance to encourage people to accept their responsibilities of pet ownership and comply with the provision of the Act voluntarily.
- encourage pet owners to undertake routine preventative measures such as vaccination, worming, and other forms of parasite control.
- policing of provisions of Dog and Cat Management Act and Prevention of Cruelty to Animals Act regarding animal welfare in general.
- maintain adequate local impoundment facilities for temporary protection of lost or unowned animals.
- retain particular licenses, e.g., guns, therefore the use of firearms and storage of firearms proper process is adhered to.

Fees and Charges

The Council has the responsibility for setting registration fees and money received by a Council under the Act and they must be expended in the administration or enforcement of the provisions of the Act relating to dogs and cats.

Council must pay into the Fund the percentage fixed by regulation of the dog registration fees received by the council.

The Council must maintain a register of dogs and make satisfactory arrangements for the detention of dogs seized under the Act; (and may make such arrangements for cats seized under this Act).

Financial Risk

Impounding stray unregistered dogs.

Non-payment and lack of responsibility to register pets.

WHS.

Legislative and Regulatory Compliance

All legislative and regulatory compliance are being met.

Service Levels

From 1st July 2018, a new state-wide registration system known as 'Dog and Cat Online or DACO' replaced the dog registration system which Council uses with a centralised system to be managed by the Dog and Cat Management Board of SA.

The Council provides regular reports to the Dog & Cat Management Board e.g., Dog and cat management Statistics.

Financial reporting includes:

- Income from dog registration
- Income from cat registration
- Income received from expiations paid under the Act and Regulations
- Record payments received only – not expiations issued. To the nearest dollar.
- Any other income e.g., impound fees, dangerous dog collars/signs, grants. To the nearest dollar.
- Total Income
- Totals spend on capital expenditure.

Service Performance

N/A

Support for Community Groups to Raise Funds and Expand on Council's Existing Playgrounds

Business Continuity

No specific business continuity plan is in place for Support for community groups to raise funds and expand on Council's existing playground(s). As the community groups are not within the financial boundaries of the Council there will not be any resources made available in this regard.

The Council is working with the following groups/committees.

- Coober Pedy Playground Committee – Chaired by Desley Culpin, General Manager, Operations DCCP, volunteer Coober Pedy residents and Michael Edgecombe.
- Coober Pedy Together – Chaired by Michael Edgecombe, Doing Life Together – Consultant Michael Edgecombe and members are volunteer Coober Pedy Community representatives.

Bylaw and Policy Development

Council bylaws are not relevant to the support for community groups to raise funds and expand on Council's existing playground(s).

Citizen and Customer Risk

CUSTOMER RISK	MITIGATION OR ELIMINATION STRATEGIES
Committee volunteer burnout	Ensure citizens are supported to ensure they are aware of WHS. Volunteer support strategies
Finances and fund raising	Proper process re bank accounts, two signatures, audit Meeting agenda finance documents Record keeping
Committee Meetings <ul style="list-style-type: none">• Aggressive audience• Aggressive committee members	Meeting Agendas & Minutes Record Keeping Proper meeting procedures Agreement on protocols and respect

	Safety strategies
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Customer Profile

Coober Pedy Community.

Efficiency and Effectiveness

The Playground Committee meet with the General Manager Operations almost every fortnight to work towards raising funds to purchase playground equipment and work with the other Coober Pedy Community committees to make the 'Triangle' a safe, happy and healthy area for the Community and visitors.

The committee has formed a good relationship with the DCCP Operations team and often the Supervisor of the Works Department attends to discuss partnership Strategies, e.g., repairs, issues i.e., travellers abusing the playground. The General Manager of Corporate & Community is invited to discuss the grant programs and any other support required.

Employee Experience and Skills

Most of the volunteer committee representatives are made up of experiences in many and varied fields, schoolteachers, First Nations people, business owners and local social and support workers and more.

Fees and Charges

The Council was provided information with recommendations re program and fees. The Council approved for the consultancy of Doing Life Together for the Council to assist in support for community groups to raise funds and expand on Council's existing playground(s).

Consultancy for Michael Edgecombe was budgeted in Community engagements to facilitate Coober Pedy Together. Total budget was \$107.5K.

Legislative and Regulatory Compliance

N/A

Service Levels

As the meetings and representatives are volunteers from the Community, the committees represent the Community's needs.

Service Performance

N/A.

Systems and Processes

N/A

Fire Prevention Inspections and Enforcement

Bylaw and Policy Development

There are no specific Council Bylaws or policies in reference to fire prevention inspections and enforcement.

Acts

- Planning, Development and Infrastructure Act 2016 (the PDI Act)
- The Local Government Act
- Fire & Emergency Services Act 2005.

The Council must play an important role in protecting the ongoing safety of building occupiers and users through the provisions of the Section 157 of the PDI Act establishes the power for a council to investigate whether building owners are:

- maintaining proper levels of fire safety in their buildings for the protection of all occupiers,
- whether they be residents and workers who use them regularly,
- or clients and visitors who only use them occasionally.

An appropriately qualified 'authorised officer' from a council (Works Manager & Works Supervisor) as an 'appropriate authority' under the PDI Act, can inspect existing buildings to check if the fire safety is adequate.

The Council works in unison with the

- Country Fire Service,
- SES
- SAPOL

in reference to fire prevention.

Citizen and Customer Risk

Inclement Weather

- risk of lightning strikes.
- risk of fires due to high temperatures above 30 degrees (some temperatures can reach over 50 degrees) for extended periods.
- smoke
- illegal fires
 - during fire danger zones and times
- No information available on Council website.

Customer Profile

The customer profile is Coober Pedy Community, Council staff, visitors, travellers, and tourists.

Efficiency and Effectiveness

Although the relationship between the SES, Country Fire Service and the Council is unique to a small remote community, e.g., many of the volunteers are Council workers which is extremely relevant to a small remote community.

There is not any efficient or effective plan in place as far as Fire prevention, inspections, and enforcements. This is mostly due to the lack of workforce resources, abandoned buildings with

owners not responding to contacts and many travellers/visitors coming from other towns or remote communities not adhering to the fire safety regulations.

Council should be inspecting properties within the Council area from early October onwards, to assess compliance with CFS requirements.

Property owners can be issued with a Bushfire Hazard Reduction Compliance Notice. Council is able to issue an Expiation Notice for the offence of not complying with the requirements of Bushfire Hazard Reduction Compliance Notice.

Employee Risk

Many travellers from other communities often light fires in the playground or the 'Triangle' area. Fires are often started in yards of abandoned or squatter buildings.

All staff are reminded of their WHS responsibilities and contacts to Country Fire Service and SAPOL.

Employee Experience and Skills

Many Council staff are volunteers within the Country Fire Service and the SES. All Operations staff have been trained or will be attending training in early 2023.

Fees and Charges

There are no Council fees and charges within this area.

The Council pays for an accredited Fire Safety Technicians from Port Augusta with their mobile workshops to provide appropriate complaint services.

Financial Risk

Old, outdated plant equipment.
Budget constraints.
Expensive recovery plant equipment, e.g., water truck.

Legislative and Regulatory Compliance

All legislative and regulatory compliance are being met.

Service Levels

Accredited Fire Safety Technicians from Port Augusta with their mobile workshops provide appropriate compliant services to the Council.

This program, which is fully equipped and trained to service Fire Blankets, Hose Reels, Fire Hydrants, Fire Pumps, Fire Sprinkler Systems, Fire Alarm Panels, VESDA Systems, Smoke Detectors and Exit and Emergency Lighting.

Although there are several burnt down properties in the Coober Pedy Community the Council has not inspected them or reported on them.

Service Performance

N/A

Maintenance of Other Council-owned Buildings

Business Continuity

No specific business continuity plan is in place for maintenance of other Council owned buildings.

The Council owned properties are:

Address	Tenant Information
Lot 1767 Robins Boulevard, Coober Pedy	Vacant
Lot 772 St Nicholas St, Coober Pedy	Desley Culpin, General Manager
Lot Northwest Ridge Rd, Coober Pedy	Stephen Staines, General Manager

Bylaw and Policy Development

Council bylaws are not relevant to the maintenance of other Council owned buildings.

There are no policies relevant to the maintenance of other Council owned buildings.

Acts

- Residential Tenancies Act 1995

Citizen and Customer Risk

CUSTOMER RISK	ELIMINATION/MITIGATION STRATEGY
No pre or post tenancy inspection for long term tenancy	<ul style="list-style-type: none">• Proper process developed.<ul style="list-style-type: none">○ Cleaning○ Maintenance○ WHS○ Rental Agreement○ Property Inspection○ Property rental appraisal.• Who is the responsible person.
No recording of maintenance	Proper process
No Risk Assessment re property	Proper process
Old, dirty, smelly, broken furniture and mattresses,	Proper process, purchase appropriate furniture and remove WHS furniture
Old, shred bare carpets	To be replaced ASAP
Old, broken, dirty untagged electrical equipment	Test & Tag ASAP
Old, broken/ripped, and dirty curtains	To be replaced ASAP
Unsafe locks and door handles	To be repaired ASAP
Unsafe stairs at front door and back door	To be made safe or replaced ASAP
Unchecked dampness in walls	To be inspected for dampness ASAP
Broken and unfixed doors	To be repaired and or removed ASAP
Broken tiles in bathroom/trip hazard	To be fixed ASAP
Fire alarm checks/record keeping	To be included in fire alarm checks
Budget	To be reviewed.

Customer Profile

- Council staff – long term
- Council contractors – short term
- Council consultants – short term.

Efficiency and Effectiveness

The current service is not efficient or effective. To be more efficient and effective the Council must ensure proper process is followed re the Residential Tenancies Act and WHS.

The properties are a large asset for the Council, but the properties have not been managed professionally or properly to ensure the Council's assets are kept at a proper standard and are WHS compliant.

Employee Experience and Skills

N/A

Fees and Charges

The rents for the Council properties are assessed by an independent real estate agent.

Legislative and Regulatory Compliance

Legislative and regulatory compliance are not being met as per the Residential Tenancies Act.

Service Levels

N/A

Service Performance

N/A

Systems and Processes

As per risks and elimination/mitigation strategies.

Community Amenities

Community amenities are still unacceptable. We cause pressure on several businesses because the public toilets are constantly broken down. High technology and vandalism are a bad mix. Both the toilets are currently broken down.

We have parts arriving in town for the bottom toilet some are still waiting for plant replacement from Xeloo. The electrician says that he will be able to return the playground unit to functionality soon but has since left town. The Council has a contractor arriving to fill some gaps while we attempt a more permanent response, but the pergola toilet is handicapped by parts delays.

We would recommend that the Council attempt a replacement and or upgrade of both Xeloo units as soon as budget allows.

The triangle and walking track are both progressing well, trees are in reasonable shape and are still getting a fair amount of use.

We have had to padlock the gate to the oval prevent hoon behaviour. Broadsiding and wheelies don't do the oval much good. It is pleasing to see community groups using the facility for recreational purposes and good to see community members getting pleasure from that.

Very soon we will review the lights at the oval and will change them to a less electronic solution to the timers so we can automate switching. Currently it is a very inefficient system but thanks to everyone doing the best they can with what they have. The oval itself is looking good and benefits from underground watering using re-cycled water. It has been quite a few years now since we have spent actual capital on watering.

Recreation

Business Continuity

Recreation includes:

- Granting licenses to community groups and organisations for use of Council facilities
- Supporting the development of community-based committees and management (e.g., sports and recreation committee, park run etc.)
- Management of the Coober Pedy swimming pool
- Contributing to the operating expenses of the library (mandatory as it is school AND community library)
- Supporting a Library committee of management
- Ongoing monthly inspections and maintenance of playgrounds and skate park
- Support for community groups to raise funds and expand on Council's existing playground(s)
- Maintenance of recreational facilities at 'The Triangle' (skate park, bike track, gym, wellbeing labyrinth etc.)
- Maintaining softball materials at playground
- Maintenance of toilet block at Triangle
- Maintenance of Triangle bicycle/walking track
- Maintenance of oval including fertilising, top dressing, aeration and weed control
- Maintenance of other Council owned buildings.

Recreation is not an essential service.

Swimming Pool

Business Continuity

No specific business continuity plan in place and no such plan is foreseeably required.

Bylaw and Policy Development

There are no mandatory by-laws required or that apply to Recreation.

Although no mandatory policies apply to Recreation, there are several policies that could be developed such as:

- Leases and Licenses to Sporting and Community Organisations Policy
- Events Policy
- Temporary Road Closures for Events on Council Roads Policy
- Volunteer Management Policy.

