JUNE 2025

DISTRICT COUNCIL OF YANKALILLA

ANNUAL BUSINESS PLAN & BUDGET 2025-26



Acknowledgement of Country

The District Council of Yankalilla respectfully acknowledges the Traditional Custodians of the land and waters of the District Council of Yankalilla. We pay our respects to their Elders, past and present. We honour their deep spiritual relationships with country reaching back thousands of years and recognise that their rich cultural heritage is indeed lived today. As we deepen our understanding of our Indigenous heritage we foster strong relationships between our Indigenous and non-Indigenous people.

About this Annual Plan

Welcome to the District Council of Yankalilla's Annual Business Plan for 2025-26. This document serves as a roadmap for the upcoming financial year, outlining Council's priorities, objectives and planned activities to meet the needs of our community, consistent with our long-term strategic direction.

This plan details our strategic initiatives and key projects designed to advance our revised Community VISION 2030. It has been prepared in accordance with the requirements of the *Local Government Act 1999*.

We invite you to explore the contents of this document to gain insight into Council's priorities and planned activities for the betterment of our community. We thank all residents and stakeholders who contributed to the community engagement on the 2025-26 Annual Business Plan and Budget and the 2025-2035 Long-Term Financial Plan. Your feedback has helped shape the final documents.

STRATEGIC OVERVIEW

Our strategic direction is guided by the principles of consolidating services, prioritising key community needs and continuing the journey to get back to basics. This approach continues to ensure that after periods of significant investment, we focus on delivering essential services, maintaining and upgrading existing infrastructure and reducing debt. By adhering to these principles, we aim to provide a stable foundation for the future of our district.

OBJECTIVES FOR THE FINANCIAL YEAR

In the 2025-26 financial year, Council is dedicated to maintaining and identifying the essential services that meet the evolving expectations of our Community.

- We plan to complete infrastructure projects that have been delayed by competing priorities, ensuring that our district remains a vibrant and attractive place to live and work.
- Additionally, we will implement environmental initiatives aimed at preserving our region's natural assets, recognising the importance of sustainability for future generations.

Engaging with our Community remains a priority, as we seek to involve residents in decision-making processes and ensure that our actions reflect their needs and aspirations.

ACTIVITIES TO ACHIEVE OBJECTIVES

To realise our objectives, Council will undertake a series of targeted activities throughout the year. These include executing capital works projects focused on road maintenance and the maintenance of community facilities, thereby enhancing the infrastructure that underpins our daily lives. We will continue to deliver community programs designed to promote social inclusion and well-being, fostering a sense of belonging and support among residents. Sustainability initiatives, such as waste reduction programs and greenhouse gas emission reduction measures, will be implemented to protect our environment and promote responsible resource use. Furthermore, we will continue to enhance our communication channels to facilitate Community engagement, ensuring that residents are informed and have opportunities to participate in Council decisions.

Contents

The Year Ahead 5

From the Mayor 7

From the CEO 8

Our Council 10
Mayor & Elected Members 10

Consultation & Feedback 11

Revision Details 12
Summary of Financial Impacts 13

Framework for delivery 15
DCY Strategic Plan: Vision 2030 16
Delivering the Vision 16

Capital Projects 18
New | Upgrade 18
Renewal | Replacement 20

Operating Projects 24

Measuring Performance 28

Budget Summary 29

Rates 31
Rating Policy Statement 31
Rating Policy 31
Financial Difficulties 33

Expected Rates Revenue 34

Long-Term Financial Plan 36

Legislation & Policy 37
Legislative Compliance 37
Council Policies Referenced 37

APPENDIX 1 38
2025-26 Budget Financial Statements

APPENDIX 2 44
2025-26 Fees & Charges

APPENDIX 3 58
ESCOSA Advice

The Year Ahead

The 2025-26 Annual Business Plan reflects the District Council of Yankalilla's continued commitment to building a resilient, sustainable future, guided by our long-term strategic vision. Central to this plan is our determination to stay the course, focusing on the core values and objectives established in our VISION 2030: Strategic Community Plan and the Long-Term Financial Plan.

2030 VISION was originally developed with extensive Community input in 2019 and endorsed as Council's long-term strategic plan in 2020. Since then, we have worked diligently to ensure that it remains aligned with the evolving needs and aspirations of our community. In late 2023 and throughout 2024, the Our DCY: VISION 2030 Project embarked on a comprehensive program of community and Elected Member engagement to review and update the Plan. This engagement allowed us to gain valuable insights into how our community has changed and the challenges and opportunities that lie ahead as we approach the 2030 horizon. The updated and renamed VISION 2030: Strategic Community Plan, approved in March 2025, reflects these changes, ensuring that it continues to guide our strategic direction for the years to come.

Over the past two years, Council has focused on strengthening the foundations of our financial sustainability and delivering on key community priorities. These efforts have begun to create a stable base for the future and the 2025-26 Annual Business Plan builds upon this work. It continues to reflect a disciplined and methodical approach to managing resources, reducing debt and investing in the renewal and maintenance of our infrastructure. By staying the course, we are ensuring that each step we take supports long-term financial sustainability, while staying true to the priorities that matter most to our community.

While meaningful progress often takes time, we understand that consistency is key to achieving our long-term goals. The 2025-26 budget reflects our ongoing commitment to responsible financial management, ensuring that we remain focused on delivering essential services to the community and supporting the infrastructure that underpins our district's well-being. We also remain dedicated to fostering strong community engagement, ensuring that the services we provide are in line with the needs and aspirations of the people we serve.

As we look ahead, we remain steadfast in our commitment to the priorities set out in VISION 2030: Strategic Community Plan. This plan ensures that we are not only meeting the challenges of today but are also preparing for the future, with a clear focus on the long-term well-being of our community. Council's ongoing commitment to VISION 2030 will guide every decision made, ensuring that the needs of today are met while setting the stage for a prosperous and sustainable future.

The 2025-26 Annual Business Plan marks another critical step in this ongoing process. By staying the course, we will continue to strengthen our district's resilience, providing the services and infrastructure that will support a good quality of life for all residents, both now and in the years ahead.

This plan was initially presented to the community as a draft because we value your input. Your thoughts and ideas have contributed to shaping the final version of this plan and have ensured that it accurately reflects the needs of our community. Hard copies of the draft plan were available at the Council Office upon request, during the Community Consultation period.

Changes to the draft Annual Business Plan & Budget have been reflected in this final document, available on our website. The final plan was presented to Elected Members for adoption at a Special Council Meeting on 24 June 2025.





From the Mayor

Darryl Houston

I wanted to start by taking this opportunity to thank all residents who provided feedback and participated in our recent and broad Community Consultation process, which has helped shape our final Budget proposal. Your feedback is invaluable in shaping the decisions that affect our community as a whole. On behalf of Council, we appreciate the time and thought you invested in sharing your perspectives.

Balancing the needs of our community with the Council's aim to achieve long-term sustainability and create a positive future for our district underpins our planning for the new financial year. As a Council, we need to maintain what we have and continue to re-establish our core functions.

Looking ahead to the new financial year, Council has developed a Draft 2025-26 Annual Business Plan & Budget, with a continued focus on sustainability and efficiency. It will build on work undertaken over the past 12 months to identify cost savings and changes to our organisation, services and facilities, to ensure these continue to serve our community while also considering the ongoing budgetary pressures and operating constraints.

The Draft 2025-26 Annual Business Plan & Budget includes the following priority projects:

1. RATES REVIEW
Ensuring Fairness and Equity

Local governments aim to distribute the cost of services and infrastructure equitably among residents. Rate Reviews help identify and address any disparities in how rates are applied across different property types and communities. For instance, Council may adjust rating categories or introduce differential rates to better reflect the benefits received by various property owners.

2. SERVICE REVIEW
A Council Service Review is a structured evaluation process undertaken by local governments to assess the efficiency, effectiveness, and relevance of the services they provide to the community. The aim of this targeted review is to ensure that Council operations align with community needs, comply with legislative requirements and utilise resources optimally.

As a Council, we continue to actively advocate for greater assistance and recognition from the State and Federal Governments, particularly in ensuring an equitable share of funding is distributed to rural communities to support the valuable work of Councils in large geographic, low-population areas.

For those who have challenges in paying Rates, the Council has a number of options under Senior's Postponement and a Hardship Policy. I encourage you to ask our Rates team how those options can work for you.

As we head into the new financial year, we will continue to focus on delivering our core functions which the community want and need, as we aim to build a stronger, brighter and financially sustainable future together for our region.

From the CEO

Nathan Cunningham



After months of planning and collaboration between Elected Members and staff, the District Council of Yankalilla's Annual Business Plan & Budget for 2025-26 has been developed to guide the year ahead. This plan acknowledges some current challenges and reflects Council's ongoing commitment to responsible financial management while ensuring the delivery of essential services and projects that support the recently adopted VISION 2030: Strategic Community Plan.

Serving as an operational roadmap, the Annual Business Plan & Budget details the services, initiatives and financial commitments that will shape Council's work. It has been developed through a rigorous process, balancing the need for careful financial stewardship with the responsibility to provide quality services and maintain critical infrastructure.

Guided by key strategic documents - including the community-driven VISION 2030: Strategic Community Plan and the Long-Term Financial Plan - this Annual Business Plan builds upon the foundations set in previous years. Over the past two years, there has been a deliberate focus on getting back to basics, ensuring Council operates efficiently and effectively while planning for long-term sustainability.

In 2025-26, Council remains committed to 'Staying the Course' which has been a clear community sentiment expressed in recent years. This means continuing a disciplined approach to financial management, carefully managing debt and making considered investments that will benefit the community well into the future. The priority remains the effective and efficient delivery of essential local government services, as required under the *Local Government Act 1999*, while also progressing the priorities identified in the VISION 2030 framework.

This plan reflects a balanced approach - one that recognises the importance of stability following a period of significant investment while ensuring Council remains well-positioned to meet future challenges and opportunities. By maintaining a clear focus on financial sustainability, asset management and community service delivery, a strong foundation is being built for the years ahead.

Council looks forward to working alongside the community throughout 2025-26 to deliver on the commitments outlined in this plan, ensuring the district remains a great place to live, work and visit.



Our Council

Mayor & Elected Members

The District Council of Yankalilla comprises of nine Ward Councillors (no Area Councillors) and the Chairman (Mayor) is the principal member of Council.

LIGHT WARD: Represented by five Councillors

FIELD WARD: Represented by four Councillors

Light Ward	Field Ward
Wayne Gibbs	Darryl Houston
Tim Moffat	David Olsson
Davina Quirke	Lawrence Polomka
Karin Hatch	Simon Rothwell
Shane Grocke	



Consultation & Feedback

Council is committed to engaging with residents and ratepayers, ensuring that community views inform the final Annual Business Plan. The draft version of the plan was presented to the community for feedback in a process aligning with the principles outlined in the *Local Government Act 1999* regarding community consultation on annual business plans and Council's Community Engagement Policy.

Feedback received during the consultation period was considered by Council before considering the adoption of the final 2025-26 Annual Business Plan.

DROP IN SESSIONS

Two drop-in Q&A sessions were held as part of the community engagement process - one at the Yankalilla Library and Cultural Centre on Tuesday, 29 April 2025 and another at the Second Valley Soldiers' Memorial Hall on Wednesday, 14 May 2025.

PUBLIC MEETING - COUNCIL CHAMBERS

Tuesday 20 May 2025 6-7pm

Members of the Community joined us at our 'Public Community Meeting,' where people were provided the opportunity to learn more about our proposed plans for the year ahead and share their thoughts with Elected Members.

ONLINE, POST OR EMAIL

We gathered insights and feedback via the Council's online engagement hub Your Say Yankalilla at yoursayyankalilla.com.au and via post to our Director Corporate Services, District Council of Yankalilla, PO Box 9, Yankalilla SA 5203. People also submitted feedback via email to consultation@yankalilla.sa.gov.au.







Revision Details

Changes made to the 2025-26 Annual Business Plan & Budget and the Long-Term Financial Plan since the release of the original drafts for consultation are summarised below.

These changes have been prompted by community feedback, updated information and discussions held during the final budget workshop and the June 2025 Information & Briefing Session:

Budget	Description	Adjustment	FINAL TOTAL
Operating Project Expense	Economic Development Strategy Implementation	-$4,500	$5,500
Operating Project Expense	Community, Arts and Creativity Program	+$6,500	$14,000
Operating Project Expense	Support for 5CY	+$3,000	+$3,000
Operating Project Expense	Major events & festival sponsorship	+$7,500	$10,000
Operating Project Expense	Finance costs (flow through from BR3 and 2025-26 budget changes)	-$43,048	$662,648
Employee Costs	Vacancy target	-$110,667	$8,279,866
Capital (Renewal) Project Expense	Sealed Roads	-$100,000	$800,000
Capital (Renewal) Project Expense	Unsealed Roads	-$70,000	$630,000
Capital (New) Project Expense	Compliance vehicle canopy for safe animal containment	-$20,000	$15,000
TOTAL ADJUSTMENT	**Total changes result in a reduction of $331K.**	**-$331,215**	

Summary of financial impacts on the 2025-26 Annual Budget

A summary of the financial impacts resulting from changes between the draft and the final proposed 2025-26 Annual Budget is supplied below.