Whether or not these can accurately be considered as “gaps that need to be filled” is ultimately a decision for the CEO

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Swimming Pool closes due withdrawal of State Government financial support	Ensure that the swimming pool is operated pursuant with the agreement between Council and the Department for Education.
Swimming pool closes due to the departure of existing staff and lack of any other appropriately trained staff to operate the swimming pool	Identify individuals in the community with an interest in swimming pool operations and provide training to enable them to become qualified. This will also contribute towards succession planning.
Liability to Council if leased Council facilities are not maintained or if the lessee has insufficient insurance cover	Ensure that all leased facilities are leased in a manner which protects Council from liability by utilising the existing Facilities Agreement template agreement that has been prepared by Council’s solicitors
Insufficient community capacity to continue to govern community organisations	Expand the proposed Economic Development Officer role to include ‘Community Development’ as well. 0.2 FTE of the role to be dedicated towards capacity building and support for community organisations. Council to facilitate training in governance and other training for not-for-profit community-based organisations

Customer Profile

Customers/beneficiaries are the entire community.

Efficiency and Effectiveness

Current delivery of Recreation in the community is satisfactory given the resources, both financial and human, available to Council.

Employee Risk

Employee risks association with the operation of the swimming pool are adequately managed through the provision of appropriate training relevant to the responsibilities of the various roles involved.

Employee Experience and Skills

Swimming Pool – experience and skill level for existing swimming pool staff is satisfactory however delivering training for other interested parties in the community would enable and bolster a satisfactory succession planning.

Fees and Charges

All fees and charges regarding swimming pool entry fees have been reviewed in the last 12 months and they recover all costs. Most of the fees associated with the operation of the swimming pool are provided by the State Government via reimbursement to Council.

Financial Risk

There are no immediately apparent financial risks to the organisation regarding the operation of the swimming pool.

Legislative and Regulatory Compliance

To the best of Council's knowledge, all legislative and regulatory compliance regarding the operation of the swimming pool are being met.

Service Levels

The current service levels for the operation of the swimming pool are adequate and are meeting the community's current and future needs.

Service Performance

Service performance regarding the operation of the swimming pool is satisfactory. No input or output data exists from year to year other than how much funds Council collected in pool entry fees. In FY21, Council collected \$18,055.93 in swimming pool fees and in FY22 \$17,028.23.

Systems and Processes

The current systems and processes for the operation of the swimming pool are adequately covered by the Swimming Pool Operations Manual. However, the manual does need to be updated. The manual will be updated during the 2023 off-season (May-October).

Ongoing Monthly Inspections and Maintenance of Recreational Facilities at 'The Triangle' (skate park, bike track, gym, wellbeing labyrinth etc.)

This includes:

- Maintenance of recreational facilities at 'The Triangle' (skate park, bike track, gym, wellbeing labyrinth etc.)
- Maintaining softball materials at playground

- Maintenance of toilet block at Triangle
- Maintenance of Triangle bicycle/walking track
- Maintenance of oval including fertilising, top dressing, aeration and weed control.

Business Continuity

No specific business continuity plan is in place for inspections, maintenance of recreational facilities including:

- playgrounds
- bike track
- gym
- wellbeing labyrinth
- softball
- toilet block
- walking track /.

No specific business continuity plan is in place for the maintenance of oval including

- fertilising
- top dressing
- aeration
- weed control.

The ongoing inspections and maintenance of these aspects of 'The Triangle' area is considered an essential service.

Bylaw and Policy Development (Provide an assurance that all bylaws and policies that relate to the service are current and where this is not the case provide information regarding when they will be. Identify any gaps and provide details of when they will be filled.)

There are no bylaws to refer to in this regard, however the following are in place:

- **Policies**
 - WHS
 - Inclement Weather.
- **Acts**
 - Local Government
 - Health.

Citizen and Customer Risk

All Coober Pedy Community, Council staff and visitors are at risk when visiting the playground many areas of The Triangle.

RISK	ELIMINATION STRATEGY
Defecations Health & Safety	Daily cleaning and removal/repair of ablutions
Sharp objects including broken glass & needles Health & Safety	Daily cleaning and removal
Rubbish (all types) including mattresses Health & Safety	Daily cleaning and removal
Broken Play Equipment Health & Safety	Removal of dangerous items & signage, replace broken items or repair
Damaged and/or closed Ablutions	Close damaged ablutions/repair and signage

Health & Safety	
Damaged fencing Health & Safety	Remove dangerous items/repair ASAP
Damaged water irrigation systems Health & Safety	Repair ASAP/change colour to defer dogs chewing
Damage to trees and shrubs	Continual monitoring/restringing/rewiring
Staff work overload/WHS	Daily Cleaning required due to ongoing daily issues
Community poor feedback and ongoing criticism with no understanding	Lack of understanding of workload and lack of manpower and resources due to budget constraints
Lack of machinery	Budget constraints to be addressed
Lack of manpower/WHS	Budget constraints to be addressed
Environment, sun, wind, high temperatures working outside.	Adhere to WHS policies.
Training/no skills/not up to date training	Budget constraints/training and skill development
Softfall contamination	Replace and expand/fresh layer
Unrestrained burning	SAPOL monitoring

The playground, ablutions, oval, skate park, walking track are continually used by some travellers due to homelessness, mental health, alcohol, and other drug use, e.g., broken bottles and needles/syringes, defecating anywhere whether or not the ablutions are open or closed or are continually damaged and/or closed due to awaiting costly repairs.

Council staff must monitor and clean the playground and surrounding area daily due to the serious problems and risks for the Community, Council staff and visitors.

Customer Profile

Coober Pedy Community and visitors. The playground and skate park are regularly used by local families and children. The skate park and playground are visited regular by tourists with small children, youth, and school groups etc using the facilities and BBQs as areas which are well shaded and kept safe as possible by daily checks from Council staff. The walking track is used regularly by community and community programs, including the school and events.

The Oval is used by Community groups e.g., cricket and football and the walking track and labyrinth are used by the Coober Pedy Community and visitors.

Travellers coming from other towns or remote communities who often are stranded in Coober Pedy due to many reasons of homelessness, mental health, alcohol, and other drug use, fighting, unsupervised children.

Efficiency and Effectiveness

Due to the very serious ongoing hazardous use of the playground by travellers for the very wrong reasons due to displacement and homelessness, mental health, alcohol, and other drug use, e.g., broken bottles and needles/syringes, the Council has to provide more time, more resources and therefore budget costs increase for this one particular issue. The defecating is an extreme health hazard, extremely unsafe and is everywhere across the Triangle.

Ablutions/Toilet Block

Defecting is everywhere and is ongoing across the Triangle and this is also due to the fact that the ablutions which are often closed due to wilful damage and very high ongoing costs of repairs which is a serious issue impacting very heavily of the Council's budget.

Oval

The Oval is enjoyed by the Community and visitors and is well managed by the two staff within this area, considering their workload. Weed spraying and mowing is constant and the oval is watered via subsurface irrigation and utilises reclaimed water from the sewerage treatment process at the STP.

Labyrinth

The labyrinth was designed and partially created by passionate community members with the Council assisting in moving rocks and levelling the ground. It is monitored by volunteers and the council but unfortunately people try to drive motorbikes through this amazing area which has been recognised by the Labyrinth Society of Australia.

Employee Risk

The risk employees are exposed to is immense and is being closely managed in particular within the daily Toolbox meetings to ensure safe operating procedures are adhered to and reviewed. This is a constantly changing exposure and, on the increase, due to travellers. Regular WHS meetings are held with Council staff and there are nominated Health and Safety Rep and deputy Health and Safety Reps who can have any issues reported to them to raise at meetings and/or with Management. All staff are advised to raise health and safety issues to management ASAP. Photographic evidence is provided and stored.

Regular outside working risks (heat, sun exposure, access to water, communication protocols etc) are assessed and managed appropriately including working remotely in an isolated area.

Any relevant training is sought and provided for outdoor Parks and Gardens staff who manage the playgrounds and skate park. Training budgets are not adequate and/or staff cannot be released to attend training due to workload and ongoing WHS and health issues.

Employee Experience and Skills

The Council only has a small team of two full time staff who operate across The Triangle. If one team member is away, then the workload on the remaining staff is supporting where possible by other staff across the Councils Operations department. All staff have relevant experience and qualifications for the tasks they undertake but training is seriously required in areas of safe work practices. Basic training such as Chainsaw maintenance is urgently required.

Fees and Charges

The Council Fees & Charges have been reviewed over the past twelve months. The Council has decided not to charge for the oval, tennis courts or the gym.

The Gym is cleaned under a Cleaning Contract for the whole of Council.

Financial Risk

The financial risks are within the area of staff not taking long service leave due to lack of support when they are on leave.

Training is a high priority but a financial risk.

Legislative and Regulatory Compliance

Legislative and regulatory compliance are being followed re everyday Toolbox meetings and regular reporting to the Council.

Service Levels

The current service of two Council employees operating across 'The Triangle' trying to meet all the requirements under WHS and associated risk is not working very well at all. The two operators also must attend to the emptying of the main street garbage bins, cleaning the water coolers, picking up rubbish, checking water pipes and tubing re plants, picking up defecation from human and animals in the main street, cleaning of the ablutions when they are open, spraying of weeds across the council's boundaries, picking up dangerous items such as glass and needles while working at most times under harsh and unpredictable weather conditions and limited plant support. This service is not meeting the communities current or future needs.

Service Performance

Unit cost data is not relevant for the Triangle maintenance.

Planned improvement activities include:

- Working with Coober Pedy Community Groups.
- Working with SAPOL
- Working with other supportive Community groups, e.g., Uniting Care and Umoona.
- Encouraging volunteers to report and WHS issues.
- Providing health and safety information in Councils Newsletter and Noticeboards,
- Continual best practice re Work, Health and Safety for staff, Community and visitors.

General Revenue and Financing

General Revenue and Financing

Business Continuity

No specific business continuity plan in place and no such plan is required regarding this business function given that there is no one employed by Council to carry out general revenue and financing.

General Revenue and Financing is not considered to be an essential service or support function. Business function is for internal use only and records the municipal rates, landscape levy, the collection of any fines and the receipt of the general purpose finance grant. Expenses relating legal fees incurred in the auction of properties for unpaid rates is and interest on Council's borrowings is also recorded here.

Bylaw and Policy Development

No bylaws or policies required for this service. Appropriate bylaws and policies are attached to the various business functions providing services.

Citizen and Customer Risk

There are no citizen or customer risks attached to this function. Any applicable risks are identified under the various business functions providing services.

Customer Profile

Customers are all ratepayers in this district.

Efficiency and Effectiveness

There are no specific services provided to customers under this business function.

Employee Risk

There are no apparent risks to staff that perform Council duties as there are no staff dedicated to carrying out general revenue and financing functions. Any risks are identified under the business functions where the staff are employed.

Employee Experience and Skills

There are no staff employed that are dedicated to general revenue and financing projects/activities.

Fees and Charges

Fees and charges collected under General Revenue and financing are Rates and fines. These fines are reviewed annually as part of the annual budget process.

Financial Risk

The only immediate apparent financial risk to Council is if the rates set by Council do not cover the services being provided to the community.

Legislative and Regulatory Compliance

There are legislative and regulatory compliance requirements are the setting and charging of rates. These have been reviewed to ensure Council's compliance as part of the annual budget process.

Service Levels

There are not services provided under this business function.

Service Performance

This is not relevant as no data exists.

Systems and Processes

There were no systems and process identified as there is no services provided under this business function.

Governance

The DCCP has numerous Committees overseeing key Governance areas, as well as internal controls. The main ones are included below.

Council Meetings

On 24 January 2019, the Governor of South Australia appointed an Administrator to the DCCP. The appointment was made on the recommendation of the Minister for Local Government as the Council was declared a defaulting Council. The position is a statutory appointment.

A Council meeting is held each month and sometimes additional special meetings are conducted. These focus on governance covering the municipal operations of Council.

Meetings are chaired by the Administrator and reports are presented by the CEO and managers for each municipal function.

The public is invited to attend and is able to field questions before and during the meeting.

Meetings are broadcast by Dusty Radio, the local non-profit radio station, held as Zoom meetings to maximise participation and are recorded.

Commercial Activities Committee (CAC)

These meetings cover the non-municipal operations and commenced on 14 June 2022. They are chaired by the Administrator and reports are presented by the CEO and managers for each non-municipal function.

The meetings are held monthly, with special meetings additionally held when required.

Audit and Risk Committee (ARC)

The ARC provides oversight of the financial and risk aspects of the Council.

There is an external Chairperson, external member and the third of three members is the Administrator.

Meetings are held quarterly and are attended by the members as well as the CEO, General Manager Corporate and Community and our external Finance representative.

Special meetings are also held when required.

CEO Oversight Committee

This committee governs the performance of the CEO against pre-determined KPIs.

It meets quarterly, as well as on an as-needed basis, and is chaired by an external person. The other two committee members are the external Chairperson of the ARC and the Administrator. The CEO also attends the meetings.

External Audit

The key points here are that the external auditors, Bentleys, for the last two years have given an unqualified audit result regarding Council's financials but only a qualified audit of Council's internal controls, as follows:

"We have audited the compliance of the District Council of Coober Pedy (the Council) with the requirements of Section 125 of the Local Government Act 1999 in relation to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2021 to 30 June 2022 are in accordance with legislative provisions.

In our opinion, the Council has not complied, in all material respects, with Section 125 of the Local Government Act 1999 in relation to Internal Controls, established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with legislative provisions for the period 1 July 2021 to 30 June 2022."

"The council has significant deficiencies in their internal controls to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2021 to 30 June 2022 were accordance with legislative provisions. These deficiencies were due to an absence of policies, procedures and robust internal controls."

Council is working towards being capable of having an unqualified opinion in the future, likely in FY24. Appropriate staff are currently working on completing a review (the first analysis) stage. As soon as each review is completed this will be sent through to others to complete the assessment stage. As part of the reviews and assessments, the presence of existing policies will be reviewed and, where there are instances of breakdowns in internal controls, there will be an action plan proposed. The action plans will likely involve other staff/managers to produce in response to the internal control issue identified. We are prioritising those controls that have the highest inherent risk.

We are working towards producing enough evidence of Council's internal controls that would satisfy the auditors for the FY23 interim and final audits. We are expecting the interim audit to occur any time from April to July 2023.

Town

Economic Development

Business Continuity

No specific business continuity plan in place and no such plan is required regarding this business function given that there is no one employed by Council to carry out economic development activities. The internal workload is shared between the CEO, General Manager – Corporate and Community, Executive Assistant, and the Team Leader – Revenue and Administration to a lesser degree. The external workload is undertaken by Regional Development Australia Far North (RDAFN).

The current resourcing of economic development is inadequate. Where the required resources to achieve anything for the community in economic development is discussed later in this report. Economic development is not considered to be an essential service.

Bylaw and Policy Development

No bylaws or policies required for this service however most other Councils in South Australia have an Economic Development Strategy to drive development in their respective communities. Council developed an Economic Growth and Investment Strategy in 2019 but it needs review given lack of resources to carry out the strategy. Nothing has been achieved from the strategy being developed as no resources have available to deliver any on any of the proposed outcomes contained in the Strategy.

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Misuse of funds allocated to economic development/industry support activities	<ul style="list-style-type: none"> • All funds dedicated to economic development activities (opal industry support) to be retained by Council and not paid out to industry association directly • Council to receive invoices from third party services and paid directly to third party after assessment and approval by Council
Lack of resources	<ul style="list-style-type: none"> • No solution due to lack of funding
Project slippage due to lack of resources	<ul style="list-style-type: none"> • This has been occurring since at least 2019 but more likely since around 2010.
Ineffective delivery of economic development services by external parties	<ul style="list-style-type: none"> • Current 4-year agreement exists between DCCP and Regional Development Australia Far North (RDAFN) to deliver economic development activities in Coober Pedy. Expires 30 June 2023. • Service delivery is erratic with no immediately apparent, tangible benefits for Coober Pedy over the life of the agreement • Conduct a thorough review of the agreement between Council and RDAFN and determine economic development services moving forward • Engage with state government to determine appetite to support this critical service for the future development of our community.

Customer Profile

Customers/beneficiaries are the entire community.

Efficiency and Effectiveness

Current economic development in the community is neither efficient nor effective. No significant economic development activities/projects have been undertaken in several years.

Employee Risk

There are no apparent risks to staff as there are no staff dedicated to carrying out economic development activities and/or services.

Employee Experience and Skills

There are no staff employed that are dedicated to economic development projects/activities.

Fees and Charges

There are no fees and/or charges associated with economic development projects/activities. There has been a proposal by Council to impose an “economic development levy” on the ratepayers however this is an unwise move without a solid plan explaining how the funds are proposed to be used and what the measurable outcomes will be. To impose such a levy without a plan/strategy in place would likely result in community blowback and be detrimental public/stakeholder/community relations for Council.

Financial Risk

There are no immediately apparent financial risks to the organisation regarding economic development however, given the proposed expenditure freeze for the remainder of FY23 for non-essential services and economic development is not an essential service, it is unlikely that any significant economic development outcomes will be achieved this financial year.

Legislative and Regulatory Compliance

There are no legislative or regulatory compliance required for the economic development program.

Service Levels

All economic development services/activities being provided in Coober Pedy are by Regional Development Australia Far North (RDAFN). The bulk of the service being provided is an information sharing/dissemination (including facilitation of webinars), business advisory services and an advocacy role for local government throughout the region. Other services include business development workshops and facilitation of a regional Indigenous Business Incubator Program. Unfortunately, no known new businesses have commenced, jobs created or population retained as an outcome of these programs.

Service Performance

This is not relevant as no data exists. There are quarterly reports provided by RDAFN.

Systems and Processes (An assessment of the state of current systems and processes and where there are deficiencies what action is proposed.)

Economic development in recent years has been essentially not existent as Council struggles with its own financial/economic sustainability let alone that of the town as a whole.

Historically, Coober Pedy had a mutually beneficial arrangement in place with RDAFN (formerly NRDB), and the state government to deliver economic development activities/projects across the North SA.

The arrangement consisted of a pool of funding from the following organisations:

- District Council of Coober Pedy
- Northern Regional Development Board (now Regional Development Australia Far North)
- Office of Regional Affairs (now part of Department of Primary Industries and Regions)
- Primary Industries and Resources SA (now Department for Energy and Mining).

The pool of funds was used to employ an economic development officer. Some of the activities that the role was responsible for included:

- Apply for major grants to facilitate economic development in the community
- Stimulate growth in jobs and skills development
- Provide governance and other support to (including minor grant applications) for not-for-profit community groups
- Primary contact for state and commonwealth government personnel visiting the town
- Facilitation of local business participation in mining developments in close proximity to the community
- Small business support and mentoring including connecting small business with other government agencies such as Austrade, AusIndustry and the Small Business Commissioner
- Convened annual economic development forums to stimulate economic growth, investment, and development
- Biennial production of investment attraction brochures to stimulate investment in the community
- Development and facilitation of regional business clusters to facilitate a more cooperative and collaborative approach to business relationships as opposed to purely competitive.

A selection of the projects that the role sourced funds for and managed projects generated by those funds include:

- Conversion of the Breakaways from a place of interest into a conservation reserve and tourist attraction as well as development of all reserve/park infrastructure including interpretive signage throughout reserve/park
- Development of town oval, wetlands, walking trail and associated precinct including the skate park
- Sourcing of funds to purchase the CPMA's prospecting drill for the primary purpose of discovering a new field
- Sourcing of funds and project managing the development of the United Bowling Club's bowling green, tennis courts, basketball/netball courts and beach volleyball courts.
- Sourcing of funding to build new airport terminal
- Sourcing of funds to replace AC pipeline from the bore to the desal plant

- Sourcing of funds to upgrade the projector at the Coober Pedy Drive In
- Installation of new 'Welcome to Coober Pedy' signage.

The role was mainly focused on economic development but also undertook several projects and activities in the community development space.

If Council is going to have an impact on economic development in the community, then it should review how economic development initiatives were successfully delivered in the past and consider whether there is an appetite from government to reimplement a similar arrangement in the future. To determine this, Council needs to engage with the relevant persons within state government to discuss options moving forward.

Tourism

Business Continuity

No specific business continuity plan in place and no such plan is foreseeably required.

Tourism is not considered to be an essential service. Tourism activities are limited to the operation of the Visitor Information Centre for 8 months of the year (March to October).

Several other tourism projects could be initiated, however Council has neither the human nor financial resources to carry out any tourism projects. If the resources were available, then projects could include:

- Further development of the Coober Pedy Heritage Trail in partnership with the CP Historical Society (e.g., development of Coober Pedy Heritage Trail app/audio)
- Full decommissioning and remounting of original wind turbine
- Free wi-fi along Hutchison Street
- Further development of Jewellers Shop Noodling Area
- Improvement to tourist amenities at town/highway blower including "what to see and do in Coober Pedy"
- Improve pedestrian safety on Crowders Gully Road (e.g., footpath)
- Tourism grant submission writing
- Engagement of Tourism Project Officer to provide greater support to Coober Pedy Retail Business and Tourism Association
- Upgrade of VIC
- Development of marketing strategy
- Development of aboriginal tourism product
- Establish and maintain Coober Pedy calendar of events and festivals.

There are likely several other worthy tourism related projects that conceived if the matter was workshopped with the appropriate persons around the table. However, an exercise such as this would be pointless due to the lack of any financial or human capital to deliver such projects.

Bylaw and Policy Development

No by-laws exist or are required for tourism. No mandatory policies or procedures are required for tourism. The only policy that currently exists relating to tourism is the Signage Policy. Signage Policy is still current and does not need to be reviewed.

Citizen and Customer Risk (Identify all risks citizens and customers are exposed to and what mitigation or elimination strategies are in place.)

Customer Risks	Mitigation or elimination strategies in place
None	Not Applicable

Customer Profile

Customers/beneficiaries are the entire community as tourism benefits the entire community in many ways such as:

- Economic development: Tourism can bring money into the local economy through businesses catering to tourists, such as hotels, restaurants, and shops.
- Job creation: The tourism industry can create jobs for local residents, including in the hospitality and retail sectors.
- Preservation of cultural heritage: Tourism can also help to preserve the town's cultural heritage and traditional practices, as well as promoting it.
- Increased community pride: The presence of tourists can boost community pride and sense of civic engagement among residents.
- Diversify local economy: It can Diversify the local economy which can help it more stable and less dependent on other industry such as opal mining and government services.
- Environmental benefits: Tourism can provide environmental benefits, such as conservation of natural resources and promotion of sustainable practices.

Efficiency and Effectiveness

Current delivery of tourism services is satisfactory. Tourism development services could be improved and tourism projects could be developed/progressed with the employment of an Economic and Community Development Officer however Council lacks the funds to appoint such a position.

Employee Risk

All risks to staff are adequately managed other than the safety of staff working in the Visitor Information Centre (VIC) on their own over weekends. A duress alarm is planned to be installed prior to the reopening of the VIC in March.

Employee Experience and Skills

Tourism employee experience and skills are adequate.

Fees and Charges

All fees and charges relating to tourism are reviewed annually and they recover all costs.

Financial Risk (Identify any current or future financial risks and what is being done to mitigate or eliminate them.)

There are no immediately apparent financial risks to the organisation regarding tourism other than the annual cost to ratepayers of operating the VIC. A way of reducing the cost to Council and ratepayers is by following the practice of the past administrations by employing a fulltime tourism

and/or administration trainee. This would greatly reduce the cost to Council and enable create a new opportunity for a young person within our community.

Legislative and Regulatory Compliance

To the best of Council's knowledge, all legislative and regulatory compliance requirements are being met regarding tourism.

Service Levels

The current service levels are adequate and are meeting the community's current and future needs.

Service Performance

Service performance regarding tourism is satisfactory.

Systems and Processes

The current systems and processes for tourism are adequate, and no deficiencies are easily identifiable.

Community Development

Business Continuity

No specific business continuity plan in place and no such plan is required regarding this business function given that there is no one directly employed by Council to carry out community development activities. Council engages a specialist consultancy firm (Doing Life Together) to provide community development services. The current resourcing of community development is adequate however, in the longer term, it would be ideal for the capacity to be built locally and for community development services to be delivered locally by locally based personnel.

Council's flagship community development initiative is the Coober Pedy Together Project. Other community development related services/initiatives delivered by Council include:

- Community Grants Program (with a portion of funding provided by EDL)
- Provision of administrative support to community organisations (e.g., Coober Pedy Miners Association Inc.)
- \$20k sponsorship for the Opal Festival provided annually to the Coober Pedy Retail Business and Tourism Association
- Organisation of Council events such as Australia Day/Citizen of the Year Awards.

Although a Corporate and Community Services Manager was funded in the 2022/23 budget, the position is currently unfilled due to a review of Council's corporate structure and uncertainty around Council's forward cashflow position.

There are several potential projects in the community development space as outlined within Council's 2021/22 Annual Business Plan and budget however the projects are beyond Council's current financial and human resource capacity. Those potential projects include:

- Creation of a Town Plan

- Identification of grant opportunities and the making of grant applications
- Improved support for locally based community organisations
- Greater support for sports and recreation activities in town
- Increased financial support for the community grants program including advocating mining companies surrounding our community to contribute towards the pool of funds
- Advocation for better community housing including the design of community housing to better suit the climate in which it is situated
- Improvement of community spaces such as the Town Hall/Town Oval precinct
- Improved streetscaping of Hutchison Street
- Increased support for CPT to facilitate the construction of a Community Garden
- Review and support social activities in the community targeting those living with social isolation
- Investigation into the feasibility of a community bus to assist those suffering from social isolation
- Creation of a directory of community organisations
- Developing a 'Welcome to Coober Pedy' pack for new residents
- Improving the safety of residents and visitors by becoming more involved and supporting the Coober Pedy Alcohol Management Plan, including the development of a crime prevention strategy.