Note: Income did not change, therefore only the total is shown

District Council of Yankalilla **UNIFORM PRESENTATION OF FINANCES** **2025-26 Annual Business Plan**	**Draft Budget for Consultation** **2025/26**	**Final Proposed Budget** **2025/26** **$**	**Change**	
Income				
Total Income	**19,316,693**	**19,316,693**	-	
Expenses				
Employee Costs	8,390,533	8,279,866	(110,667)	Decrease
Materials, Contracts & Other Expenses	7,145,340	7,157,840	12,500	Increase
Depreciation, Amortisation & Impairment	4,440,398	4,440,398	-	
Finance Costs	705,696	662,648	(43,048)	Decrease
Net loss - Equity Accounted Council Businesses		-	-	
Total Expenses	**20,681,967**	**20,540,753**	**(141,214)**	
Operating Surplus / (Deficit)	**(1,365,274)**	**(1,224,059)**	(141,214)	Decrease
Timing adjustment for grant revenue		-		
Less: Grants, subsidies and contributions – Capital		-		
Adjusted Operating Surplus / (Deficit)	**(1,365,274)**	**(1,224,059)**	**(141,214)**	
		-2% CMO		
Net Outlays on Existing Assets				
Capital Expenditure on Renewal and Replacement of Existing Assets	(2,497,900)	(2,327,900)	(170,000)	Decrease
Finance Lease payments for Right of Use Assets		-	-	
add back Depreciation, Amortisation and Impairment	4,440,398	4,440,398	-	
add back Grants, subsidies and contributions – Capital Renewal	-	-	-	
add back Proceeds from Sale of Replaced Assets	147,000	147,000	-	
Total Net Outlays on Existing Assets	**2,089,498**	**2,259,498**	**(170,000)**	
Net Outlays on New and Upgraded Assets				
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(335,000)	(315,000)	(20,000)	Decrease
Finance lease payments for Right of Use Assets		-		
add back Grants, subsidies and contributions – Capital New/Upgraded		-		
add back Amounts Received Specifically for New and Upgraded Assets		(0)		
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)		-		
Total Net Outlays on New and Upgraded Assets	**(335,000)**	**(315,000)**	**(20,000)**	
Annual Net Impact to Financing Activities (surplus / (deficit))	**389,224**	**720,439**	**(331,214)**	



Framework for delivery

Our framework for delivery outlines the pathway Council takes for realising the community's aspirations through regular review and decision-making processes.

Regular review and engagement with the community	Strategic Community Plan | VISION 2030	*Sets a 10-year vision and identifies key activities of the council over a four-year horizon.*	Ongoing monitoring of targets and trends	10 year Horizon
	Strategic Infrastructure & Asset Plan	*Incorporates the strategic direction of Council into asset management, aligning capital works with strategy.*		
	Long-Term Financial Plan	*Incorporates the strategic direction of Council into long-term financial assumptions, aligning forecast expenditure with strategy.*		
	Township Plans	*Collaborative planning with our communities to identify localised needs, challenges and opportunities.*		4 year Focus
	Asset Management Plans	*Outlines the asset maintenance and upgrade priorities identified for our focus over the four-year outlook.*		
	Mid-Term Financial Plan	*Considers the strategic direction of Council and forecasts priorities and initiatives to be budgeted for.*		
	Strategic Plan Review	*Mid-cycle review and re-alignment of the Strategic Community Plan.*		2 year Review
	Annual Business Plan & Budget	*Setting out Council's priorities and financial commitments for the year.*		1 year Planning, Monitoring & Reporting
	Annual Report	*Summary of activities and achievements for the year.*		
	6 Monthly Workplan Reports	*Includes our annual activities, priorities, projects and budget.*		
	Quarterly Strategic (w/shop) Reports	*Regular review of strategic direction and budgeting.*		

DCY Strategic Plan: Vision 2030

The Strategic Plan is the primary document that directs the planning of Council. The current VISION 2030:

Strategic Community Plan continues to guide Council until 2030. The suite of Asset Management Plans gives guidance to Council on how to maintain its assets. When combined, the Strategic Plan and Asset Management Plans are used to formulate the Long-Term Financial Plan. The Long-Term Financial Plan helps Council manage its resources and its sustainability over a 10 year window. The Annual Business Plan & Budget is the detailed implementation of these plans for one single year.

OUR VISION

The District Council of Yankalilla VISION 2030: Strategic Community Plan continues to be regarded as our most important document, which guides the key direction and decisions. The VISION 2030: Strategic Community Plan consolidates what we heard from the community between October 2019 to November 2020, and again during its revision between September 2023 and February 2025. VISION 2030 continues to guide Council's direction as we near 2030.

Delivering the Vision

KEY OBJECTIVES & PROJECTS FOR 2025-26

Council's Annual Business Plan includes a mix of ongoing service delivery and specific projects planned for the year ahead. To help clarify how Council allocates its budget and resources, it is useful to distinguish between 'business as usual' activities and individual-year capital or operating projects.

Business as usual refers to the ongoing services and programs that Council provides every year to meet the needs of the community. These include essential services such as waste collection, road and footpath maintenance, parks and reserves management, library operations, customer service, planning and compliance, and governance.

These activities are generally consistent in scope and funding and represent the core functions of Council that support the daily life and wellbeing of the district.

In addition to these baseline services, Council also delivers a range of individual-year projects, which are specific initiatives or works scheduled for delivery within the financial year. These can be either operating projects such as; community grants and sponsorship initiatives, support for events, feasibility studies, or service improvements or capital projects, which involve the renewal, upgrade or creation of physical assets like roads, public buildings, and recreational infrastructure.

These projects are shaped by Council's strategic plans, asset needs and community priorities, and are typically funded through a mix of rates revenue, grants and borrowings.

Together, these elements ensure that Council maintains essential services while also progressing targeted improvements and investments that support the future needs of the community.



Strategic Pillars

Our 6 Strategic Pillars are essential for translating Our Vision into reality.

1. OUR COMMUNITY

Our community is a connected network of distinct and character-filled communities.

2. OUR ENVIRONMENT

Our environment is a tapestry of living, thriving landscapes.

3. OUR HERITAGE & CULTURE

Our heritage and culture is deeply cherished and celebrated as the heart of our identity.

4. OUR ECONOMY

Our economy is diverse, producing low impact, quality goods, services and experiences.

5. OUR INFRASTRUCTURE

Our infrastructure is taking us places – physically, technologically, responsibly and sustainably.

6. OUR LEADERSHIP

Our leadership is visionary, inclusive, and empowers our community to thrive.



VISION 2030 | BELONGING. UNFOLDING POSSIBILITY.

Capital Projects

New | Upgrade

Bridges Safety Upgrade – Guard fence: Back Valley Road, Bollaparuda Creek, Rodgers Road & Three Bridges Road.

The purpose of this project is to improve safety to all road/bridge users and respond to Councils bridges inspection report, which outlines the appropriate repair, maintenance and renewal schedules for these assets.

ERP System Upgrade

Council is undertaking a major transformation of its enterprise resource planning (ERP) systems to improve the efficiency, accuracy and integration of core business functions. An ERP system is a comprehensive software platform that supports the day-to-day operations of local government by consolidating multiple systems such as; finance, rates, payroll, procurement, asset management, records, customer requests, and project delivery, into a single, unified solution. This integration allows for real-time data sharing across departments, reduces manual processes, and improves service delivery to the community.

In a local government setting, an ERP system plays a critical role in enabling informed decision-making, ensuring regulatory compliance and enhancing transparency. It supports financial sustainability by providing accurate, timely reporting and forecasting, streamlines procurement and contract management, improves tracking and maintenance of infrastructure and assets, and enhances responsiveness to community needs through more efficient workflow and customer service tools.

The new ERP system will modernise the way Council works, drive greater accountability, and increase community confidence in Council operations.

Compliance Vehicle Canopy:

For safe animal containment.

The purpose of this project is to improve Council asset to ensure animal welfare, officer safety and efficiency in a compliant manner.

Automated External Defibrillators (AEDs)

This project responds to the introduction of the *Automated External Defibrillators (Public Access) Act 2022,* which requires the installation of a defibrillator in all of Councils designated or prescribed buildings.

Public Toilets at Normanville SLSC Building:
Contingency to repair after repeated vandalism.

This project provides the ability to respond to the ongoing high level of vandalism experienced in the new public toilets in the Normanville SLSC building.





CAPITAL PROJECTS
New | Upgrade

2025-26 ANNUAL BUSINESS PLAN & BUDGET OPERATING PROJECTS & CAPITAL PROJECTS	FINAL budget YR1	YR2	YR3

New/Upgrade Capital Projects	2025-26	2026-27	2027-28	For future consideration	Comments
Bridges Safety Upgrade - Guard fence	60,000				Back Valley Road, Bollaparuda Creek, Rodgers Road & Three Bridges Road.
ERP System upgrade	220,000	220,000	220,000		5 year contractual obligation
Carrickalinga to Normanville multi-use path (Stage 3)	-			158,875	Remains on the 'future list' to consider if a grant becomes available
Township Sealing Program - Design	-	36,225			Deferred to 2026-27
Library & Cultural Centre - Complete features not finished.:	-			12,000	
Library & Cultural Centre - reconfigure and upgrade kitchen	-			7,000	
Compliance vehicle canopy for safe animal containment	15,000	-	-		Purchase and install a purpose-built hi-drive canopy for our animal management vehicle
Automated External Defibrillators (AEDs)	10,000				2x Defibs at Surf club café/kiosk buildings and Caravan Park
NSLSC Toilet renewal	10,000				Necessary funds identified due to ongoing vandilism
	-				
TOTAL NEW/UPGRADE CAPITAL PROJECTS	**315,000**	**256,225**	**220,000**	**177,875**	

Renewal | Replacement

Sealed Road Renewal: Finnis Vale Drive: Second Valley / Randalsea Renewal Work

Finniss Vale Drive provides access to the township of Second Valley and is identified in the Southern and Hills Local Government Association's 2030 Regional Transport Plan as a regionally significant tourist and community route.

The existing road assets are nearing end of life with areas of significant pavement deformation, cracking and limited existing stormwater management infrastructure, resulting in occurrences of road stormwater runoff discharging uncontrolled into private property.

Council has received significant stormwater complaints due to water ingress into properties on the low side of Finniss Vale Drive. The road pavement is in poor condition and has reduced pavement lane widths, which can cause situations where vehicles have to move onto the dirt shoulders when oncoming traffic is encountered. This is a poor outcome for a strategic tourist route and access road for many residents and visitors to Second Valley. The work proposed, which will address all areas of concern, includes;

- Repair of areas of pavement failure.
- Reinstatement and repair of unsealed shoulder to remove seal breaks and edge drop-off
- Resealing of the road providing a uniformed carriageway width of 7.0m
- Re-establishment of roadside drainage

The project has been nominated for Special Local Roads Program funding with the support of the Southern and Hills Local Government Association.

Footpath Renewal Program

Our Council is committed to providing safe and convenient footpath networks throughout our district. Well maintained footpaths improve accessibility for everyone, promoting social inclusion and creating a more equitable environment. A safer and more accessible footpath network can also increase foot traffic, benefiting local businesses and supporting the local economy. Additionally, a well-maintained footpath network can improve the overall appearance of a community, contributing to residents' satisfaction or boosting civic pride within their neighbourhood.

Council continues to deliver the footpath repair program that will ensure all damaged footpath segments are repaired to a satisfactory condition.

Large Plant Renewal

This project ensures that Councils heavy plant and equipment is scheduled for replacement in conjunction with the anticipated lifecycle contained within Councils asset management plan.

Shoulder Maintenance

$62K has been budgeted for the ongoing program of shoulder maintenance.

Unsealed Road Renewal

This budget will be allocated to continue the program of works using Councils condition assessment data and priority assessment to renew unsealed roads.

Continuation of our annual re-sheeting program remains a key priority for Council. We conduct regular condition inspections of our roads, which inform our re-sheeting program.

CHSP Vehicle Replacement

Replacement of one Commonwealth Home Support Program vehicle, supported by grant funding.

Bullaparinga Cemetery Columbarium Wall Renewal

This project ensures that essential wall repair and maintenance are undertaken to ensure that this service can be provided to the community.