Community development is not considered to be an essential service.

Bylaw and Policy Development

No bylaws or policies required for this business function.

Citizen and Customer Risk

Not applicable.

Customer Profile

Customers/beneficiaries are the entire community.

Efficiency and Effectiveness

Current community development services in the community are adequate but minimal due to constrained financial and human resources. The only significant community development initiatives that take place are driven by the Coober Pedy Together (CPT) project. Although CPT is facilitating positive change in the community, it too is constrained as all activities are almost entirely reliant on volunteers (other than the facilitator).

Employee Risk

There are no apparent risks to staff as there are no staff dedicated to carrying out community development activities and/or services.

Employee Experience and Skills

There are no staff employed that are dedicated to community development projects/activities. Greater upskilling of CPT volunteers would be advantageous for the community and hopefully lead to community development facilitation being carried out locally by locally based personnel.

Fees and Charges

There are no fees and/or charges associated with community development.

Financial Risk

There are no immediately apparent financial risks to the organisation regarding community development however, given the potential expenditure freeze for the remainder of FY23 for non-essential services and community development is not an essential service, it is unlikely that any significant community development outcomes will be achieved this financial year if the proposed spending freeze is implemented.

Legislative and Regulatory Compliance

There are no legislative or regulatory compliance required for the community development program.

Service Levels

The current level of service is limited to the activities of the Coober Pedy Together Facilitation Group. The group consists entirely of volunteers. The community development service levels are currently adequate but minimal. In due course, the engagement of an Economic and Community Development Officer will be of great benefit to the CPT Facilitation Group as it would have at least a 0.5 FTE permanent position to assist the volunteers to carry out their aims and objectives. There is a risk to the group of 'volunteer burnout'.

Service Performance

This is not relevant as no data exists.

Systems and Processes

This is not relevant to community development.

Cultural

Business Continuity

No specific business continuity plan is in place and no such plan is required regarding this business function given that there is no one directly employed by Council to carry out cultural activities.

Cultural development is closely related to community development so there is some crossover with that report. Cultural development activities undertaken by Council include:

- Managing the planning and delivery of Australia Day celebrations including Citizen of the Year Awards

- Managing the planning and delivery of Council's NAIDOC Week celebrations (largely delivered by the Kanku-Breakaways staff)
- Supporting and encouraging staff to attend NAIDOC Week events throughout the community.

There is one project in the cultural program that needs to be completed in to 2022/23 FY, that being the development of a Reconciliation Action Plan and the delivery of organisational-wide cross-cultural training. It would be ideal if these two initiatives are completed by 30 April 2023 in line with the recommendations put forward by the Ombudsman, however the availability of resources (both financial and human) will be challenging for Council. The ability of Council to deliver cross-cultural awareness training to all staff will be greatly improved if and when the Kanku-Breakaways Co-Management Board complete the development of the Coober Pedy-centric cross-cultural awareness training modules. The Kanku-Breakaways Co-Management Board is currently developing the modules in partnership with the Department of Environment and Water.

There are several potential projects in the cultural development space as outlined within Council's 2021/22 Annual Business Plan, however the projects are beyond Council's current financial and human resource capacity. Those potential projects include:

- Improving the safety of residents and visitors by becoming more involved and supporting the Coober Pedy Alcohol Management Plan including the development of a crime prevention strategy

'Culture' is not considered to be an essential service.

Bylaw and Policy Development

No bylaws or policies required for this business function.

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Lack of cross-cultural awareness resulting in inappropriate customer service for those customers that identify as being of Aboriginal heritage	<ul style="list-style-type: none"> • All customer facing staff (except depot staff) have undertaken cross-cultural awareness training and participated in a cultural awareness workshop with locally based social services agency officers in 2022.

Customer Profile

Customers/beneficiaries are the entire community.

Efficiency and Effectiveness

Current cultural services delivered by Council in the community are satisfactory but could be improved if there were an increase in human and financial resources.

Employee Risk

There are no apparent risks to staff regarding cultural activities.

Employee Experience and Skills

There are no staff employed that are dedicated to cultural activities. Greater upskilling of staff will be achieved by the collective development of a Reconciliation Action Plan and for all council staff to attend cross-cultural awareness training.

Fees and Charges

There are no fees and/or charges associated with culture.

Financial Risk

There are no immediately apparent financial risks to the organisation regarding culture, other than the requirement to invest in cross-cultural awareness training and invest resources and time in developing and managing a Reconciliation Action Plan.

Legislative and Regulatory Compliance

There are no legislative or regulatory compliance required for culture, other than an expectation by the Ombudsman that appropriate cross-cultural training will be conducted and a Reconciliation Action Committee or Plan be put in place.

Service Levels

The current level of cultural services is limited and not really meeting the community's needs. The employment of an Economic and Community Development Officer could result in a small portion of their time (0.1 FTE) being dedicated to 'culture'. The reason that so little of the proposed position's time can be dedicated to culture is because there is so much work that could be done in the economic and community development space.

Service Performance

This is not relevant as no data exists.

Systems and Processes

This is not relevant to culture.

Rating and Valuations

Business Continuity

No business continuity plan is in place apart from arrangements for business continuity in the event of a pandemic as included in DCCP Pandemic Procedure. No business continuity plan is required for this business function.

Bylaw and Policy Development

No by-laws are relevant to Rating and Valuations.

All policies are current and have been developed in accordance with the Local Government Act 1999.

Relevant policies include:

- Debt Recovery Policy
- Rate Rebate Policy.

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Incorrect Capital Value is used to raise rates for a property	<ul style="list-style-type: none">• Council receives yearly reports from the Valuer-General providing the capital value for each property. Council uses this data to calculate the rates. The values are entered in the system and the total in the software is checked against the report received.
A service is charged when not available	<ul style="list-style-type: none">• Council runs reports each year to check the services charged to each property.• If a mistake is made, the ratepayer can object to Council, which after investigation can decide to remove the charge to the property and will refund the incorrect charges.

Customer Profile

The customers are ratepayers that have a property in the area of the District Council of Coober Pedy.

There are 340 Non-Rateable properties, 1,210 Residential, 98 Commercial, 22 Industry, 267 Vacant Land and 13 rated as Other.

Efficiency and Effectiveness

The rating and valuation program is operating effectively and efficiently. There are no future opportunities and no additional investment required.

Employee Risk

There are no apparent risks to staff. The risk to employees is mostly related to the customer service part of the job. The risks are mentioned in the State of Council report for Customer Service.

The Revenue team has a WHS officer that monitors and mitigates any risks that might arise.

Employee Experience and Skills

Revenue Officers are fully trained and are involved in the development and implementation of Council's policies and procedures relating to rates. The Revenue Officers involved in rates are members of Revenue Professionals SA. Revenue Professionals SA provides contemporary information regarding rates and all relevant officers participate in the yearly rates conference.

Revenue Officers have created step-by-step procedures for all section of the rating and valuations program to enable new Revenue Officers to learn that role independently, however guidance is provided when necessary.

Fees and Charges

All fees and charges were subject to review prior to the commencement of this financial year and recovers all costs and expenditures.

Financial Risk

Financial Risks	Mitigation or elimination strategies in place
Debts are not collected	<ul style="list-style-type: none">• A Debt Collection Policy has been created. Revenue Officers will follow the same procedure for all accounts overdue.• Relevant staff review rates overdue on a regular basis and investigate any outstanding items.• Statements are provided regularly to debtors.• After 3 years of unpaid rates, Council can auction the property to recover rates owing.
Council does not raise the correct level of rate income.	<ul style="list-style-type: none">• All software changes to rate modelling functionality fully tested and reviewed by relevant staff.• There is a rating policy in place that is reviewed annually and provides clear guidance on rating methodology and relevant rebates and remissions in line with legislation.
The ratepayers master file data does not remain pertinent	<ul style="list-style-type: none">• Access to the ratepayer's master file is restricted to appropriately designated personnel and is reviewed by relevant staff for accuracy and ongoing pertinence.• There is a process in place to ensure changes to the ratepayers' master file are compared to source documents to ensure they are inputted accurately

	<ul style="list-style-type: none"> • Rates accounts system provides audit trail to record changes made to master file.
The Property master file data does not remain pertinent.	<ul style="list-style-type: none"> • Recorded changes to property master file data and any rate adjustments are compared to authorised source documents to ensure that they are inputted accurately. An audit trail is maintained for all changes. • Access to the Property master file is restricted to appropriately designated personnel, with a process in place to ensure changes are in line with policies and procedures.
Rates and rate rebates are either inaccurately recorded or not recorded at all.	<ul style="list-style-type: none"> • Rates are automatically generated by the rate system, including the calculation of rate rebates and other parameters as applicable. • Annual valuation update is balanced prior to the generation of rates; all mismatches resolved prior to finalising rate generation. • All rate rebates and adjustments including write offs are appropriately authorised, with reference to Delegations of Authority and source documents.

Legislative and Regulatory Compliance

All legislative and regulatory obligations are being met. All policies and procedures are developed in accordance with the Local Government Act 1999.

Service Levels

The rating and valuations service is providing the current service level needed.

Rates instalments are sent quarterly.

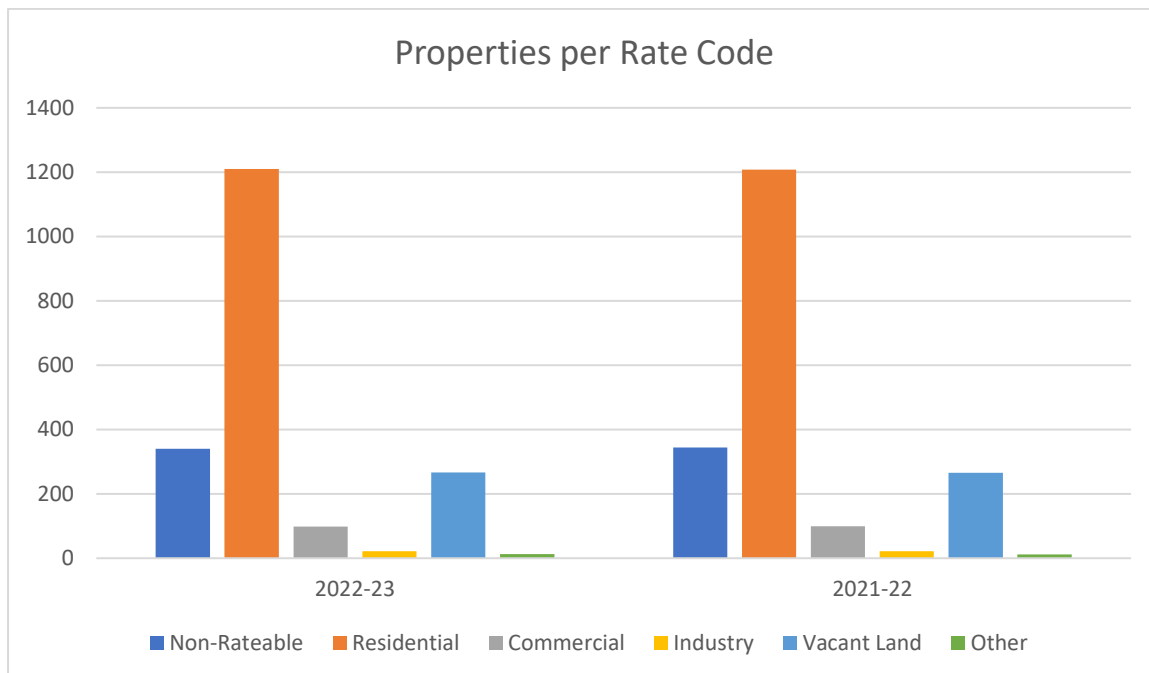
Debt collection is performed after each overdue letter is sent.

Council staff provides assistance at the front counter, in writing, via email or phone 5 days a week.

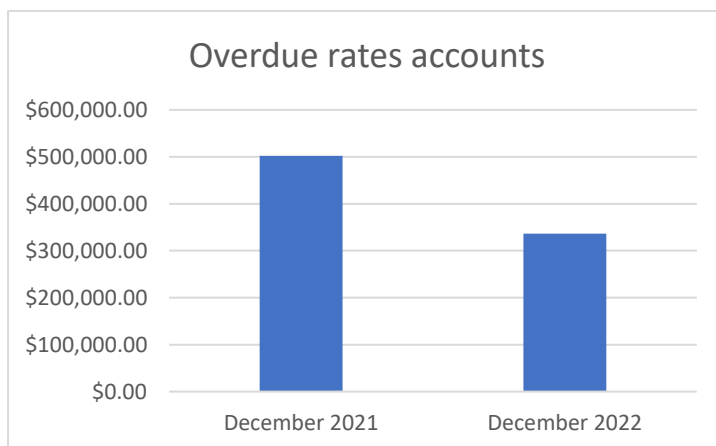
Service Performance

The debt collection process for overdue accounts has considerably improved.

Council went through the S184 (auction) process of the Local Government Act 1999 in June 2021, which reduced considerably the rates overdue. A new auction is planned for later this year, around May 2023.



Overdue accounts:



Systems and Processes

Rating and valuations program is working without any issues.

The debt collection process has improved with a reduction in Council's rates overdue. There was a reduction of around 85% of rates overdue for 2020-21.

A new policy was introduced in December 2021 regarding Financial Hardship for rates. A Debt Collection Policy was also developed.

Customer Service

Business Continuity

No business continuity plan is in place apart from arrangements for business continuity in the event of a pandemic as included in DCCP Pandemic Procedure. No business continuity plan is required for this business function.

Bylaw and Policy Development

No by-laws are relevant to Customer Service.

All policies are current and have been developed in accordance with the Local Government Act 1999:

- Complaint, comment and compliment form
- Customer Complaints Policy.

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Privacy is not respected	<ul style="list-style-type: none">• Council staff ask for the customer's account number and confirm by asking their last name to make sure this person is the account holder. A form is also distributed to the customer if they wish to allow someone else to act on their behalf. This form is then signed and entered in the system.
Poor customer service	<ul style="list-style-type: none">• Council provides staff with customer service training and hires staff with experience in this department.

Customer Profile

The customers are the entire community.

Efficiency and Effectiveness

The customer service program is operating effectively and efficiently.

The computers at the front counter tend to be quite slow. Thanks to the server upgrade, this has improved considerably.

Employee Risk

The employee risk is very high when it comes to customer service. The high level of abuse and aggression at the front counter is quite important and a significant WHS issue, especially psychologically.

To mitigate these risks, Council had the camera at the front counter repaired. There is a no tolerance policy for abusive customers. Abusive customers are asked to leave the premises and a letter with warning is sent to them. In severe cases, customers are banned from entering Council for 12 months.

More work needs to be done on this matter.

Employee Experience and Skills

Employees are provided with training to deal with angry and aggressive customers.

However, not much more training budget is offered to this department.

Fees and Charges

All fees and charges were subject to review prior to the commencement of this financial year and recovers all costs and expenditures.

Financial Risk

No Financial risk is identified for Customer Service.

Legislative and Regulatory Compliance

All legislative and regulatory obligations are being met. All policies and procedures are developed in accordance with the Local Government Act 1999.

Service Levels

There is no service level to compare the customer service against.

Service Performance

There is no service performance data to compare the current customer service against.

Systems and Processes

There has been an increase in policies and procedures regarding customer service. A thorough review of forms has been done over the last financial year with a redesign of the website. This enhancement has allowed a better structure of the website, allowing customers to find information easily. It is also easier for officers to guide customers to the relevant forms or information on the website.

Financial Services

Financial Services

Business Continuity

No specific business continuity plan is in place regarding this business function. There are currently 6 staff either partially or solely employed under this business function. Management of this business function is overseen by the General Manager – Corporate and Community, and the Senior Accountant. The senior Accountant is currently engaged under a permanent contracting arrangement to provide financial support and expertise. Services provided under this function include:

- Accounts Payable, Accounts receivable, and Financial and Management Accounting functions.

Financial Services is considered a support function rather than an essential service.

Bylaw and Policy Development

Bylaws and policies applicable under this business function include:

- Pricing policy, Budget Policy, Procurement Policy, Credit Card Policy, Debt recovery Policy and Writing off Bad Debts Policy.

All the policies listed above are current. There is an overall project to review all Council policies and the ones listed above will be included in that review. Ongoing reviews through internal controls will highlight if there are any gaps and propose actions to the CEO.

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
That a customer is overcharged for services	<ul style="list-style-type: none">• Pricing is reviewed every year as part of the annual budget process to ensure full cost recovery.

Customer Profile

Customers of the Finance Services business function include:

- Internal management; Council members/administrator/s; the community; Grant providers; Local Government Finance Authority (LGFA); Essential Services Commission of South Australia (ESCOSA).

Customers of this service function are recipients of information regarding the financial performance of Council. All financial information is independently audited each year.

Efficiency and Effectiveness

The efficiency and effectiveness of the Financial Services function will be greatly improved by having written procedures in place for all staff. Many staff are engaged in checking other staff's work and following up missing or incorrect information.

Creditors invoices are often misplaced, though this has improved significantly since transitioning to electronic authorisations through Adobe. However, there are many local suppliers who provide paper invoices and often these are delivered with goods and not given directly to accounts payable.

Employee Risk

There have been no risks identified in this business unit to staff.

Employee Experience and Skills

Council does not have qualified financial personnel on staff. As such it has engaged LG IQ to provide the specialist financial advice and expertise. The service provided by LG IQ includes mentoring and training of existing Council staff to upskill them to manage and execute day to day operating financial information tasks.

Opportunities exist within Council to cross train staff to provide development opportunities and ensure Council has adequate resources to cover all tasks.

Fees and Charges

The only fees and charges applied from Financial Services relate to the recovery of bank fees from customers whose payments have declined and the financial services management agreement with the Breakaways National Park Service.

The bank fees are a full cost recovery and have been reviewed as part of the annual fees and charges pricing review incorporated as part of the annual budget preparation. The Breakaways management fee is an agreement regarding the provision of financial services to the Breakaways management. This fee is submitted to the Breakaways Board for approval.

All fees and charges are reviewed as part of the annual budget process and periodic reviews are conducted throughout the year on any items that have had material changes in their cost base. Some fees have only been increased by CPI for the last two years. This will need to be reviewed in the FY24 budget cycle.

Financial Risk

Council has limited working capital with no options to borrow additional funds. The future cash forecast indicates that cash balances will fall below \$500k by June 2023. This will likely result in delayed payments to Council's largest creditor, until such time as cash is received from grants and other operating inflows, to recommence those payments. Council is implementing an expense freeze on all non-essential expenditure to ensure it is managing its cash flow responsibly.

Council is in a position where past financial decisions have resulted in prolonged delays in repairing and replacing vital plant and equipment. The situation now faced by Council is a lack of resources to ensure vital equipment is safe and operational to meet their service obligations.

Council's current purchase order system does not include written terms of service. Such terms of service would specify Council's minimum payment terms, expectations regarding delivery of items and return conditions.

Legislative and Regulatory Compliance

Legislative and regulatory requirements under this business unit include the following:

- Annual business plan and annual budget; Long term financial plan; lodgement of monthly Business Activity Statements (BAS) and annual Fringe Benefits Tax returns (FBT); preparation of audited Annual Financial Statements.

Council has recently been made aware of outstanding FBT returns that were not submitted going back to 2008. The team is currently working on this and is anticipated to resolve this by 31 January 2023. There is the possibility of financial penalties been applied by the ATO and all efforts are being made to avoid this.

To the best of Council's knowledge all other returns have been submitted in accordance with legislation.

Service Levels

Inefficiencies in processing invoices in a timely manner have reflected badly on Council in the Community. Some suppliers have reduced trading terms or refused to trade with Council because of prior experiences. All efforts are being made to improve internal processes and ensure key supplier accounts are reconciled proactively to ensure all invoices are paid promptly. Again, written procedures for all staff would be very helpful in ensuring a smoother experience for all customers.

The provision of financial information is now being provided on a regular basis and meetings are held monthly with responsible managers to review their financial performances.

Service Performance

This is not relevant as no data exists on this business unit.

Systems and Processes

Council is deficient in having written procedures and checklists in many areas. This would ensure better training of all staff. It would also ensure better accuracy of work completed by all staff as there would be a greater understanding of the expectations of each role.

The current IT provider has a further offering that would provide Council with access to automated processed such as: online invoice approvals, online purchase order approvals and online timesheets. At the present time this has not been investigated due to Council's financial position.

Human Resources and Payroll

Business Continuity

No specific business continuity plan in place, and no business continuity plan is foreseeably required. There are several employees trained in payroll. The payroll workload is carried out by the Payroll Officer and the work is reviewed and approved by the Assistant Accountant and Senior Accountant. In the absence of Assistant Accountant and Senior Accountant, the Team Leader – Revenue and Administration, and General Manager – Corporate and Community review and approve the payroll before processing in the system.

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HR and payroll are essential to the organisation for several reasons. HR is responsible for managing Council's human capital, which includes recruiting, hiring, and training employees. It is also responsible for managing employee benefits, performance evaluations, and professional development. In addition, HR is responsible for ensuring that the company complies with labour laws and regulations.

Payroll, on the other hand, is responsible for accurately paying employees for their time and work. This includes calculating and processing pay, as well as tracking employee hours and leave time. Payroll is also responsible for withholding and paying taxes on behalf of employees.

Both HR and payroll are essential functions of the organisation. HR helps to ensure that a company has the right people in the right roles, while payroll ensures that those people are paid accurately and on time. Together and when operating smoothly, these functions help to create a positive work environment and keep Council running smoothly.

Bylaw and Policy Development

No by-laws are relevant to Payroll. Payroll is governed by the Local Government Employees Award, the SA Municipal Officers Award and Council's Enterprise Agreement. There are several detailed policies and procedures that were developed in mid-to-late 2022 by the Corporate and Community Directorate. Detailed Payroll/Human Resources policies and procedures are essential to the organisation.

Citizen and Customer Risk

There are no apparent risks to citizens or customers however there are significant corporate risk to the organisation if HR/Payroll is not performed correctly.

Customer Risks	Mitigation or elimination strategies in place
Underpayments	<ul style="list-style-type: none"> To maintain the accuracy of calculating the wages and entitlements, SynergySoft software is updated frequently.
Recordkeeping and payslips	<ul style="list-style-type: none"> Maintain secure physical and digital record management system
Incorrect classification of employees in payroll due to management error	<ul style="list-style-type: none"> Although not implemented yet, the most appropriate mitigation/elimination strategy is that ALL new contracts/letters of offer are provided to payroll/HR for review prior to execution. This will enable the documents to be checked that all appendices are included in the document and hourly rates are verified prior to execution.
Incorrect classification of employees in payroll due to staff error	<ul style="list-style-type: none"> New employees are created in the system by the Team Leader – Revenue and Administration or Assistant Accountant

	using executed employment contracts/letters of offer and payroll is checked against the pay rates before processing the first pay.
All employees are paid off timesheets authorised by the supervising manager	<ul style="list-style-type: none"> • Access to the payroll data, folders and files are restricted to payroll personnel only (limited access) to ensure compliance with privacy legislation and internal privacy policies • Assistant Accountant reviews monthly Audit trail to ensure accuracy of employee information • There is an ongoing issue with potential timesheet fraud that needs to be addressed as a matter of urgency. Specifically, timesheets possibly being changed by managers/supervisors without the knowledge of employees.
Wrong or missed overtime information	<ul style="list-style-type: none"> • All timesheets are to be reviewed and approved by their Supervisor/Manager
Wrong leave information on leave forms	<ul style="list-style-type: none"> • Check the monthly leave accrual balance report provide by Payroll before approving the leave forms by Managers
Wrong hourly rate	<ul style="list-style-type: none"> • Prepare employment contract by referring to the award classification and checking the applicability of the casual loading and on call allowance by the General Manager - Corporate and Community or the Team Leader – Revenue and Admin (this currently does not occur across the organisation resulting in numerous errors in employment contracts/letters of offer)
Missing fortnightly timesheets	<ul style="list-style-type: none"> • The payroll officer maintains a timesheet register to identify any missing timesheets and payroll officer contact the relevant manager for the missing paperwork.

Customer Profile

Customers/beneficiaries are the Council employees. There are no “customers” as such.

Payroll is processed fortnightly.

Efficiency and Effectiveness

Recent move to electronic (Adobe) timesheet approval process has increased the efficiency of the payroll process. Also, with implementation of the timesheet procedure, staff and management are now generally working to the timeframes. The next step is introducing a payroll procedure to assign responsibilities, actions and the timeline/deadlines to improve the efficiency and effectiveness. This will need the support of the CEO to implement.

Employee Risk

There are no apparent risks to staff.

Recommendation that all queries are submitted via the managers or in writing to Payroll via email – payroll@cpccouncil.sa.gov.au. This will need the support of the CEO to implement.