CAPITAL PROJECTS
Renewal | Replacement

2025-26 ANNUAL BUSINESS PLAN & BUDGET OPERATING PROJECTS & CAPITAL PROJECTS	FINAL budget				
	YR1	YR2	YR3		
Replacement/Renewal Capital Projects	**2025-26**	**2026-27**	**2027-28**	**For future consideration**	**Comments**
Blacker Road Bridge Replacement - Potential carry forward	-				Potential carry forward
SEALED ROAD RENEWAL: Cygnet Place - Road Renewal and Stormwater Management	-	500,000			
SEALED ROAD RENEWAL - Finniss Vale Drive - Second Valley/ Randalsea Renewal work	800,000				2/3 Grant funded. DCY contribution 1/3.
Footpath Renewal Program	75,000				Ongoing works required in 24/25 25/26 schedule of works being progressed 15 areas
Large Plant Renewal	500,000				Replacement of 10 large plant items. Corresponding sale income supplied below.
Shoulder Maintenance	62,900				Ongoing program of shoulder maintenance
Unsealed Road Renewal	630,000				$1.8M to catch up on deferred renewal - acknowledge that this is unaffordable right now.
Hazardous area lighting and refit (depot pit)	-			20,000	
Security/CCTV upgrades	-			30,000	
Tjilbruke marker site project	-			25,000	
CHSP vehicle replacement	45,000				Commonwealth Home Support Programme (CHSP) replacement vehicle
Bullaparinga Cemetry Columbarium Wall renewal	15,000				Wall repair for the columbarium wall (designed to hold cremated remains)
Capitalisation of Employee Costs and Materials on capital projects	200,000				
TOTAL REPLACEMENT / RENEWAL CAPITAL PROJECTS	**2,327,900**				

CAPITAL PROJECTS
Capital Income

2025-26 ANNUAL BUSINESS PLAN & BUDGET OPERATING PROJECTS & CAPITAL PROJECTS	FINAL budget YR1	YR2	YR3

Capital Income	2025-26	2026-27	2027-28	For future consideration	Comments
	-				
Proceeds from sale of depot vehicles	-				
Proceeds from sale of plant items	127,000				Trade in confirmations received and figure updated 14/4/25
Proceeds from sale of CHSP vehicle	20,000				
	-				
TOTAL CAPITAL INCOME	**147,000**	-	-	-	



Operating Projects

The 2025-26 Annual Business Plan & Budget includes several projects that are not an investment in capital, but which will lead to more economic and efficient outcomes, provide additional services or assist in the maintenance of the beautiful region we live in. The proposed projects for this period are identified in more detail on the following pages.

Bridge Maintenance

Maintaining critical transport infrastructure includes performing Bridge Maintenance. This year's focus includes corrosion protection and abutment works on James Track, Parawa Road North and Culvert Repairs on Parawa Road South. Periodic condition inspections and load tests of aging timber bridges ensures critical transport infrastructure is in safe and serviceable condition. A previous Engineering assessment undertaken in December 2020 recommended a biennial assessment on the Myponga Beach Bridge. This project will provide an inspection and planning maintenance options for the bridge's future.

Coastal Conservation – Made by Nature

Key priorities from the Southern Fleurieu Coastal Action Plan will be implemented in the 'Conservation Made by Nature' project. These priorities will be implemented through site work plans to reduce environmental threats and improve the biodiversity and conservation of our coastal assets. Community education and participation programs will be undertaken to promote positive environmental outcomes.

Matching funding will be provided through site work plans in partnership with Green Adelaide's Coast and Seas Program and the Hills and Fleurieu Landscape Board Coast and Marine Program.

Community, Arts and Creativity Program

The Arts and Creativity Program, which has been running successfully for the past 5 years, continues to provide the link between Council and the large number of vibrant artists and creatives who live in our district. The Program, led by the driven and skilled volunteers as part of Council's Arts and Culture Advisory Group, provides recommendations to Council on a range of matters including potential grants and a vision for public art in our district.

Community Grants Program

The much-loved Community Grant Program provides support to our highly valued and active community groups who would otherwise struggle to find appropriate grant programs to fund their programs and/or activities benefiting the broader community. This annual program continues to provide opportunities for community groups to apply for small grant contributions that can be matched by themselves or third parties enabling them to reach their goals.

Economic Development Strategy Implementation

In 2020 an Economic Development Strategy 2020-2025 was endorsed by Council. Implementation of this strategy continues and in 2024-25 includes:

- Working with partners to establish a program of support initiatives and training that build business capacity and resilience.
- Supporting agricultural sustainability and diversification.
- Embracing geotourism to enhance our natural and cultural heritage experiences and facilities.
- Supporting career pathway development and improved access to tertiary education and VET alternatives through the Regional Study Hub.
- Engaging with industry groups and the business community to develop the next version of Council's economic development strategy.

Fleurieu Coast Community Nursery and Community Revegetation Program

Coastal management and climate change adaptation continue to be a strategic priority, and Council will continue to support regional environment partnerships. The Fleurieu Coast Community Nursery and Community Revegetation Program will work with Green Adelaide, Landscape SA Hills and Fleurieu, the Fleurieu Environment Centre, the Foundation for National

Parks and Wildlife and community groups to provide local native seedlings for Council and community revegetation projects. We will continue to grow less flammable local native plants identified through the Firewise project while increasing biodiversity in our region through strategic revegetation projects.

Myponga Memorial Community Centre and Yankalilla Memorial Park Sport Facilities

Council has long recognised the vital role played by the Myponga Memorial Community Centre & Yankalilla Memorial Park Sport Facilities in bridging a significant gap in local sport and recreation and creating community. Whilst Council's priority is to invest in infrastructure that is Council owned and managed, Council continues to provide resources and a place to connect for a large portion of our community.







Major Events & Festival Sponsorship

Our Major Events and Festivals sponsorship program continues to support community events celebrating local culture and heritage, which can drive economic activity and community connection. Event organisers can apply for sponsorship, subject to panel assessment, to help elevate their events and promote best practices in event delivery. In the past, Council has supported a variety of community led events and festivals including the Normanville New Year's Eve Pageant, Heritage Fleurieu Coast, Festival Fleurieu, Yankalilla Classic Motor Show and Cut It at the Cape.

Cemetery Plot Space

Council is committed to the respectful and future-focused management of its cemeteries. Funding has been allocated to support planning and site investigations that will help ensure cemetery land continues to be used efficiently, sustainably and in line with community need. This work contributes to the long-term improvements of cemetery operations and supports the modernisation efforts, including improved mapping and digital records. It reflects Council commitment to maintaining well-managed cemetery space for current and future generations.

Rates Review

Council is funding a Rates Review to take a closer look at how rates (the charges paid by property owners) are calculated and distributed across our district. The aim of the review is to make sure our rating system is fair, easy to understand and reflects the needs and expectations of our community. It will help us consider whether the current approach is still the best fit for how our district has grown and changed over time.

By funding this review, Council is making sure we have the right information to make informed decisions about how we collect rates in the future - balancing fairness for ratepayers with the need to fund essential services and infrastructure.

The review process includes provision for Elected Member Workshops followed by Community workshops as part of the Community Consultation process.

Service Review

Council is investing in a Service Review to take a fresh look at the wide range of services we provide to the community.

The review will follow work completed through the grant funded Financial Sustainability Pilot Project and will help us better understand what services are most important to our residents, how they are currently being delivered and whether there are opportunities to improve how we do things. It's not about cutting services, it's about making sure we're delivering them in the most effective and efficient way possible.

By doing this work, Council is planning for the future, making sure we can continue to provide quality services that match community expectations while keeping costs under control.

5CY Support

5CY (the 5 Churches of Yankalilla), a group of local churches that work together to run the Community Pantry. This volunteer-run service provides emergency food hampers and vouchers to individuals and families in need across the district, including towns like Yankalilla, Normanville, Myponga, Inman Valley and Cape Jervis.

Council is funding 5CY to help make sure this important local service can continue to support residents who are experiencing hardship. By partnering with 5CY, Council is backing a trusted and community-led initiative that plays a vital role in caring for people when they need it most.

Operating Projects

2025-26 ANNUAL BUSINESS PLAN & BUDGET OPERATING PROJECTS & CAPITAL PROJECTS	FINAL budget YR1	YR2	YR3		
Operating Projects	**2025-26**	**2026-27**	**2027-28**	**For future consideration**	**Comments**
Bridge Maintenance	85,000				Bridge Maintenance required ongoing
Coastal Conservation Made by Nature	30,000				Used to apply for matching funding for on-ground works through Green Adelaide Coast and Seas program to implement actions outlined in the Southern Fleurieu Coastal Action Plan.
Community, Arts and Creativity Program	13,000				Ongoing support for the Arts & Creativity community
Community Grants Program	7,500				50% reduction to acknowledge focus on debt reduction
Cultural projects - working towards reconciliation action plan	-			4,500	
Economic Development Strategy implementation	5,500				Remaining funds allow access to necessary subscriptions and the ability to support other initiatives that present themselves
Fleurieu Coast Community Nursery and Community Revegetation Program	25,000				The Foundation for National Parks and Wildlife have provided matching funding through a grant process for growing and planting trees grown at the Fleurieu Coast Community Nursery.
Former Wesleyan Cemetery site clean up works	-			10,000	There was a commitment to look at this in future years when it was deferred in 2024-25
Grant Funding Contribution - Myponga Community Centre	25,000				Ongoing support for community facilites
Grant Funding Contribution - Yankalilla Memorial Park	25,000				Ongoing support for community facilites
Major event & festival sponsorship	10,000				Ongoing support for major events held in the district
Cemetery Plot Space	21,476				Surveying land and digitising the land for the use of cemetary space.
Rates Review	15,000				2 x EM workshops and 1x Community Workshop in addition to the necessary analysis, report writing, and Council report.
Service Review	30,000				Dedicated funds to ensure service reviews with efficiency targets can be delivered with additional expert and best practice resourcing.
Grant Funding Contribution - 5CY	3,000				
TOTAL OPERATING PROJECTS	**295,476**				

Measuring Performance

The Council measures its achievements and financial performance through:

- Regular financial reporting to Executives and Council
- Monthly performance report to Executives and Council within the Chief Executive Officer's Report
- Quarterly Strategic Plan Updates of progress to Council
- Annual review of the Long-Term Financial Plan
- Production of the Annual Report with audited financial statements
- Budget reviews in accordance with legislation
- Progress reports against the Annual Business Plan & Budget to Council within the Finance Report
- Individual staff performance plans
- Monitoring and reporting customer request and complaint systems
- Regular reporting to the Audit and Risk Committee in accordance with the Audit and Risk Committee Terms of Reference
- Review and advice by the Audit and Risk Committee Independent Members, Christine Hahn, Dr Andrew Johnson and Vicki Tomlinson
- Ad hoc reviews as required





Budget Summary

IMPACTS ON THE 2025-26 BUDGET

Over the past two years, the District Council of Yankalilla has focused on consolidating services, prioritising key community needs and returning to the basics. The 2023-24 and 2024-25 Annual Business Plans marked a deliberate shift towards ensuring financial sustainability, maintaining essential services and investing strategically in infrastructure renewal. These plans laid the groundwork for long-term stability by strengthening core responsibilities, improving asset management and engaging with the community to align our work with local priorities.

Following the approach taken in 2023-24 to establish a clear understanding of a 'business-as-usual' budget, we have continued refining our financial strategies. While we have made significant progress, meaningful change takes time. Financial sustainability is not achieved overnight. It requires persistence, careful planning and a measured approach to ensure that each step builds upon the last.

With the completion of a 'once in a generation' major capital program, our focus has shifted towards maintaining and optimising our assets, ensuring they serve the community well into the future. The benefits of this investment will continue to be felt for years, enhancing the district's infrastructure and quality of life.

The 2025-26 Annual Business Plan continues this journey, reinforcing the strong foundations built over the past two years. Council remains committed to responsible financial management, maintaining and renewing our assets, and delivering the essential services that our community relies on. By staying the course, we will continue making tangible improvements while ensuring our district remains resilient, well-serviced and prepared for the future.

FINANCIAL INDICATORS

A summary of the key financial indicators for 2025-26 is supplied below. For more information, including detailed explanations and targets, refer to the Long-Term Financial Plan (separate document).

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2035
KEY PERFORMANCE INDICATORS - ADOPTED 2025-26 ABP + B + LTFP
Scenario: Adopted 2025-26 ABP + B + LTFP

		2025/26
Within green benchmark (green min and/or green max)		Within green benchmark
Within amber benchmark (amber min and/or amber max)		above green maximum and below amber maximum
		below green minimum and above amber minimum
Not within benchmark (amber min and/or amber max)		above amber maximum
		below amber minimum
Council's Target Benchmarks		**2025/26**
Operating Surplus Ratio	Snapshot Actual Ratio	-6.34%
Net Financial Liabilities Ratio	Snapshot Actual Ratio	80.91%
Asset Renewal Funding Ratio	Snapshot Actual Ratio	100.00%



Rates

Rating Policy Statement

RATES, GROWTH, INFLATION & FINANCIAL SUSTAINABILITY

Total general rates need to increase by inflation, growth and an amount to ensure Council remains in a financially sustainable position.

New properties pay additional rates, this is known as growth. The district has seen the addition of 33 new properties. However, with the number of subdivisions and amalgamations the total number of rateable properties has only increased by 13.

The sustainability increase reflects increased costs due to:

- Where the nature of Council costs increase by more than consumer price index (CPI); and
- Where additional services and capital assets have been introduced.

PROPERTY VALUES & THE RATE IN THE DOLLAR

It is important to recognise that Council does not make any gains through increases in the value of properties. Rates are calculated by multiplying the capital value of a property with a factor called the 'Rate in the Dollar', which is set by Council. If Capital Values increase across the district, then the Rate in the Dollar is reduced to offset this.

Total rate revenue raised is proposed to increase by 6.4%.