Employee Experience and Skills

Current payroll officer has 2+ years' experience in current position. The Assistant Accountant, Team Leader – Revenue and Administration and Senior Accountant also all have experience in payroll to support the Payroll Officer. The General Manager – Corporate and Community has around 20 years' experience in Human Resources.

Human Resource related matters are the responsibility of all managers but principally the General Manager – Corporate and Community as it falls under the umbrella of that directorate. Ultimately though, the responsibility that sound principles of human resource management are applied to employment in the administration of Council is the CEO. The CEO must take reasonable steps to ensure that those principles are known to all employees (sect. 107 Local Government Act).

Fees and Charges

There are no fees and/or charges associated with Payroll.

Financial Risk

There are no immediately apparent financial risks to the organisation regarding Payroll however, employee salaries and wages plays a vital role in the budget. Therefore, it is important to manage staff salaries wisely.

The only financial risk to the organisation is that letters of offer/contracts are prepared with the correct hourly rate, timesheeting is accurate and timely, and that accrued staff leave is managed appropriately to ensure that employees do not accrue an excessive amount of leave.

Legislative and Regulatory Compliance

Payroll process is compliant with the ATO rules, requirement of Fair Works regulations, requirement of applicable awards, and all the applicable employment regulations.

Service Levels

Payroll is a support function of Council and does not directly deliver service levels.

Service Performance

01/07/2021 – 30/06/2022

- Full time employees 45
- Casual and seasonal employees 49

01/07/2022 – 10/01/2023^(present)

- Full time employees 46
- Casual and seasonal employees 20.

Systems and Processes

Systems and processes associated with the payroll are generally working satisfactorily but there is huge room for improvement.

Processes that are not working effectively include:

- Timesheets not being provided to payroll within specified timeframes thereby impacting on the efficiency of payroll
- Consistent timesheet inaccuracies/errors
- Managers/supervisors not checking timesheets prior to them being submitted to payroll
- Changes made to timesheets by supervisors/managers after employee has signed without the knowledge of employees
- Incorrect and/or incomplete contracts being presented to HR/payroll.

Asset Management

Business Continuity

No specific business continuity plan in place and no such plan is required regarding this business function given that there is no one employed by Council to carry out asset management functions. Management of this business function is overseen by the General Manager – Corporate and Community, the Senior Accountant, and the Executive Assistant. External consultancy is engaged periodically to conduct asset revaluations as required under the Accounting Standards. Other expenses incurred relate to the maintenance and upkeep of Council's owned residences and properties.

Asset Management is not considered to be an essential service.

Bylaw and Policy Development

No bylaws or policies required for this service.

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Accident or injury due to poorly maintained assets	<ul style="list-style-type: none">• Ensuring that Council adheres to safety requirements such as: testing and tagging on all equipment located in Council residences, ensuring there are working fire alarms.• Ensuring Council maintains the upkeep and general care of the properties it owns.

Exposure to toxins such as asbestos	<ul style="list-style-type: none"> • There is an identified property owned by Council (Town Hall) which has confirmed asbestos materials. • Council has recently secured this building and has quotes to engage qualified personnel to remove the toxic materials.
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Customer Profile

Customers/beneficiaries are staff and contractors that rent or stay periodically in Council owned properties.

Other customers/beneficiaries are the public that have access to other Council properties. (Note current access to the Town Hall is restricted due to the above actions).

Efficiency and Effectiveness

Council is limited in its ability to ensure adequate maintenance of its asset base due to limited financial resources. This was most recently demonstrated when a request was received to hire the town hall. In this process it was identified that Council had failed to secure access to the Town Hall, which was a previously condemned building, from the public. This was a breach in Council's responsibility to ensure public safety. On discovery of this breach, action was immediately taken to lockdown access to the building and advice sought as to Council's responsibilities. Following this, appropriate staff removed the materials.

Employee Risk

There are no apparent risks to staff that perform Council duties as there are no staff dedicated to carrying out asset management functions.

As mentioned above, staff do reside in Council owned residencies under a rental agreement as part of their employment contract.

There was an incident where a member of the public began removing asbestos materials at the Town Hall. Workplace Health and Safety was immediately called in and work ceased and testing on the individuals (including staff) was carried out.

Employee Experience and Skills

There are no staff employed that are dedicated to asset management projects/activities.

Fees and Charges

The only fees and charges applicable at this time are the rental agreements between staff and Council on the Council owned residencies. Terms for fees and charges are covered in those agreements.

There are no fees or charges currently applicable to other properties, such as the town hall, as they are not available for use by parties outside of Council. Fees and charges will be reviewed once the status on these properties' changes.

Financial Risk

The only immediately apparent financial risk to the organisation regarding asset management is if work on the removal of asbestos in the Town Hall were not to continue, if the imminent hazard assessment deems necessary.

There is a proposed expenditure freeze for the remainder of FY23 for non-essential services, however the work on the Town Hall represents a potential safety risk, and given Council's previous inactivity regarding this matter it has been recommended that there are no further delays in addressing this.

Legislative and Regulatory Compliance

There is a regulatory compliance issue regarding the removal of the asbestos in the Town Hall. As mentioned above, qualified personnel are being engaged at present and the initial assessment to be completed by min February.

Service Levels

Asset management services/ activities are of limited nature given the limited property involved. Once the Town Hall has been rectified there is the potential for use by the community to encourage a greater level of community activities and providing the community with a dedicated meeting space.

Service Performance

This is not relevant as no data exists.

Systems and Processes

It would be helpful if there was a serviceability assessment on the properties owned by Council to assess any other deficiencies.

Information Technology

Council engages New Era Technology as its IT Managed Services Provider. Council until recently has had a volunteer IT support person assisting New Era to meet business needs. This position has been funded in 22/23 and will be filled on a casual basis.

Business Continuity

A thorough analysis of backup processes and disaster recovery infrastructure including how they would be used should a council site be compromised was done as part of our recent IT Infrastructure upgrade. This work is almost complete. Putting together a full business continuity plan for each of the aspects of the business to work with the IT infrastructure in the case of one or more sites being impacted has not yet been completed and documented. It may form part of the development of each business areas business continuity plans although there will need to be additional details for cyber-attacks and compromised IT. The New Era account manager and Council IT support person have initiated planning to ensure risks are assessed and controls put in place.

Bylaw and Policy Development

Council has a number of policies that impact its IT environment that have not been reviewed for several years.

Council also does not have a responsible use of IT policy to govern staff use of IT and relies on the Code of Conduct for employees. This may be beneficial for clarifying use of technology for staff.

Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Compromise of data	<ul style="list-style-type: none">• Stringent server security and firewalls to prevent access• Secure logins• Securing of data within applications to only allow people the access they need for their jobs.
Lack of services in event of IT failure	<ul style="list-style-type: none">• Stringent IT security• Full disaster recovery location and infrastructure to allow moving of tasks to ensure continuity of business.
Communication failure – phone systems	<ul style="list-style-type: none">• Use of mobile devices in event of office phone system failure• Use of office phones in event of mobile failures.• Use of social media to advise of communication issues.• Utilise UHF radio when required in case of essential services and mobile phone failures

Customer Profile

External customers access the council website, Facebook page and receive emails and Mail Chimp emails from Council.

There are 277 Mail Chimp subscribers.

All council staff use office 365 accounts for email and most utilise council IT environment for administration and document preparation.

Efficiency and Effectiveness

The investment in a local IT Support person is the first step to having a more strategic approach to IT. It allows a focus on how IT can better support business processes.

Over the last 2 years significant improvements have been made to Council's IT environment with aging and failing infrastructure replaced, moving to Microsoft Office365, electronic signature processes and implementation of working from home options. These have led to efficiencies and increased flexibility.

Opportunities for the future (some of which are already started) include:

- Formalising business continuity arrangements
- Improved management of mobile devices
- Improved user security options
- Reviews of internal data access and processes to ensure these are managed to ensure efficient work across departments whilst maintaining enhanced security of data internally
- Investigations into online feedback platforms for enhanced feedback and communication with the community
- Use of AI technology to improve documentation and training for staff.
- Review of telephony technology and replacement of aging PABX.

Disposal of old assets also needs to be formalised and followed to allow a small amount of income from asset disposal before they are too old and become e-waste.

Employee Risk

Utilising IT poses a risk to employees when their role involves spending a lot of time at a desk or using technology in the field with poor ergonomics. These risks are managed by council by the implementation of an online computer workstation induction program for all new staff. Working from home site inspections are also utilised through our online WHS platform, Skytrust. Employees are also at risk of inadvertently introducing malicious software into the IT environment. This is managed through each workstation having suitable software to monitor any introduced software and ensuring PCs are locked down to prevent users from installing new software. Council also utilises filtering of emails prior to allowing them into users' mailboxes.

Employee Experience and Skills

Council engages New Era Technology which is an experienced managed service provider with extensive experience and well-trained staff across all areas of technology.

Council currently employs a casual staff member with a Bachelor of Information Technology and Graduate Certificate in Management. The staff member has over 13 years' experience prior to working with Council in working in software development and business process improvement with a federal government.

Council also employs a number of staff in other departments with various IT certificates and experience.

Improved knowledge in IP telephony is a current deficiency looking to be filled.

Fees and Charges

Council does not currently have any fees and charges associated with IT specifically, the costs are factored into overheads.

Financial Risk

Council has learnt from past experience that failing to manage the regular renewal of IT infrastructure leads to significant business risk and financial outlay. Unfortunately, this has led to council having to replace nearly all of their PC fleet as well as their server infrastructure over the last 2 -3 years. If there is no future planning to ensure regular turnover and upgrade of IT, council risks being in the same situation in 5 years' time.

Service Levels

IT is used to communicate information extensively with the community and from the community. Improvements in IT lead to improved service delivery outcomes for the community as well as productivity for staff provided IT is implemented to support robust, well designed business processes.

Service Performance

A significant review of individual licencing requirements has occurred over the last 3 years with significant savings in licence costs due to update of LGA Enterprise level agreements and reductions in needed licences.

Systems and Processes

IT Environment – system working well now that IT upgrade has occurred. Improvements will include reviewing the processes for allocating access, revoking access and changing access for council staff.

Mobile devices – only starting to utilise more thoroughly. Working on central management processes and replacing aging and damaged devices.

CCTV – serious deficiencies in camera function and quality of picture. Investigating options for replacing cameras to ensure quality image and recording. A CCTV policy should also be investigated and if it does not exist it should be created.

Website – currently hosted by LGA. Content management system works well. Recently had a design change to make finding information easier. Improved staff knowledge of how to update the website may make it easier to keep the information up to date or failing that a clear process for requesting updates to the website and clear allocation of that role.

Kanku Breakaways

The Kanku – Breakaways Conservation Park (the Park) is a Co-Managed Park under the National Parks and Wildlife Act 1972. It has a set of associated regulations, National Parks and Wildlife (Breakaways Conservation Park) Regulations 2013. It is the only park in South Australia with a three-way co-management agreement (see Appendix 3), the agreement being between the Antakirinja Matu-Yankuntjatjara Aboriginal Corporation (AMYAC), Department for Environment and Water (DEW) and District Council of Coober Pedy.

The Park is managed by a state Government appointed board consisting of 4 AMYAC nominated members, 2 District Council nominated members and one state government nominated member.

The members of the Board are there to make decisions and determine directions for the management of the Park in the best interests of the park.

The Board meets generally 2 to 3 times per year. All meeting arrangements are undertaken by the Executive Officer. The agenda is set by the Chairperson in conjunction with the Executive Officer.

The management decisions of the Board are implemented by the Kanku-Breakaways staff employed by District Council of Coober Pedy, fully funded by DEW and park income, to work on the park.

Kanku Breakaways

Business Continuity

No specific business continuity plan is in place with the exception of arrangements for business continuity in the event of a pandemic as included in DCCP Pandemic Procedure.

Informal arrangements for the small team in the event of an incident i.e., contact details are held by all members of the team. Kanku-Breakaways business locations are distributed and team members can work from any location on any council device. All data is kept in the Council IT environment and subject to Council backup arrangements.

Kanku-Breakaways is not considered an essential service.

Bylaw and Policy Development (Provide an assurance that all bylaws and policies that relate to the service are current and where this is not the case provide information regarding when they will be. Identify any gaps and provide details of when they will be filled.)

Council bylaws are not relevant to Kanku-Breakaways Conservation Park. All policy related to the conservation park and how it operates under the National Parks and Wildlife Act 1974 are current. Kanku-Breakaways Conservation Park Policies are set by the Kanku-Breakaways Conservation Park Co-Management Board, a state government statutory entity.

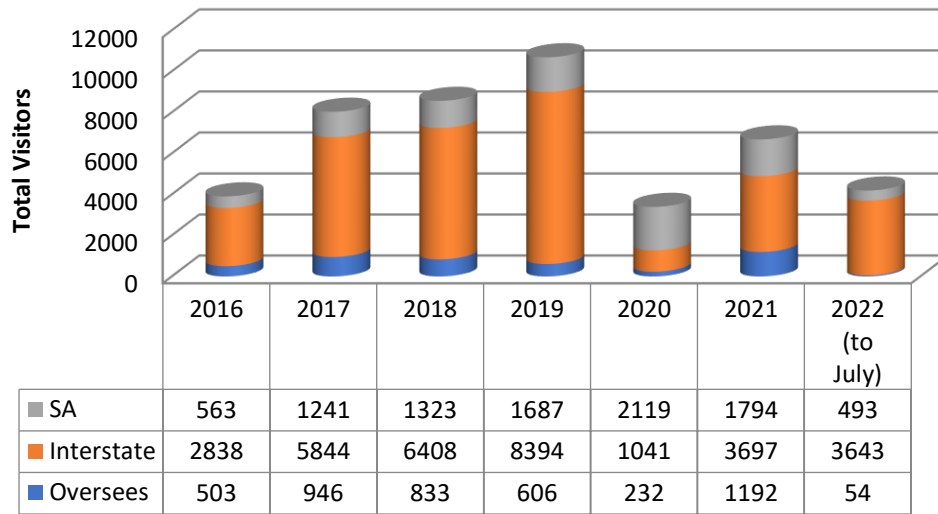
Citizen and Customer Risk

Customer Risks	Mitigation or elimination strategies in place
Motor vehicle accident	<ul style="list-style-type: none">• All road signage is compliant with legislation. Roads are assessed regularly and hazards are appropriately signed.• Park is closed when roads are assessed as being a safety concern.
Inclement Weather – risk of being stranded due to rain	<ul style="list-style-type: none">• Signage on entry to park highlights remote nature and lack of services• Park permit informs visitors of remote nature• Notifications are given through social media, website and direct to commercial tour operators on road conditions.

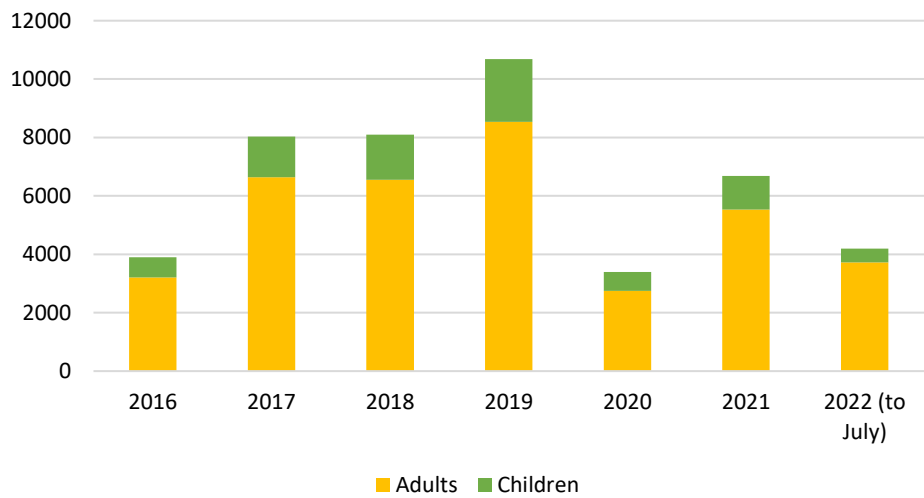
Snake and insect bite/stings	<ul style="list-style-type: none"> • Visitors are advised the park is a conservation park and home to varied flora and fauna. • Signage highlights there are no services in the park. • Additional snake awareness information will be given as additional infrastructure is installed in the park that presents areas of shelter for snakes thus increasing the risk of encounters.
Cultural risks	<ul style="list-style-type: none"> • Park signage clearly indicates the areas visitors are allowed to attend. • Permit information advises visitors to stay on marked tracks, carparks and lookout areas. • Park staff monitor visitors and adjust information provided as needed. • Commercial tour operators are advised of their responsibilities to stay within public access areas. • Commercial filming is always supervised by a Heritage guide with appropriate cultural knowledge as well as a Kanuku-Breakaways Staff member • Park staff regularly visit the park with school groups to ensure students have knowledge of the significance of the site and can make appropriate decisions to keep themselves culturally safe into the future.

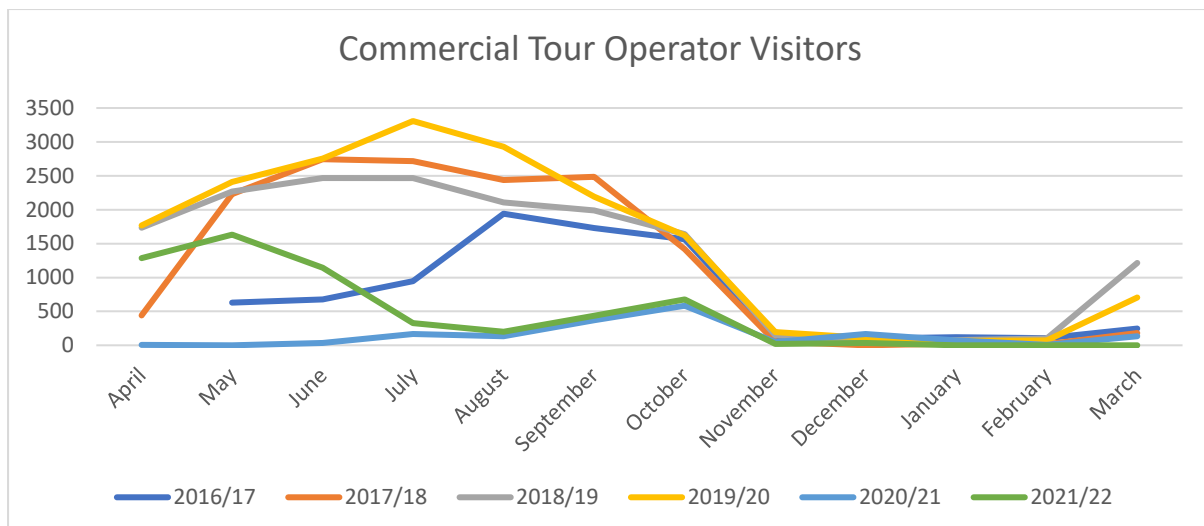
Customer Profile

Kanku-Breakaways CP Visitor Numbers with permit



Kanku-Breakaways CP Park Visitors





Efficiency and Effectiveness

Recent move to electronic online permits has increased efficiency in permit sales. At the same time, it has reduced effectiveness of information transfer to visitors due to the lack of interaction with Visitor Centre staff. Planned improvements are to provide different mediums to provide that information. Video and improved interpretive and directions signage in the park. The Board have budgeted for this work in 22/23.

The Kanku-Breakaways Infrastructure Master Plan will provide a more structured visitor experience and the ability for visitors to experience different aspects of the park through walking trails. This will help the board achieve their goal of connecting visitors with the cultural history through walking trails and improved interpretive signage. The current indicative development cost of the Infrastructure Master Plan is \$2.11m

Employee Risk

All risks employees are exposed to are being adequately managed. Safe operating procedures are developed and reviewed. These are planned to be reviewed again by the end of February.

New equipment has appropriate risk assessments done and safe operating procedures developed.

Regular outside working risks (heat, sun exposure, access to water, communication protocols etc) are assessed and managed appropriately including working remotely in an isolated area.

Staff are trained in WHS fundamentals, Computer workstation setup and the fundamental duties of their roles. Training is documented.

Regular WHS meetings are held between all Kanku-Breakaways staff. Kanku-Breakaways have nominated a Health and Safety Rep and deputy Health and Safety Rep.

Employee Experience and Skills

Kanku-Breakaways staff are Wardens under the National Parks and Wildlife act and undertake general regulator training every 3 years. All staff have relevant experience and qualifications for the

tasks they undertake. Task based training is undertaken online or in person depending on the task i.e., electrical awareness online, Workzone Traffic Management snake catch and relocation, and Chemical accreditation in person.

Kan̄ku-Breakaways staff, through annual performance review discussions and staff meetings, have identified the following deficiencies:

- Aboriginal Heritage Act training (impacts 50% of staff, tentatively booked for Feb 2022)
- CPR refresher (will be booked over December/January)
- 4WD driver training (Executive officer is investigating timing and will book)
- Chainsaw maintenance refresher (assistance sought from other areas of Council that use chainsaw more frequently to discuss maintenance refresher session)
- Drone training (investigated and will review course content with staff before booking)
- Biodiversity (training in invertebrates completed in 2022, planned to undertake mentoring and training for flora and fauna in 2023 as part of park bio survey and partnering with an appropriate organisation to mentor and assist staff)

Fees and Charges

The Kan̄ku-Breakaways Conservation Park Co-management Board set the fees with the approval of the Minister for Environment. Fees are not set by Council. Fees are typically set either one to two years in advance. Fees are indexed to SA National Parks entry and commercial tour operator fees for similar parks, as requested by Kan̄ku-Breakaways Co-Management Board and approved by the Minister. The Kan̄ku-Breakaways Conservation Park Co-management Board review their fees either at their Board meetings annually or via out of session decisions.

Financial Risk

The Kan̄ku-Breakaways Conservation Park is funded by the SA Government at a base level. Additional funding comes from visitor permit sales, commercial tour operator visitor use fees and licence fees, commercial filming fees and project-based funding. All income is collected by Council on behalf of the Board and is set aside for the Board to determine spending priorities. Funding, other than SA Government provided funding, is variable and dependent on the season. To mitigate financial risk the essential tasks required under the funding agreement with the SA Government are kept as close as possible to funding provided by SA government and lowest estimate of annual permit income. This allows for prioritisation of spending decisions to not impact on Council's commitment under its funding agreement regardless of other income.

The Infrastructure Master Plan and associated infrastructure works present financial risks for the Board. The Board mitigates these risks by taking a staged approach to implementation and will be seeking additional infrastructure funding through grant opportunities once detailed planning is complete.

Legislative and Regulatory Compliance (Provide an assurance that all legislative and regulatory obligations are being met and where this is not the case the proposed action and timeline to rectify the non-compliance.)

All legislative and regulatory compliance are being met except for annual report timing. Annual reports were initially delayed due to audit delays then were delayed due to Board appointments being delayed. Two reports are now ready for submission with the third planned to be submitted to

the Board for approval out of session before the end of 2022. Annual reports, once approved by the Board are submitted to the Minister for Environment to be tabled at Cabinet.

The Kan̄ku-Breakaways Conservation Park Infrastructure Master plan will require ground disturbing activities. The Board have met their requirements under the notification protocol of the Kan̄ku-Breakaways Conservation Park ILUA. As the entire park is a registered Aboriginal Heritage Site the ground disturbing works are likely to require approval under the Aboriginal Heritage Act Section 23. Advice has been sought from Aboriginal Affairs and Reconciliation to ensure the Board and staff comply with the requirements of the Act.

Service Levels

The services provided are as defined in the Kan̄ku-Breakaways Conservation Park Management Plan 2017.

The park is managed as a local attraction and conservation area. It provides access for visitors in their own vehicles or with commercial tour operators.

The park provides a haven for flora and fauna and the entire park is an Aboriginal Heritage Site. A large portion of Kan̄ku-Breakaways staff time is spent safeguarding the environmental and culturally sensitive sites through visitor education, compliance activities, rehabilitation, weed monitoring and control.

The Kan̄ku-Breakaways Conservation Park Co-Management Board also undertake several events both in the park and outside the park to promote the park and the cultural connection the community has with it.

The management of the park, including the services provided, is directed by the Kan̄ku-Breakaways Conservation Park Co-Management Board and not Council.

Service Performance

Unit cost data is not relevant for the Kan̄ku-Breakaways in evaluating service performance.

The Board regularly review progress against the strategies defined in the Kan̄ku-Breakaways Conservation Park Management Plan 2017 at their planning meetings.

Systems and Processes

Systems and processes associated with the Kan̄ku-Breakaways Conservation Park are working well.

Planned improvement activities include:

- Streamlining the renewal process for commercial tour operator licences to minimise data entry and simplify generation of licence certificates
- Providing options in the park for visitors to purchase a permit in park as part of infrastructure improvements.
- Investigating augmented reality options for providing visitors, staff and researchers ready access to information about the areas of the park they are in.

- Moving to online inspection and recording of data related to park i.e. park inspection records, WHS JSA and weed management. This will minimise the amount of paper being used and make previous records available for comparison purposes in the field.

Enterprise Agreement

Council's last meeting with the CEPU and AWU Unions and some staff was held on 1 December 2022. Overall, negotiations have been going well. This section summarises the remaining key negotiation points.