On average, the cost of Rates for an existing ratepayer will increase by 6.1% or $155 this year.

On average, this equates to an additional $2.98 per week.

The minimum rate is $1,200.

Rating Policy

Council works hard to balance the need for Rates against the needs of the community for services. Council takes into consideration the effect of rates on all ratepayers and is mindful of maintaining the balance between economic and community development.

LAND VALUE

Council uses capital value as the basis for valuing land within the district. Council considers this method of valuing land the fairest way of distributing the rate responsibility across all ratepayers.

CAPITAL VALUE

Section 151 of the *Local Government Act 1999* identifies the value of land for the purpose of rating as capital value which includes all improvements. Council uses the services of the South Australian Valuer-General to establish the value and category of land within the Council area for rating purposes. Council's Rating Strategy provides detail on land valuations and valuations.

NOTIONAL VALUE

Certain properties may be eligible for a notional (concessional) value under the *Valuation of Land Act 1971.* This can relate to certain primary production land or where there is State Heritage recognition. A notional value is generally less than the capital value and therefore will result in reduced rates unless the minimum rate is applicable. The capital valuations of all properties within the district are provided by the Valuer-General each June. Ratepayers may apply to the Valuer General should they wish for their property to be considered for a notional value. Council is not involved in this process.

RATING CATEGORIES

The District Council of Yankalilla has determined that in 2025-26 it will maintain the use of a differential rating system based on land use, with all properties within a category levied the same Rate in the Dollar.

The following major categories are used:

- Residential
- Commercial
- Industrial
- Primary Production
- Vacant Land
- Other

The rating structure for 2025-26 includes:

- the Rate in Dollar for Vacant Land is 135% of the Residential Rate in the Dollar
- primary Production Rate continues to be 100% of the Residential Rate

There are several different rating systems which Councils may adopt, making it difficult to compare one Council to another.

REBATES

Council will grant rebates across the district based on statute and local policy. Council is required to provide mandatory rate rebates under the *Local Government Act 1999*. Council may also resolve to provide discretionary rate rebates under the Act.

DISCRETIONARY REBATES

Rebate - Primary Production 9% s166(1)(b)

Recognising the value of primary production to our region's economy and encouraging the continuation of farming in this district, all primary production properties with greater than 35 hectares, not owned by government bodies and not being valued on a notional basis, will be provided with a rebate of 9%. The Primary Production rebate is automatically applied to rateable properties over 35 hectares who do not have a notional value. Ratepayers need not apply for this rebate. The rebate will be printed on the rates notice.

Rebate - Capping 20% s166(1)(l)

Following a review of the impact of capping, the rebate for capping has been retained at the same rate as 2024-25, being 20%. This capping will be automatically applied to property owners where their rates charged on a given property has risen more than 20% provided:

1. The increase in valuation is not a result of development or capital works;
2. There has not been a change in the land use category attached to the land; and
3. Application of the rebate does not result in the amount payable falling below the minimum rate.

The Capping rebate is automatically applied. Ratepayers need not apply for this rebate. The rebate will be printed on the rates notice.

This means that if the value of a property (as valued by the Valuer General) has significantly increased and as a result, the Council rates for that property in 2025–26 would increase by more than 20% compared to the previous year, the Council will give a discount (rebate) on the rates. This rebate will make sure the property owner doesn't have to pay more than 20% above what they paid in general rates in 2024–25. This only applies if certain conditions are met.

Back in 2022-23, a new policy regarding Rebate Capping was introduced and replaced the previous policy that included rebates for pensioners and those on Centrelink support and those who met specific qualifications. The new policy capped the increase in the rates charged on a given property at 15% provided the same 3 points above were applicable. This policy still applies; however, it is now set at 20%.

Financial Difficulties

PAYMENT PLANS

Where Ratepayers are encountering short-term difficulty in making rate payments, they can approach Council to make arrangements to pay by instalments.

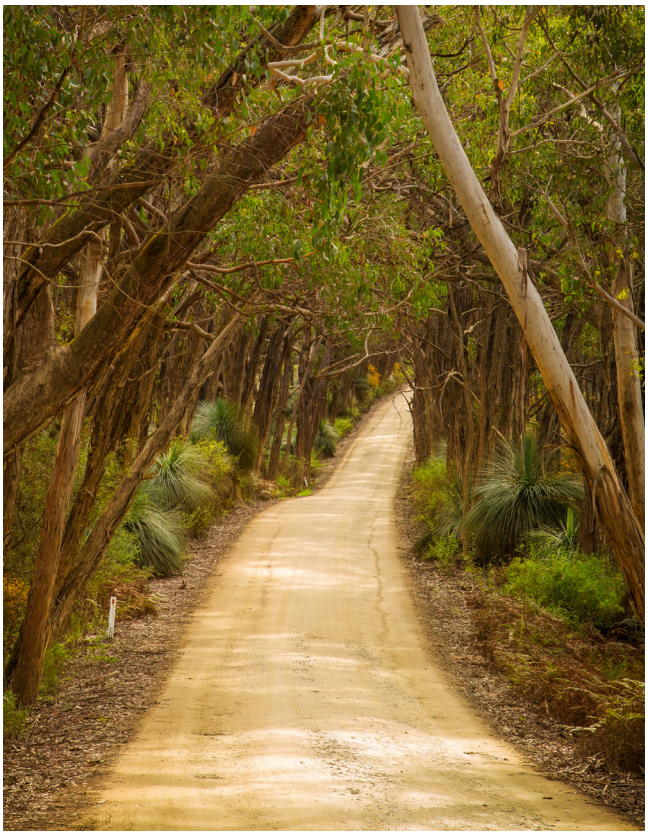
FINANCIAL HARDSHIP

Ratepayers who are suffering long-term hardship can apply through Council's Hardship Policy to make a long-term arrangement. Confidentiality is maintained.

SENIOR POSTPONEMENT

Seniors (holding a State Seniors card) can apply to Council to postpone payment of a proportion of rates on their principal place of residence.







Expected Rates Revenue

Statement on Expected Rate Revenue

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

Expected Rates Revenue

	2024-25 (as adopted)	2025-26 (estimated)		Change	Comments
General Rates Revenue					
General Rates (existing properties)	$14,586,102	$15,387,206	*(a)*		
General Rates (new properties)	$159,179	$281,474	*(b)*		
General Rates (GROSS)	**$14,745,281**	**$15,668,680**	*(c)*		
Less: Mandatory Rebates	($48,903)	($52,309)	*(d)*		
General Rates (NET)	**$14,696,378**	**$15,616,371**	*(e)*	**6.3%**	
	(e)=(c)+(d)				
Other Rates (inc. service charges)					
Regional Landscape Levy	$377,454	$393,244	*(f)*		The Regional Landscape Levy is a State tax, it is not retained by council.0.009579 cents in the dollar.
	$15,073,832	$16,009,614			
Less: Discretionary Rebates	($282,222)	($246,902)	*(l)*		
Expected Total Rates Revenue	**$14,414,156**	**$15,369,469**	*(m)*	**6.6%**	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
	(m)=(e)+(g)+(h)+(i)+(j)+(k)+(l)				

Estimated growth in number of rateable properties

Number of rateable properties	**5,754**	**5,765**	*(n)*	**0.2%**
	Actual	*Estimate*		

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

Estimated average General Rates per rateable property

Average per rateable property	**$2,563**	**$2,718**	*(o)*	**6.1%**
		(o)=(c)/(n)		

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

Notes

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

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

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

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

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

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

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

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

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

(g) (f) (i) (j) (k) not applicable for the District Council of Yankalilla

Statement on Expected Rate Revenue

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

Expected Rates Revenue

	Total expected revenue			No. of rateable properties		Average per rateable property				Cents in the $
	2024-25	2025-26	Change	2024-25	2025-26	2024-25	2025-26		Change	2025-26
Land Use (General Rates - GROSS)										
RESIDENTIAL	$ 9,638,738	$ 10,403,070	8%	3976	4012	$ 2,424	$ 2,593	*(p)*	$ 169	0.367981
COMMERCIAL SHOP	$ 115,903	$ 124,085	7%	52	51	$ 2,229	$ 2,433	*(p)*	$ 204	0.367981
COMMERCIAL OFFICE	$ 11,154	$ 12,086	8%	8	8	$ 1,394	$ 1,511	*(p)*	$ 117	0.367981
COMMERCIAL OTHER	$ 223,267	$ 264,360	18%	108	110	$ 2,067	$ 2,403	*(p)*	$ 336	0.367981
INDUSTRY LIGHT	$ 10,260	$ 11,143	9%	7	7	$ 1,466	$ 1,592	*(p)*	$ 126	0.367981
INDUSTRY OTHER	$ 32,353	$ 34,549	7%	15	15	$ 2,157	$ 2,303	*(p)*	$ 146	0.367981
PRIMARY PRODUCTION	$ 3,369,071	$ 3,491,617	4%	910	911	$ 3,702	$ 3,833	*(p)*	$ 130	0.367981
VACANT LAND	$ 973,190	$ 986,434	1%	639	614	$ 1,523	$ 1,607	*(p)*	$ 84	0.496774
OTHER	$ 40,220	$ 42,125	5%	39	37	$ 1,031	$ 1,139	*(p)*	$ 107	0.367981
Total Land Use	**$14,414,156**	**$15,369,469**	**6.6%**	**5,754**	**5,765**	**$2,505**	**$2,666**	*(p)*	**$161**	

Minimum Rate

	No. of properties to which rate will apply		Rate			
	2025-26	% of total rateable properties	2024-25	2025-26		Change
Minimum Rate	736	12.8%	$1,100	$1,200	*(r)*	$100

Adopted valuation method

Capital Value

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

The Council has elected to continue using Capital Value as the methodology to assess the properties in its area for rating purposes.

2025-26	Capital Value
Rateable Properties	4,118,655,260
All Properties	4,212,264,780

Notes

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

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

Long-Term Financial Plan

STATEMENT ON LONG-TERM FINANCIAL PLAN & SUSTAINABILITY

The District Council of Yankalilla has, for the first time in years, prepared the Long-Term Financial Plan (LTFP) as a separate, standalone document. This LTFP provides a detailed projection of the Council's financial position and strategies over a ten-year horizon, ensuring that the financial implications of long-term projects and initiatives are carefully considered.

In conjunction with the Annual Business Plan (ABP), which outlines the Council's key actions, services and projects for the year ahead, the LTFP serves as a critical financial blueprint. The ABP sets out the specific objectives and initiatives for the current financial year, while the LTFP outlines the financial sustainability of these plans over the long-term. This dual approach ensures that the Council's annual decisions are aligned with its long-term goals, supporting both immediate community needs and future financial capacity.

Under the *Local Government Act 1999*, Councils are required to adopt an annual business plan and budget that includes long-term objectives. By preparing the LTFP as a separate document, the District Council of Yankalilla can more effectively address the financial sustainability of the district over the coming decade. This separation of documents allows for more focused and transparent financial planning, giving both the council and the community a clear understanding of how annual budgets support strategic, long-term goals.

The integration of the ABP and LTFP ensures that the Council is able to balance its statutory obligations with the aspirations of the community, as outlined in the VISION 2030 Strategic Plan. This process not only promotes financial stability but also enhances transparency and accountability, ensuring that every step we take today builds towards a sustainable future for our district.

By linking the ABP with the LTFP, the District Council of Yankalilla strengthens its financial stewardship, ensuring that our decisions are both responsible and forward-thinking and that the district remains resilient and well-serviced for years to come.

ESCOSA

ESSENTIAL SERVICES COMMISSION

(See Appendix 3)

The District Council of Yankalilla was in the first round (2022-23) of the Strategic Management Plan (SMP) Advice Scheme, also referred to as the Local Government Advice Scheme.

The SMP Advice Scheme commenced in April 2022 (following changes to section 122) and requires councils to provide information relating to the Long-Term Financial Plan and Infrastructure Asset Management Plan to the 'designated authority' (currently the Essential Services Commission of SA (ESCOSA)), once in every 'prescribed period' (currently set as four years). The SMP Advice Scheme is intended to support Councils' decision-making processes, affording ratepayers increased transparency and greater confidence that council operations are being undertaken on a long-term financially sustainable basis.

Each year Council is required to include a copy of the ESCOSA advice received from the Strategic Management Plan (SMP) Advice Scheme (also referred to as the Local Government Advice Scheme) as well as any council response to the advice in their draft and adopted ABP.

Council continues to review and refer to ESCOSA's advice and report on status of actions appropriate to address matters Council considers relevant and necessary. Ongoing updates on progress will be provided in future Annual Business Plans and the Long-Term Financial Plan.

Legislation & Policy

Legislative compliance

This Annual Business Plan has been prepared in accordance with the requirements set out in the *Local Government Act 1999*, particularly Section 123, and associated regulations (e.g., *Local Government (Financial Management) Regulations 2011*). It reflects Council's commitment to transparent and accountable governance.

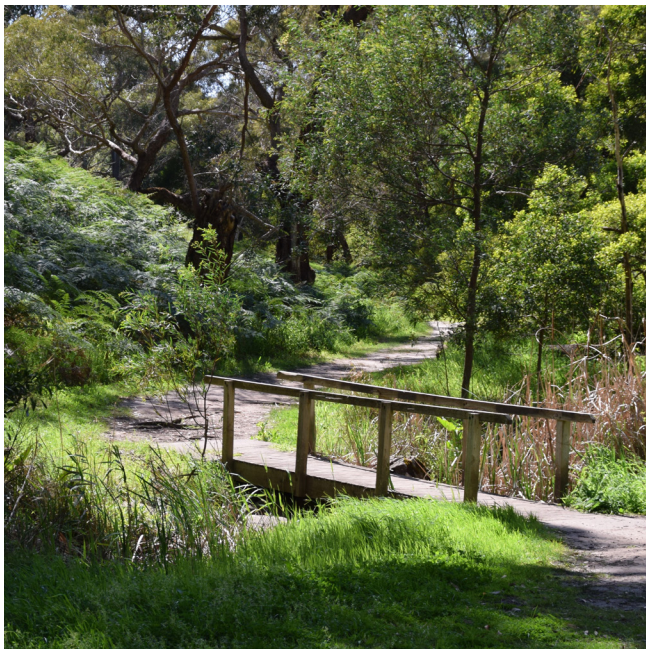


Council policies referenced

A list of key Council policies that underpin or are referenced within the Annual Business Plan, based on policies mentioned in previous plans or relevant to the content are supplied below:

- Annual Business Plan and Budgeting Policy
- Public Consultation Policy
- Rating Policy
- Financial Hardship Policy
- Asset Accounting Policy
- Treasury Management Policy

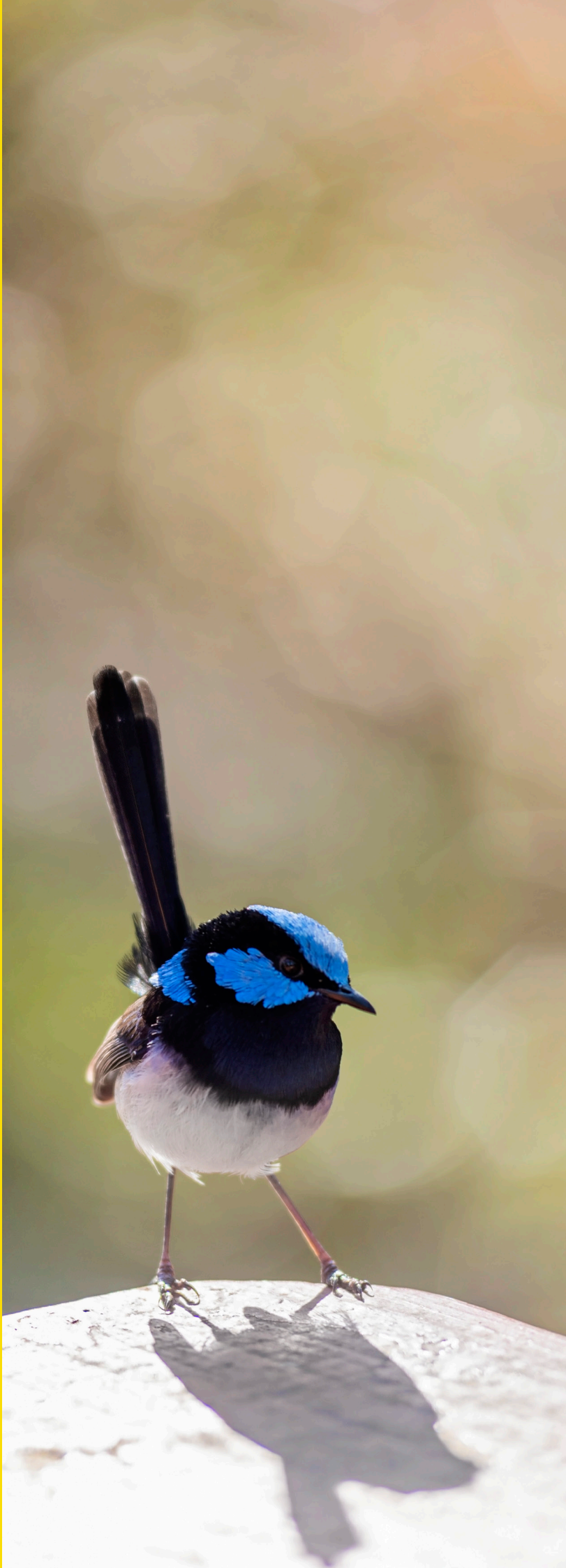
(These policies are available on the District Council of Yankalilla website.)





APPENDIX 1

2025-26 Budget
Financial Statements



District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2035
UNIFORM PRESENTATION OF FINANCES - PROPOSED FINAL 2025-26 ABP + B + LTFP
Scenario: Proposed FINAL 2025-26 ABP + B + LTFP

	Actuals 2023/24 $	BR3 Current Year 2024/25 $	2025/26 $
Income			
Rates	13,923,000	14,890,123	15,843,091
Statutory Charges	245,000	301,000	304,000
User Charges	1,931,000	2,557,938	1,121,337
Grants, Subsidies and Contributions - operating	770,000	2,168,245	1,682,685
Grants, Subsidies and Contributions - capital	-	-	-
Investment Income	47,000	36,828	61,978
Reimbursements	155,000	174,732	203,373
Other Income	195,000	118,876	100,230
Net gain - equity accounted Council businesses	-	-	-
Total Income	**17,266,000**	**20,247,742**	**19,316,693**
Expenses			
Employee Costs	7,499,000	7,608,807	8,279,866
Materials, Contracts & Other Expenses	7,159,000	7,960,045	7,157,840
Depreciation, Amortisation & Impairment	4,215,000	4,626,536	4,440,398
Finance Costs	857,000	768,229	662,648
Net loss - Equity Accounted Council Businesses	205,000	-	-
Total Expenses	**19,935,000**	**20,963,617**	**20,540,753**
Operating Surplus / (Deficit)	**(2,669,000)**	**(715,874)**	**(1,224,059)**
Timing adjustment for grant revenue	-	-	-
Less: Grants, subsidies and contributions – Capital	-	-	-
Adjusted Operating Surplus / (Deficit)	**(2,669,000)**	**(715,874)**	**(1,224,059)**
Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(1,297,000)	(3,812,255)	(2,327,900)
Finance Lease payments for Right of Use Assets	-	-	-
add back Depreciation, Amortisation and Impairment	4,215,000	4,626,536	4,440,398
add back Grants, subsidies and contributions – Capital Renewal	-	-	-
add back Proceeds from Sale of Replaced Assets	137,000	438,480	147,000
Total Net Outlays on Existing Assets	**3,055,000**	**1,252,761**	**2,259,498**
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(4,369,000)	(157,666)	(315,000)
Finance lease payments for Right of Use Assets	-	-	-
add back Grants, subsidies and contributions – Capital New/Upgraded	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	679,000	42,661	(0)
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	-	-	-
Total Net Outlays on New and Upgraded Assets	**(3,690,000)**	**(115,005)**	**(315,000)**
Annual Net Impact to Financing Activities (surplus / (deficit))	**(3,304,000)**	**421,882**	**720,439**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF COMPREHENSIVE INCOME - PROPOSED FINAL 2(
Scenario: Proposed FINAL 2025-26 ABP + B + LTFP

	Actuals 2023/24 $	Current Year 2024/25 $	2025/26 $
Income			
Rates	13,923,000	14,890,123	15,843,091
Statutory Charges	245,000	301,000	304,000
User Charges	1,931,000	2,557,938	1,121,337
Grants, Subsidies and Contributions - operating	770,000	2,168,245	1,682,685
Grants, Subsidies and Contributions - capital	-	-	-
Investment Income	47,000	36,828	61,978
Reimbursements	155,000	174,732	203,373
Other Income	195,000	118,876	100,230
Net gain - equity accounted Council businesses	-	-	-
Total Income	**17,266,000**	**20,247,742**	**19,316,693**
Expenses			
Employee Costs	7,499,000	7,608,807	8,279,866
Materials, Contracts & Other Expenses	7,159,000	7,960,045	7,157,840
Depreciation, Amortisation & Impairment	4,215,000	4,626,536	4,440,398
Finance Costs	857,000	768,229	662,648
Net loss - Equity Accounted Council Businesses	205,000	-	-
Total Expenses	**19,935,000**	**20,963,617**	**20,540,753**
Operating Surplus / (Deficit)	**(2,669,000)**	**(715,874)**	**(1,224,059)**
Asset Disposal & Fair Value Adjustments	(795,000)	-	-
Amounts Received Specifically for New or Upgraded Assets	679,000	42,661	-
Physical Resources Received Free of Charge	-	-	-
Operating Result from Discontinued Operations	-	-	-
Net Surplus / (Deficit)	**(2,785,000)**	**(673,213)**	**(1,224,059)**
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	7,582,000	-	4,949,927
Share of Other Comprehensive Income - Equity Accounted Council Businesses	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-
Net assets transferred - Council restructure	-	-	-
Other	-	-	-
Amounts which will be reclassified subsequently to operating result			
Available-for-Sale Financial Instruments - Change in Fair Value	-	-	-
Transfer to Accumulated Surplus on Sale of Available-for-Sale Financial Instrur	-	-	-
Movements in Other Reserves	-	-	-
Other	-	-	-
Total Other Comprehensive Income	**7,582,000**	**-**	**4,949,927**
Total Comprehensive Income	**4,797,000**	**(673,213)**	**3,725,868**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF FINANCIAL POSITION - PROPOSED FINAL 2025-26
Scenario: Proposed FINAL 2025-26 ABP + B + LTFP

	Actuals 2023/24 $	Current Year 2024/25 $	2025/26 $
ASSETS			
Current Assets			
Cash & Cash Equivalents	89,000	100,000	100,000
Trade & Other Receivables	1,839,000	997,273	882,179
Other Financial Assets	-	-	-
Inventories	1,000	278	250
Other Current Assets	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-
Total Current Assets	1,929,000	1,097,551	982,429
Non-Current Assets			
Financial Assets	31,000	44,000	44,000
Equity Accounted Investments in Council Businesses	-	-	-
Investment Property	-	-	-
Infrastructure, Property, Plant & Equipment	140,709,000	139,613,905	142,619,334
Intangible Assets	201,000	201,000	201,000
Non-current assets classified as "Held for Sale"	-	-	-
Other Non-Current Assets	-	-	-
Total Non-Current Assets	140,941,000	139,858,905	142,864,334
TOTAL ASSETS	**142,870,000**	**140,956,456**	**143,846,763**
LIABILITIES			
Current Liabilities			
Cash Advance Debenture	-	4,469,085	2,456,321
Trade & Other Payables	2,438,000	3,903,595	3,823,731
Borrowings	860,000	562,689	915,897
Provisions	1,178,000	1,235,687	1,437,277
Other Current Liabilities	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-
Total Current Liabilities	4,476,000	10,171,056	8,633,227
Non-Current Liabilities			
Cash Advance Debenture	11,263,000	4,923,671	2,677,756
Trade & Other Payables	-	-	-
Borrowings	2,827,000	2,264,438	5,191,004
Provisions	166,000	132,505	154,122
Liability - Equity Accounted Council Businesses	1,090,000	1,090,000	1,090,000
Other Non-Current Liabilities	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-
Total Non-Current Liabilities	15,346,000	8,410,614	9,112,882
TOTAL LIABILITIES	**19,822,000**	**18,581,670**	**17,746,109**
Net Assets	**123,048,000**	**122,374,787**	**126,100,654**
EQUITY			
Accumulated Surplus	28,736,000	28,062,787	26,838,727
Asset Revaluation Reserves	94,312,000	94,312,000	99,261,927
Available for Sale Financial Assets	-	-	-
Other Reserves	-	-	-
Total Equity	**123,048,000**	**122,374,787**	**126,100,654**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF CASH FLOWS - PROPOSED FINAL 2025-26 ABP +
Scenario: Proposed FINAL 2025-26 ABP + B + LTFP