Wage Quantum

The parties were apart on wage quantum:

- Employer 2.5% from 1 July 2021, 5.2% (State Wage Case - SWC) from 1 July 2022 and SWC thereafter
- Employees and Unions - 2.5% from 1 July and the higher of SWC and CPI 1 July thereafter.

Availability Allowance

Council has accepted the Union position that this allowance is for anyone who has to be rostered on to an availability roster and is paid regardless of whether actually on-call.

The issue for Council here is that we were trying to achieve equity across the organisation, but by accepting this, we cannot make the same provision for administrative staff because they are not on such rosters. Therefore, we plan to have administration staff (including animal control) revert back to the Award 'on-call' allowance which is a 10% hourly rate to be in a state of readiness, or simply pay the call out amount without the state of readiness requirement.

On-Call payment

The employees are saying that even the acceptance of a phone call while on the on-call roster, or even if they receive an out of hours call while not on a roster, they should be paid a 3 hours call out provision (essentially 5 hours pay for what may be a 5 minute call). An appropriate position needs to be negotiated.

Other Councils have dealt with this by providing the three days between Christmas and the New Year as paid grace days in compensation for "incidental" overtime which can be defined as any overtime less than 30 minutes. We have already put on the table that we will increase annual leave from 22 days to 24 days.

Human Waste Allowance

While we have agreed to a daily allowance for those who do not normally have to deal with human waste (\$21pd), the sewerage treatment workers have suggested they ought to receive this allowance which equates to \$5,460 per annum per person.

The South Australian Municipal Salary Award and the Local Government Employees Award does not have adequate descriptors for the water and power staff. Similarly, the EBA does not have a classification structure attached and relies upon the SAMSO and LGE Awards. This is a significant risk for Council as our EBA allows for a dispute to be arbitrated by the Commission (South Australian Employment Tribunal) which could reasonably apply a "best-fit" Award.

We need to attach a modified classification structure which incorporates power and water employees' descriptors.

Timeframes

We are aiming to conclude negotiations in late February or early March.

Ombudsman-related Activities

Triggered by correspondence from the Aboriginal Legal Rights Movement (ALRM) to the Ombudsman in 2018, the Ombudsman investigated the conduct of the DCCP. The Ombudsman's Report found that the DCCP had breached conditions of the license agreements under which it supplied electricity and water, and in doing so, had acted unlawfully and caused unnecessary hardship to those community members.

In particular, in his report dated July 2021, the Ombudsman found that the DCCP had over previous years:

- acted in a manner that was contrary to conditions of the DCCP's licenses to supply electricity and water and, by extension, in a manner that was contrary to law;
- failed to ensure that Community Members were informed of the impact of any payments made under the Hardship Agreements entered into between the DCCP and the Community Members (Hardship Agreements) (and other such payment arrangements) and, therefore, acted in a manner that was wrong;
- acted in a manner contrary to the DCCP's Hardship Policy for Electricity Customers and Hardship Policy for Water Customers and, therefore, acted in a manner that was unreasonable, unjust and wrong; and
- contravened section 27 of the Water Industry Act 2012 (SA) and, therefore, had acted in a manner contrary to law.

The Ombudsman's Report made findings including that:

- "the council's misapplication of the Licenses and Hardship Policies were evidently of a systemic nature. The actions taken by the council have had a significant impact on the community members who are already considered to be vulnerable. The hardship that has been further caused by the council's actions and inactions, to people already considered to live under vulnerable circumstances, cannot be ignored".
- "Aboriginal community members of Coober Pedy have been allowed to accumulate considerable debts in relation to their electricity and/or water accounts. This in turn has had a significant impact on their quality of life. These debts appear to have accumulated over several years until the council determined that action needed to be taken to recover the amounts owed and any ongoing usage of customers. ... I am acutely aware that any action taken by the council arguably had a more substantial impact on the Aboriginal community than others, given the vulnerabilities that are recognised as being specific to Aboriginal and Torres Strait Islander Peoples".
- The DCCP's "extremely concerning" conduct "has caused further hardship to a section of the community already suffering from financial hardship as well as other socioeconomic disadvantages".
- The DCCP's conduct and omissions have caused Community Members to suffer:
 - an accumulation of considerable financial debts that the Community Members were unable to service;
 - significant financial stress;
 - a loss of trust in the DCCP; and
 - feelings of hopelessness, powerlessness, embarrassment and shame

Apart from a legal case that has resulted from the report (see below), Council has actioned almost all of the recommendations of the Ombudsman. Outstanding actions include the following and we are to report to him by 5 May 2023:

- status of cross-cultural training
- the establishment of a Reconciliation Action Committee (RAC), possibly with the Antakirinja Matu Yankunytjatjara Aboriginal Corporation (AMYAC), in early 2023.

Legal Cases

On 21 December 2022, Council was served a pre-action claim against the Council from lawyers representing the Aboriginal Legal Rights Movement (ALRM). The claimant is one of numerous members of the Coober Pedy indigenous community who were the subject of the Ombudsman's findings against the DCCP, as alluded to in the section above.

The claim is in relation to certain matters arising from the South Australian Ombudsman's investigation into the DCCP's supply of electricity and water to members of the Coober Pedy community, as summarised in the Ombudsman's 2021 report (Ombudsman's Report).

This may be one of numerous claims, whether settled or not.

Council has engaged Norman Waterhouse to represent us.

"Old Town Hall"

Council conducted an Expression of Interest (EOI) in November 2022 inviting interested parties to submit proposals to utilise the run-down "Old Town Hall" (OTH) facility, after receiving an unsolicited proposal from a party. This resulted in that party gaining the opportunity to repair the building, which included removing asbestos, substantial pigeon droppings and other debris by an authorised removalist.

Shortly thereafter, the party organised for a radiation assessment of the building, as it was originally relocated from Maralinga, and the assessment cleared the building for public use from a radiation perspective.

A person from the party removed some debris himself before the authorised party had arrived in Coober Pedy. This may have disrupted some asbestos and pigeon droppings in an unauthorised manner and putting them into a mini skip. Council removed the mini skip the following day and took the waste that was in the mini skip to the dump, which has approval by the Environmental Protection Authority (EPA) as a dump that can accept asbestos waste.

For this, and other reasons, such as the Office of the Technical Regulator advising that no electricity connection should be implemented until the building was cleared of hazardous waste, the project was put on hold and subsequently the interested party cancelled the project as Council could not meet the tight deadlines.

The exercise caused angst in some sections of the community who were concerned that asbestos and pathogens from the waste had been released into the community, with further concern that asbestos and pathogens from the building could be carried by wind from the building, as there are

holes in the walls, broken windows and other areas. Concerns were widely reported in the December edition of the Coober Pedy Regional Times (CBRT).

To remedy the situation, Council padlocked the front door, put up a hazard warning sign and has ordered ~20 signs warning of asbestos waste to be put up around the building.

Additionally, 6 specialist hazard assessment organisations were approached in December to conduct a thorough review of the hazards in the building, whether there are any public exposures and what needs to be done. We also requested that a structural review of the building be conducted. With the onset of Christmas and festive season office closures, council was not able to engage a consultant until 17 January 2023. We are in the process of finalising the plan.

As a result of the findings, Council may find it needs to demolish the remove hazards and waste, and/or repair the building, demolish the building or make good so it can be utilised by the public or an interested organisation.

Council will keep the public informed through its own communications channels and the CBRT.

Coober Pedy Together

Our Vision

Coober Pedy is a vibrant, empowered, inspired community of people working together with pride and respect to honour their heritage and seek opportunities for all.

Our Story

Our community is built from many different components, where we have created our own culture based on past knowledge and experience, of Aboriginal traditional knowledge, and with a mix of new nationalities who were drawn by the allure of precious opals. Today we are a welcoming regional hub of the far north, with a focus on business, tourism, and opal mining, with great opportunities for future development and employment.

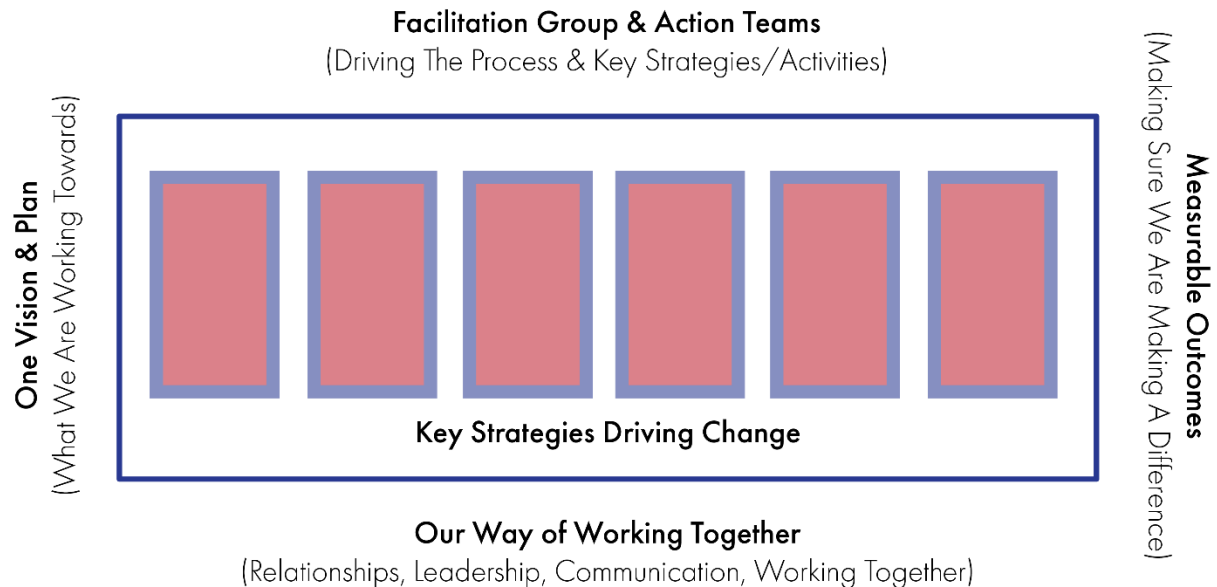
Our focus for the future is for the needs of individuals to be recognized, and to develop and continually improve Coober Pedy to be a happy, healthy, safe, prosperous, harmonious, and united community for all ages.

Creating A Container for Change

Coober Pedy Together is about working together to find a way forward together. It recognizes that over the years, many people have provided many hours of time and incredible efforts to bring together several different plans to move the community forward. We value and respect these plans and seek to build on them.

Coober Pedy Together is about bringing about change, community spirit, community pride, and sense of purpose for the community of Coober Pedy. It's about creating a common plan and vision. It is about resourcing the community to be able to create the place in which they would like to live. Initial community planning workshops were held during September 2021 – March 2022. The work is

led by a group of residents who were voted for by the community, known as the Coober Pedy Together Facilitation Group.



Outcomes

The initial CPT Facilitation Group came together in March 2022, with additional members added in December 2022 - January 2023.

Key documents have been created to guide the ongoing work of Coober Pedy Together. These documents include:

- Coober Pedy Together – Our Story, Our Next Steps, Our Potential
- Coober Pedy Together – Vision & Container for Change
- Coober Pedy Together – Our Agreed Way of Working Together
- Coober Pedy Together – Facilitation Group Position Statement

A document titled Coober Pedy: Our Story, Our Next Steps, Our Potential was produced as a communication tool to open up long-term relationships with key stakeholders including government, and big business (including mining). This document was a collation of all the ideas, thoughts, and community conversations had to date.

Ongoing two-way conversations have been established with big business, local community groups, key agencies, funding providers, our local members of parliament, and the State Government. It will take time, but CPT will act as a sounding board as much as possible, advocating for the Coober Pedy community. This is a start, with a lot more still needing to happen. Ultimately, Coober Pedy needs to stand on its own feet, with support from lots of partners and friends.

A playground action team has been created and supported and continues to work in partnership with DCCP to improve the facilities available to children and families across the community.

Regular community events including a tree-planting day (over 200 people planting 300 native trees), quiz nights, and a community Christmas celebration (with over 400 people attending) have been facilitated by CPT. Over \$9,000 has so far been raised to supply and install new picnic benches at the community playground.

CPT has been involved in supporting and accessing over \$300,000 worth of grant funding into the local community and is formulating a plan to secure further funding in 2023.

2023 Strategic Priorities

Coober Pedy Together sought feedback from the wider community in December 2022 through a community meeting and survey. The Facilitation Group have also reviewed 2022 activities. This has led to the drafting of a set of strategic priorities for 2023.

- Strengthening the community
- Collaborative community action and support
- Relationship with government
- Strategic importance – Coober Pedy as the Far North Hub of SA.