	Actuals 2023/24 $	Current Year 2024/25 $	2025/26 $
Cash Flows from Operating Activities			
Receipts:			
Rates Receipts	14,070,000	16,021,001	15,926,354
Statutory Charges	245,000	307,292	303,810
User Charges	2,182,000	2,595,763	1,212,443
Grants, Subsidies and Contributions (operating purpose)	1,724,000	2,111,054	1,713,386
Investment Receipts	47,000	39,580	61,129
Reimbursements	155,000	181,965	202,398
Other	1,030,000	130,557	101,399
Payments:			
Payments to Employees	(7,407,000)	(7,586,308)	(8,045,845)
Payments for Materials, Contracts & Other Expenses	(8,333,000)	(6,870,644)	(7,340,290)
Finance Payments	(857,000)	(768,229)	(662,648)
Net Cash provided (or used in) Operating Activities	2,856,000	6,162,031	3,472,135
Cash Flows from Investing Activities			
Receipts:			
Amounts Received Specifically for New/Upgraded Assets	679,000	110,527	2,669
Grants utilised for capital purposes	-	-	-
Sale of Replaced Assets	137,000	438,480	147,000
Payments:			
Expenditure on Renewal/Replacement of Assets	(1,297,000)	(3,812,255)	(2,327,900)
Expenditure on New/Upgraded Assets	(4,369,000)	(157,666)	(315,000)
Net Cash provided (or used in) Investing Activities	(4,807,000)	(3,420,914)	(2,493,231)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from CAD	-	-	-
Proceeds from Borrowings	4,397,000	-	4,000,000
Receipt of Funds from Leases	-	-	-
Proceeds from Aged Care Facility Deposits	-	-	-
Proceeds from Bonds & Deposits	-	-	-
Receipts from Other Financing Activities	-	-	-
Payments:			
Repayments of CAD	-	(1,870,244)	(4,258,679)
Repayments of Borrowings	(2,522,000)	(859,873)	(720,225)
Repayment of Principal Portion of Lease Liabilities	-	-	-
Repayment of Aged Care Facility Deposits	-	-	-
Repayment of Bonds & Deposits	-	-	-
Payments of Other Financing Activities	-	-	-
Net Cash Flow provided (used in) Financing Activities	1,875,000	(2,730,118)	(978,904)
Net Increase/(Decrease) in Cash & Cash Equivalents	(76,000)	11,000	-
plus: Cash & Cash Equivalents - beginning of year	165,000	89,000	100,000
Cash & Cash Equivalents - end of the year	**89,000**	**100,000**	**100,000**
Cash & Cash Equivalents - end of the year	89,000	100,000	100,000
Investments - end of the year	-	-	-
Cash, Cash Equivalents & Investments - end of the year	**89,000**	**100,000**	**100,000**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF CHANGES IN EQUITY - PROPOSED FINAL 2025-26
Scenario: Proposed FINAL 2025-26 ABP + B + LTFP

	Actuals 2023/24 $	Current Year 2024/25 $	2025/26 $
Opening Balance	118,251,000	123,048,000	122,374,787
Net Surplus / (Deficit) for Year	(2,785,000)	(673,213)	(1,224,059)
Other Comprehensive Income			
- Gain (Loss) on Revaluation of I,PP&E	7,582,000	-	4,949,927
- Available for Sale Financial Instruments: change in fair value	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-
- Share of OCI - Equity Accounted Council Businesses	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-
- Other Movements	-	-	-
Other Comprehensive Income	7,582,000	-	4,949,927
Total Comprehensive Income	4,797,000	(673,213)	3,725,868
Transfers between Equity	-	-	-
Equity - Balance at end of the reporting period	**123,048,000**	**122,374,787**	**126,100,654**

APPENDIX 2

2025-26 Fees & Charges



District Council of YANKALILLA

FEES & CHARGES 2025-26

The Local Government Act 1999 empowers a Council to impose fees and charges for various services it provides, either as a part of its statutory functions or on request.

Council's fees and charges are subject to public consultation and resolution by Council.

Section 188(6) of the Act requires Council to keep a list of fees and charges imposed under this section on public display (during ordinary office hours) at the principal office of the Council. This document is the record of fees and charges for public display for the District Council of Yankalilla.

As per the Goods and Services Tax Act 1999, GST will be charged on all fees and charges, except those given exemption under the Act. The fees and charges will identify all those charges that attract a Goods and Services Tax. All prices will be inclusive of a 10% GST where applicable. Bond monies will not attract GST unless monies are not refunded due to breaches in relation to conditions of hire.

Other fees and charges imposed by Council are determined by legislation and is not responsibility of Council. These fees and charges are detailed on our website.

COMMUNITY SERVICES AND FACILITIES

LIBRARY

NOTES:

- *Replacement fees are applied to any lost or damaged item. The fee detailed is a minimum fee, costs incurred are applied to higher cost books.*
- *For photocopying and printing services, please refer to the section entitled 'Printing and Photocopying Services'.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Library Card - Replacement	Y	$2.60	$2.60	
Library Bags	Y	$2.60	$2.60	
Interstate Inter Library Loan (Per request)	Y	*As negotiated by lending library*	*As negotiated by lending library*	
Adult Fiction	Y	$30.00 or RRP	$30.00 or RRP	
Adult Non-Fiction	Y	$30.00 or RRP	$30.00 or RRP	
Children/Youth Fiction	Y	$15.00 or RRP	$15.00 or RRP	
Children/Youth Non- Fiction	Y	$15.00 or RRP	$15.00 or RRP	
Large Print	Y	$50.00 or RRP	$50.00 or RRP	
Audio Book	Y	$71.00 or RRP	$71.00 or RRP	
DVD	Y	$30.00 or RRP	$30.00 or RRP	
Magazines	Y	$10.00 or RRP	$10.00 or RRP	
CD	Y	$30.00 or RRP	$30.00 or RRP	
Language Kits	Y	$81.00 or RRP	$81.00 or RRP	

YANKALILLA CULTURAL CENTRE & LIBRARY ROOM HIRE RATES

NOTES:

- *All room hire rates are per hour.*
- *No room hire is charged for non-profit making projects/programs run by community groups.*
- *Commercial – fees are applied for any activity where a fee is charged to participate.*
- *Cleaning costs – should a room or kitchen require cleaning after a hire, the cost will be passed on to the registered hirer.*
- *Should a call-out be made due to unsecure premises or concerns/complaints which are the responsibility of the hirer, this fee will be incurred by the hirer.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
ROOM HIRE				
COMMERCIAL				
Meeting Room	Y	$20.00	$20.50	*Refurbished room as part of the new Library construction.*
Kitchen	Y	$0.00	$0.00	*Kitchen only available as a tea room*
Hall	Y	$20.00	$20.50	*Community Hall returned to use after new library constructed*
COMMUNITY GROUPS				
Meeting Room	Y	$0.00	$0.00	*Free from July 2023*
Kitchen	Y	$0.00	$0.00	*Free from July 2023*
Hall	Y	$0.00	$0.00	*Free from July 2023*
Description and Comments	**GST**	**2024-25 Fees & Charges**		**Additional Comments**
OTHER COSTS				
Call Out – Alarm or Security	Y	$164.30	$168.40	
Cleaning rate per hour	Y	$65.70	$67.30	*Or part thereof*
Swipe Card Replacement	Y	$26.10	$26.70	

FLEURIEU COAST FREE BIKES SCHEME

NOTES:

- *Fees quoted are for full replacement, should an item be damaged and repairable, full cost recovery will be required from the registered hirer.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Padlock	Y	$42.00	$43.00	
Helmet (all sizes)	Y	$68.00	$69.00	
Mountain bike (all sizes)	Y	$1,460.00	$1,496.00	
Retro Style bike	Y	$1,000.00	$1,025.00	
Childs bike	Y	$840.00	$861.00	
Overnight charge (per night)	Y	$40.00	$41.00	

COMMONWEALTH HOME SUPPORT PROGRAMME (CHSP) COMMUNITY TRANSPORT

NOTES:

- *Non-eligible Commonwealth Home Support Programme (CHSP) transport services charged at $1.68 per km with a minimum charge of $15 per trip. Service delivery for eligible CHSP clients will be given priority of booking.*
- *You may be eligible for services under CHSP if you are:*
  - *65 years or older, or 50 years or older and identify as an Aboriginal and Torres Strait Islander person.*
  - *Still living at home.*
  - *Have or in the process of registering with My Aged Care.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
COMMUNITY CARS - TRANSPORT SERVICE				
Non-eligible CHSP customer	Y	$1.68	$1.68	*Per km*
Eligible CHSP customer	Y	Donation	Donation	*As per Policy*

** community bus services are subject to Council approval and consultation within the annual business planning and budgeting process.*

At the time of creating this document, no decision on services had been decided.

VISITOR AND TOURISM SERVICES

CARAVAN PARK FEES				
Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
PARK FEES				
Normanville Jetty Holiday Park accommodation	Y	Variable	Variable	Please check the Normanville Jetty Holiday Park website for bookings and prices.
OTHER COSTS				
Booking Cancellation Fees	Y	$35.00	Variable	Please check the Normanville Jetty Holiday Park website for bookings and prices.
Cleaning of cabins as a result of animals or smoking	Y	$500.00	Variable	Please check the Normanville Jetty Holiday Park website for bookings and prices.
Additional Cleaning	Y	$200.00	Variable	Please check the Normanville Jetty Holiday Park website for bookings and prices.
ANNUAL LICENCE				
Annual Licence – small allotment	Y	$5,978	$6,127.00	
Annual Licence – large allotment	Y	$6,249	$6,405.00	
Annual Licence – super allotment	Y	$6,793	$6,963.00	
Electricity	Y	$0.50	$0.51	Per KWh
Extra Person Annuals	Y	$20	$20.00	Per person over 5 years of age. Applicable for peak and off-peak.

FLEURIEU COAST VISITOR CENTRE

NOTES:

- *For photocopying and printing services, please refer to the section entitled 'Printing and Photocopying Services'*
- *Tourism businesses based with District Council of Yankalilla are offered the Advertisers Package free of charge.*
- *Operators with bookable products including accommodation and tours must sign a booking agreement and be commissionable through the Fleurieu Coast Visitor Centre to be eligible for this free advertising service.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
BROCHURE DISPLAY RENTALS				
Advertisers Package: Non Fleurieu Peninsula Operators: • *1 DL Brochure displayed*	Y	$95.00	$97.00	
Advertisers Package: Fleurieu Peninsula Operators • *1 DL Brochure displayed*	Y	$60.00	$61.00	
Manual Bookings	Y	10%	10%	
Online booking (opted in through our online booking system)	Y	10%	10%	
Community event ticketing	Y	8%	8%	
EQUIPMENT HIRE				
Individual Item Hire Rates				
COMMUNITY				*Community groups can apply for "in kind" assistance & events support. Applications will be assessed on a case by case basis.*
Events Trailer & Equipment - Community		New	$100.00	
PA System Large - Community		New	$75.00	
PA System Small - Community		New	$40.00	
Data Projector - Community		New	$60.00	
Marquee 3m x 3m - Aluminium Frame - Community		New	$40.00	
Marquee 3m x 3m - Steel Frame - Community		New	$60.00	
Marquee 6m x 3m - Steel Frame - Community		New	$100.00	
Games - Community*		New	$50.00	
COMMERCIAL				
Events Trailer & Equipment - Commercial		New	$200.00	
PA System Large - Commercial		New	$150.00	
PA System Small - Commercial		New	$80.00	
Data Projector - Commercial		New	$100.00	
Marquee 3m x 3m - Aluminium Frame - Commercial		New	$60.00	
Marquee 3m x 3m - Steel Frame - Commercial		New	$100.00	
Marquee 6m x 3m - Steel Frame - Commercial		New	$200.00	
Games - Commercial*		New	$100.00	
**Games package includes Tug of War, Wooden Jenga, Dominos, Finska, Noughts & Cross, Corn Hole, Stilts, Hopscotch*				

PRINTING AND DOCUMENTS

PRINTING AND PHOTOCOPYING SERVICES

NOTES:

- *Community Groups may receive black and white copies to a maximum of 200 per month. This service is free of charge and ONLY available at the Fleurieu Coast Visitor Centre (VIC).*
- *Community Groups do not receive discount on colour copies at any location of Council.*

Description and Comments	GST	2025-26 Fees & Charges		Additional Comments
		Council Offices & Visitor Centre	Library	
BLACK AND WHITE				
A4 single sided	Y	$0.40	$0.25	
A4 double sided	Y	$0.80	$0.40	
A3 single sided	Y	$0.60	$0.30	
A3 double sided	Y	$1.30	$0.60	
COLOUR				
A4 single sided	Y	$0.60	$0.45	
A4 double sided	Y	$1.30	$0.80	
A3 single sided	Y	$0.80	$0.80	
A3 double sided	Y	$1.70	$1.00	

OTHER DOCUMENTS – COUNCIL OFFICES ONLY

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Annual Report	Y	$10.00	$10.20	
Council Agenda, Minutes and Policies (per page)	Y	$0.30	$0.30	
Annual Business Plan and Budget (Summary)	Y	$0.00	$0.00	
Administration fee to reprint Voters Roll – House of Assembly and Council Roll	Y	$65.00	$66.60	
Administration fee to reprint Voters Roll – House of Assembly and Council per ward	Y	$32.50	$33.30	
Printed extracts of Assessment Record Information	Y	$25.00	$25.60	

COUNCIL ISSUED DOCUMENTS - REPRINTING OF

NOTES:

- *For historical Rate Notice reprints – Written request required accompanied with fee*
- *One reprint of a rates notice is provided free of charge for the ~~Previous~~ current financial year*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Previous years rates information – historic, from 1991/92 - 2003/04	Y	$25.00	$25.00	*Provided as a statement of historic rates by year*
Previous years rates information – historic, from 2004/05 - 2015/16	Y	$25.00	$30.00	*Provided as a statement of historic rates and capital values by year*
Previous years rates information – from 2016/17 onwards	Y		$30.00	*Provided as a statement of historic rates and capital values by year*
Previous years Rate Notice reprint - per year from 2016/17 onwards	Y		$9.00	*Charge per notice/per year*
~~Rate Notice reprint - from 2016/17 onwards~~	~~Y~~	~~$12.50~~		
Extract from Assessment Record - Previous (per record)	Y	$12.50	$12.80	*Previous Assessment Record is available for perusal, free*
Investigation and Archive retrieval from Assessment Record where information not readily available from Previous date. Per half hour plus document printing costs.	Y	$55.00	$56.30	

FREEDOM OF INFORMATION (FOI)

FOI APPLICATIONS

NOTES:

- Council has removed reference to these fees from its Fees & Charges document, as this is a State Government set fee.
- Section 53(2) of the Freedom of Information Act 1991 (FOI Act) deals with fees and charges.
- *Fees for Freedom of Information applications are subject to the fees and charges stated within the most current SA Government Gazette Freedom of Information Notice – Schedule 1. www.governmentgazette.sa.gov.au*

PLANNING AND DEVELOPMENT

DEVELOPMENT FEES

NOTES:

- *The following fees are set by Council, see Statutory Charges for information on other fees and charges.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Certificate of Title Search	Y	$42.90	$43.90	
Archive Search Fee	Y	$50.20	$60.00	
Public Notification Fee (sign on land)	Y	$384.20	$425.00	
Category 3 Public Notification Fee	Y	$372.70	$382.00	

FOOD PREMISES – OUTDOOR EATING - PERMITS/LICENCES

NOTES:

- *Permits issues for a maximum of five years and subject to payment of the annual fee. The permit will lapse should the invoice not be paid.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Outdoor Eating Areas Permit	Y	$220.00	$225.00	*Annual fee, to be invoiced to businesses with permits at the start of FY*

FINANCIAL SERVICES

FINANCIAL SERVICES

NOTES:

- *Administration charge for sundry debtors does not include Rates Accounts.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Dishonoured Cheque Fee - imposed if charged by Council's bank	Y	*Actual cost incurred*	*Actual cost incurred*	

COMPLIANCE & REGULATORY SERVICES

FIRE PREVENTION

NOTES:

- *Cost and expenses incurred by Council if an owner of the land refuses or fails to comply with the requirements of Section 105F Notice under the Fire and Emergency Services Act 2005*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Slashing of block/area	Y	Contractor Cost + $350 Administration Fee	Contractor Cost + $400 Administration Fee	*Additional administration costs being incurred*

EXPIATION FEES

NOTES:

- *An Expiation fee may be fixed by Council resolution in accordance with section 246(5)(b) of the Local Government Act 1999*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Non-compliance to By-law Minimum expiation fee	N	$156.25	$160.00	
Non-compliance to By-law Maximum expiation fee	N	$312.50	$312.50	
Continuous offence	N		$15.00 per day	*New charge 2025-26*

ABANDONED VEHICLES

NOTES:

- *As imposed by Section 237 Local Government Act, 1999.*
- *Administration Fee includes processes required to be undertaken by Compliance Team.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Reimbursement of Contractor Cost	Y	At cost	At cost	
Administration Fee	Y	$220.00	$300.00	
Intial Impound - Impound Custody & Maintenance of Motor Vehicle	Y	$200.00	$250.00	
Impound and custody motor vehicle	Y	$120.00	$125.00	*per month or part thereof*
Advertisement Fee	Y	At cost	At cost	
Motor Reg Search Fee	Y	At cost	At cost	*recovery of cost for a motor vehicle search fees associated with enforcement of legislation*

SHORT TERM USE OF COMMUNITY LAND

NOTES:

- *A permit is required for ALL the activities listed below.*
- *Mobile Food Vendors (MFVs) fees for permits issued on community land ONLY.*
- *Non-exclusive - public are permitted to access area.*
- *Exclusive - public are not permitted access to area.*
- *Specific conditions may be applied to any permit.*
- *Commercial – 'profit' making activity (not fund-raising).*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
COMMERCIAL USE				
Non- Exclusive	Y	$274.30	$390.00	
Exclusive	Y	$548.60	$718.00	
Commercial Filming (i.e.: TV ads, film production etc)	Y	$55.40	$308.00	*Administration Fee*
Student Filming		n/a	No charge	*No Charge on application*
Note: If event permit request is under 4 weeks before activity an additional $400 Fee will be applicable for additional administration costs.				
NON-COMMERCIAL USE				
Non- Exclusive (i.e.: sausage sizzle)	Y	$55.40	$60.00	*POA for fund raising and charities*
Exclusive (i.e.: sausage sizzle)	Y	$165.40	$169.00	
Non- Exclusive (i.e.: for profit Community Event)	Y		$200.00	*New charge 2025-26*
Exclusive (i.e.: for profit Community Event)	Y		$350.00	*New charge 2025-26*
Premium Weddings – non-exclusive use (location dependant)	Y		$150.00	
Premium Weddings – exclusive use (location dependant)	Y		$374.30	*Exclusive use of area for more than 1 hour*
Weddings – non-exclusive use	Y	$55.40	$56.00	
Weddings – exclusive use	Y	$274.30	$281.00	*Exclusive use of area for more than 1 hour*
Buskers (Yearly Permit)	Y	No charge	$15.00	*Permit required*
Charity collections		No charge	No charge	*Permit required*
Note: If event permit request is under 4 weeks before activity an additional $400 Fee will be applicable for additional administration costs.				
MOBILE FOOD VENDORS (MFVs)				
Annual Fee	Y	$2,300.00	$2,357.00	
Monthly Fee	Y	$300.00	$307.00	
Ranger Service Fee	Y	At Cost	At Cost	*Supply of ranger services for event*

CEMETERIES

NOTES:

- *Imposed under Section 188(1)(a) of LG Act.*
- *99-year lease charge includes administration and pegging fees.*
- *50-year columbarium wall lease charge includes administration fee.*
- *Fee amounts for interment rights amended to reflect the GSTD 2024/2 tax ruling change.*
- *2024-25 interment rights initially GST inclusive, until GSTD 2024/2 tax ruling change.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
YANKALILLA PUBLIC CEMETERY				
Interment Right resident - Burial Plot - 99-year lease	N	$1,500.00	$1,590.00	*2025-26 fee is exempt from GST*
Interment Right non-resident - Burial Plot - 99-year lease	N	$3,000.00	$3,180.00	*2025-26 fee is exempt from GST*
Interment Right residential - Burial Plot - In Perpetuity	N	$2,500.00	$2,500.00	*2025-26 fee is exempt from GST*
Interment Right non-residential - Burial Plot - In Perpetuity	N	$5,000.00	$5,000.00	*2025-26 fee is exempt from GST*
Interment Right resident - Columbarium Wall -50-year lease	N	$850.00	$820.00	*2025-26 fee is exempt from GST*
Interment Right non-resident - Columbarium Wall - 50 year lease	N	$1,200.00	$1,180.00	*2025-26 fee is exempt from GST*
Interment Right residential - Columbarium Wall - In Perpetuity	N	$1,100.00	$1,090.00	*2025-26 fee is exempt from GST*
Interment Right non-residential - Columbaruim Wall - In Perpetuiry	N	$2,200.00	$2,180.00	*2025-26 fee is exempt from GST*
Interment Right resident - Native Garden - 50- year lease	N	$1,500.00	$1,500.00	*2025-26 fee is exempt from GST*
Interment Right non-resident - Native Garden - 50-year lease	N	$2,500.00	$2,360.00	*2025-26 fee is exempt from GST*
Interment Right resident - Native Garden - In Perpetuity	N	$3,000.00	$2,910.00	*2025-26 fee is exempt from GST*
Interment Right residential - Native Garden - In Perpetuity	N	$4,000.00	$3,820.00	*2025-26 fee is exempt from GST*
BULLAPARINGA CEMETERY				
Interment Right resident - Burial Plot - 99-year lease	N	$1,500.00	$1,590.00	*2025-26 fee is exempt from GST*
Interment Right non-resident - Burial Plot - 99-year lease	N	$3,000.00	$3,180.00	*2025-26 fee is exempt from GST*
Interment Right residential - Burial Plot - In Perpetuity	N	$2,500.00	$2,500.00	*2025-26 fee is exempt from GST*
Interment Right non-residential - Burial Plot - In Perpetuity	N	$5,000.00	$5,000.00	*2025-26 fee is exempt from GST*
Interment Right resident - Columbarium Wall -50-year lease	N	$850.00	$820.00	*2025-26 fee is exempt from GST*
Interment Right non-resident - Columbarium Wall - 50 year lease	N	$1,200.00	$1,180.00	*2025-26 fee is exempt from GST*
Interment Right residential - Columbarium Wall - In Perpetuity	N	$1,100.00	$1,090.00	*2025-26 fee is exempt from GST*
Interment Right non-residential - Columbaruim Wall - In Perpetuiry	N	$2,200.00	$2,180.00	*2025-26 fee is exempt from GST*
MISCELLANEOUS CHARGES				
Columbarium Ashes Interment & Plaque Installation	Y	$200.00	$220.00	
Memorial Work Application Fee	Y	$200.00	$220.00	
Native Garden Ashes Interment & Plaque Installation	Y	$200.00	$220.00	
Burial Plot Ashes Interment	Y	P.O.A	P.O.A	
Ordering of Plaque	Y	P.O.A	At cost + $50 admin	
Installation of Plaque by Council	Y	150.00	$175.00	
Memorial Bench	Y	P.O.A	P.O.A	*New charge 2025-26*
Yanklilla Memorial garden plaque Installation	Y	P.O.A	P.O.A	*New charge 2025-26*

FLEURIEU REGIONAL WASTE AUTHORITY

Fees & Charges are set by the Fleurieu Regional Waste Authority (FRWA).
Residents are advised to contact FRWA directly for the current fees and charges applicable to their services.
www.fleurieuregionalwasteauthority.com.au
Phone: (08) 8555 7405

KERBSIDE WASTE SERVICES

- *Council has contracted Fleurieu Regional Waste Authority to provide kerbside duties.*

Residents are advised to contact FRWA directly for the current fees and charges applicable to their services.

BIN PARTS AND SERVICE PRICES

- *The responsibility for all bin purchases, maintenance, repair, or replacement is with the property owner. Bins and parts are available from the Yankalilla Waste and Recycling Depot.*

Residents are advised to contact FRWA directly for the current fees and charges applicable to their services.

YANKALILLA WASTE AND RECYCLING DEPOT

- *Council has contracted Fleurieu Regional Waste Authority who run the Yankalilla Waste and Recycling Depot. The following fees and charges apply for the following services*

Residents are advised to contact FRWA directly for the current fees and charges applicable to their services.

ANIMAL MANAGEMENT

DOG REGISTRATION FEES

NOTES:

- *All dogs within the District Council of Yankalilla are to be desexed, microchipped and registered correctly (unless exempt by Vet).*
- *A NON-STANDARD – a dog that is not STANDARD, even if exemptions apply.*
- *A NON-STANDARD Exempt Dog - a dog that is exempt that has a Vet Exemption for desexing is charged at the non-standard exempt rate*
- *A STANDARD dog is BOTH desexed and microchipped.*

A 50% discount on registrations fees apply to Concession and Gold Card holders on presentation

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
ANNUAL REGISTRATION FEES				
Working Dog	N	$22.00	$22.50	*Council Charge Only for certified working dogs*
Disability Dogs	N	$0.00	$0.00	*Only for dogs accredited under Section 21A of the Dog and Cat Management Act*
Non-Standard Dog	N	$93.10	$95.40	*Any dog that is not STANDARD, even if exemptions apply*
Standard Dog	N	$46.50	$47.60	*Desexed and Microchipped*
Non-Standard – Exempt Dog	N	$76.40	$78.30	*Any non STANDARD dog that has received a vet exemption for desexing due to age*
Puppy under six months pending desexing	N	$46.50	$47.60	*Charged as a standard dog. Compliance Team to confirm desexing later in year to prevent expiation*

CAT REGISTRATION FEES

NOTES:

- *All cats within the District Council of Yankalilla are to be desexed, microchipped and registered correctly (unless exempt by Vet).*
- *A STANDARD cat is BOTH desexed and microchipped.*
- *A NON-STANDARD - is any cat that is not STANDARD, even if exemptions apply.*
- *A NON-STANDARD Exempt Cat - is a cat that is exempt that has a Vet Exemption for desexing is charged at the non-standard exempt rate*

A 50% discount on registrations fees apply to Concession and Gold Card holders on presentation

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
ANNUAL REGISTRATION FEES				
Standard	N	$35.50	$47.60	*Desexed and Microchipped*
Non-Standard	N	$71.00	$95.40	*Any cat that is not STANDARD, even if exemptions apply*
Non-Standard – exempt Cat	N	$38.70	$78.30	*Any non STANDARD cat that has received a vet exemption for desexing*
Kitten under six months pending desexing	N	$35.00	$47.60	*Charged as a Standard Cat. Compliance Team to confirm desexing later in year to prevent expiation*

FEES APPLIED TO BOTH DOG AND CAT MANAGEMENT

NOTES:

- *ONLY the following concession cards are accepted DVA Gold and White Cards, Pensioner Card, Senior Health Card and Health Care Card.*
- *Where more than 2 dogs/cats are PREVIOUSLY registered / or cats reside (at a property), no fee will be charged when assessing a property for more than 2 dogs/cats.*

  Assessment includes property inspection and consultation with neighbours.
- *Expiation notices may be issued by Council in addition for non-compliance*
- *A lifetime disc is provided for dogs by State Government upon registration. Any replacement dog discs are managed by the owner via the DACO system and charges are applied*
- *A lifetime disc for cats are provided by Council upon initial registration. Any replacement cat disc will be issued by Council according to the charge below*

DOGS AND CATS - CONCESSIONS AND DISCOUNTS				
Description and Comments	**GST**	**2024-25 Fees & Charges**	**2025-26 Fees & Charges**	**Additional Comments**
New registration after 1 January 2024	N	50%	50%	***50% of registration fee***
Concession Card Holder	N	50%	50%	*50% off registration fee*
Dog/Cat 3 months or younger as at the 1 January 2021	N	50%	50%	***50% of registration fee***
Disc replacement for cats	N	$12.00	At cost	
Late Registration Penalty	N	$22.00	$22.55	
Application to have more than 2 dogs / cats on a property	Y	$60.00	$61.00	
Application for working dog status (one off per animal)	Y	$60.00	$61.00	*Permission to register a dog as a working dog, involves an inspection.*
Impounding Fees (Initial Day)	Y	$83.00	$85.00	*Initial Day rate*
Daily Holding Fee for dogs non dangerous	Y	$58.00	$59.00	*Per day or part thereof*
Out of hours Pick Up Fee	Y	$220.00	$225.00	*Outside of 9am-5pm Mon-Fri*
Daily holding fee for dangerous and unduly dangerous dogs on hold	Y	$162.00	$166.00	*Daily fee for dangerous dogs and unduly dangerous dog for breach of order and/or on hold pending an Order or review of an Order IE via SACAT*
Fee for Medication, Microchipping, Desexing, Euthanasia and or disposal of animal	Y	At cost	At cost	*Actual Cost*
Dangerous Dog Sign	Y	At cost	At cost	*Actual Cost - (fee for supply of "dangerous Dog" sign)*
Dangerous Dog Collars	Y	At cost	At cost	*Actual Cost - (fee for supply of dangerous dog collar)*
BUSINESS REGISTRATION NEW CHARGE ***Registration for business involving dogs under Section 35 of the Dog and Cat Management Act***				
Description and Comments	**GST**	**2024-25 Fees & Charges**	**2025-26 Fees & Charges**	**Additional Comments**
~~Dog & Cat- Business (1 Dog or Cat)~~	~~¥~~	~~$88.00~~		
~~Dog & Cat- Business (2 Dogs or 2 Cats)~~	~~¥~~	~~$175.00~~		
~~Dog & Cat- Business (3 Dog or 3 Cat)~~	~~¥~~	~~$263.00~~		
~~Dog & Cat- Business (4 Dogs or 4 Cats)~~	~~¥~~	~~$351.00~~		
~~Dog & Cat- Business (5-10 Dogs or 5-10 Cats)~~	~~¥~~	~~$440.00~~		
~~Dog & Cat- Business (11-20 Dogs or 11-20+ Cats)~~	~~¥~~	~~$965.00~~		
Dog Business Registration (1-5 dogs)	Y		$472.50	
Dog Business Registration (6-10 dogs)	Y		$945.00	
Dog Business Registration (11-20 dogs)	Y		$1,890.00	
Dog Business Registration (21-30 dogs)	Y		$2,835.00	
Dog Business Registration (30+ dogs)	Y		P.O.A	
Cat Business Registration per cat	Y		$72.70	

CAT/POSSUM CONTROL

NOTES:

- *Maximum hire duration of 14 days per hire.*
- *Permit for possum trapping is mandatory and must be produced when collecting cage.*
- *Trap hire deposit is to be paid on application.*
- *A late fee is applied per week, or part thereof.*
- *Possum control requires appropriate permits prior to being issued.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Cat/Possum trap hire per week	Y	$16.00	N/A	*Hire suspended until further notice*
Cat/Possum trap hire (refundable deposit)	N	$105.00	N/A	*Hire suspended until further notice*
Weekly late fee	Y	$12.00	N/A	*Hire suspended until further notice*
Returned with minor damage	Y	$52.00	N/A	*Hire suspended until further notice*
Returned damaged beyond repair	Y	$262.00	N/A	*Hire suspended until further notice*

PEST CONTROL

NOTES:

- *Council can organise a contractor for European wasp control on private land but there will be a charge*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
~~European wasp control on private land~~	~~Y~~	~~$330~~	N/A	*Council will not provide European wasp control on private land in 2025-26. Please contact your local pest control company.*

INFRASTRUCTURE AND DEPOT WORKS

WORKS - ROAD, FOOTPATH, PAVED AREAS, KERBING REINSTATEMENTS AND MEMORIALS

NOTES:

- *As imposed under Section 188(1)(a) of LG Act.*
- *Reinstatement works will be subject to quotation to cover actual costs incurred.*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Reinstatement works	Y	Full Cost Recovery	Full Cost Recovery	
Private Works	Y	Full Cost Recovery	Full Cost Recovery	
Memorial Items	Y	POA	POA	
Temporary Road Closures for Events	Y	POA	POA	*Cost recovery to take place*
Infrastructure and Depot services Fee per hour	Y	Fee on application	Fee on application	*Supply of infrastructure and depot works services for event*
Administration Fee - Clearing of dumped rubbish per instance	Y	$84.00	$86.00	
Clearing of dumped rubbish		At Cost	At Cost	*Cost recovery of cleaning up dumped rubbish*
Section 221 - Authorisation to Alter a Public Road	TBA		$200.00	New charge

ROADSIDE SIGNS & OTHER

NOTES:

- *The costs associated with Roadside signs and other signage would be a full cost recovery process on a case by case basis, location, and specifics dependant, to be agreed prior to commencement of works*

Description and Comments	GST	2024-25 Fees & Charges	2025-26 Fees & Charges	Additional Comments
Community - fingerboard sign & installation (each)	Y	$154.00	$157.00	
Tourist & Commercial (G11 Type) – application (each)	Y	$152.00	$155.00	600 * 600cm
Tourist & Commercial (G11 Type) - annual licence (each)	Y	$152.00	$155.00	600 * 900cm
Tourist & Commercial (G11 Type) – installation (each)	Y	POA		600 * 900cm
Bed & Breakfast Service Signs (G7 Type) application (each)	Y	$152.00	$155.00	900 * 900cm
Bed & Breakfast Service Signs (G7 Type) annual licence (each)	Y	$152.00	$155.00	900 * 900cm
Bed & Breakfast Service Signs (G7 Type) – installation (each)	Y	POA		900 * 900cm
Tourist - Private non-standard (application)	Y	$152.00	$155.00	Per m^2
Tourist - Private non-standard (annual licence)	Y	$152.00	$155.00	Per m^2
2nd Additional A-Frame Signs, per application	Y	$33.50	$34.00	

APPENDIX 3

ESCOSA Advice



APPENDIX 3 – ESCOSA ADVICE

In 2022, the District Council of Yankalilla was part of the first tranche of Councils in the State to be reviewed by ESCOSA. In February 2023, ESCOSA provided advice on the financial position of the Council, which outlined some challenges to achieving and maintaining financial sustainability. Council continues to take this advice seriously and is actively working to address the issues raised. We aim to ensure that our operations remain sustainable while continuing to provide the necessary and highly valued services for our community.

Council provides a full copy of ECOSA's advice and an annual update on the progress against the 11 ESCOSA recommendations in the Annual Business Plan and Budget.

ESCOSA RECOMMENDATION		DISTRICT COUNCIL OF YANKALILLA PROGRESS SINCE 2023
Budgeting considerations	1. Provide greater clarity in its long-term financial plan (and as necessary, its annual business plan and budget) concerning the annual inflation assumptions feeding into its projected revenue (including rates) and expenses as distinct from 'real' impacts.	The 'Long-Term Financial Plan & Sustainability' section in the 2023-24 Annual Business Plan & Budget identified that the financial model assumes the Reserve Bank of Australia's (RBA) inflation measure of Consumer Price Index (CPI) at the end of June each year. A table of inflationary assumptions is also supplied. This information continues to be supplied ongoing. A standalone Long-Term Financial Plan has been developed in 2025.
	2. Continue to review its inflation assumptions in its forward projections from 2023-24, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.	A full review of inflation assumptions was conducted in preparation of the 2023-24 Annual Budget and the 2023-33 Long-Term Financial Plan. In 2023-24 the RBA's June forecasts were used for the 3 years 2023-2026. The 2024-25 Annual Budget preparation provided a further opportunity to review inflation assumptions and adjust where necessary. In 2024- 25 the RBA's June forecasts were used for the 3 years 2024-2027. Inflation assumptions were again revised, following the RBA's release of the Statement on Monetary Policy – February 2025. In the 2025-26 budget preparation, the revised 3 year RBA forecasts were included.
Providing evidence of ongoing cost efficiencies	3. Focus on constraining cost growth where possible, particularly related to 'employee' and 'materials, contracts and other' expenses.	In 2023-24 the budgeted Materials, Contracts and Other expense line was constrained. In 2024-25 was further constrained to allow for the increase in essential services (insurance, waste, electricity, water etc) without increasing total Materials, Contracts and Other expenses. For a third year in a row, Materials, Contracts and Other expenses was constrained. Zero based budgeting is used across the budget process.

ESCOSA RECOMMENDATION		DISTRICT COUNCIL OF YANKALILLA PROGRESS SINCE 2023
		Employee numbers remain stable with no increases. Enterprise Bargaining Agreements drive employee costs.
	4. Report its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.	Projected efficiencies for 2025-26 are included in 2025-26 Annual Budget. The projected efficiencies for 2026-27 are included in the 2025-35 LTFP. Audit & Risk Committee resolution, supported by Council, requires a detailed plan be returned to the July 2025 Audit & Risk Committee meeting identifying how and when Administration will achieve the efficiency dividends. Actual efficiencies delivered have and continue to be detailed and reported in quarterly budget reviews.
Continuing to manage borrowing risk	5. Improve the transparency and consistency of borrowing assumptions in its long-term financial plan, including interest rates and loan terms.	Council reports the interest rates and loan terms to the Audit & Risk Committee and Council regularly via the Finance Report. In 2024-25, interest rate assumptions were included in the introduction to the Long-Term Financial Plan. Borrowing assumptions are included in the 2025-2035 standalone Long- Term Financial Plan and the debt structure is detailed under section 6.2.
Refinements to asset management planning	6. Review the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset renewal expenditure and better align with the allocations in its Long-Term Financial Plan as necessary, including the estimates of asset lives and valuations feeding into the forecast rates of asset consumption and depreciation expenses	Council sought Community Consultation on the AMPs for Stormwater and Transport in June 2023. The final plans and feedback from the community were presented to Council in July 2023 with a recommendation to adopt. Both AMPs were updated and adopted in August 2023. The Buildings Asset Management Plan (AMP) was adopted in July 2018. and the Recreation Asset Management Plan (AMP) was adopted in August 2019. These plans have a life of four years and are both due for revision and updating within two years of each Council Election. These AMP are being reviewed at the end of 2023-24. A full review of all AMPs and the data on which they were based occurred in Feb-March 2025, resulting in an internal document – 'AMP Road Map' to help guide forward planning of condition assessments, valuation and AMPs.

ESCOSA RECOMMENDATION		DISTRICT COUNCIL OF YANKALILLA PROGRESS SINCE 2023
		An Asset Management Plan Summary has been developed in 2025-26 to ensure that the Asset Management Plans and LTFP are aligned as per section 122 of *the Local Government Act 1999.*
	7. Finalise and adopt its Asset Management Plans across different asset categories and make them accessible from its website.	Asset Management Plans are published on Council's website at https://www.yankalilla.sa.gov.au/council/documents-and-meetings/asset-management-plans
Reporting and containing rate levels	8. Report in its annual business plan the estimated average annual change for all categories of general rates, together with the quantum of annual revenue it expects to collect from the different categories of rates (with minimum rate revenue reported separately), providing greater clarity and transparency to its ratepayers.	In 2023-24 Council implemented the use of the 'Statement of expected Rate Revenue' template from the Local Government Association (LGA) and the LGA Finance Managers Group (FMG) to report the: • estimated average annual charge for all categories of general rates • quantum of annual revenue expected to collect from the different categories of rates • number of properties to which the minimum rate will apply. This statement has been used every year since 2023-24.
	9. Review the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.	Rateable property growth is reviewed every year on receipt of capital valuations from the Valuer-General.
	10. Review and consider reducing minimum rate and average rate increases, in consultation with its community, particularly on rate categories which have a lower capacity to pay	Council made a commitment in the March 2025 Council meeting to strongly consider commissioning a rating review. Funds were included in the 2025-26 to enable this if Council resolve to proceed. A full rate review will help ensure Council's approach to rating aligns with fairness and best practice principles.
	11. Review the rationale for the quantum of the maximum rate increase (or cap) it has imposed (currently at 15 percent) in its next annual	The 15% maximum rate increase was introduced in 2022-23 and brought an end to the previous policy that included two elements, one for pensioners and those on Centrelink support and another for ratepayers who met specific qualifications. This

ESCOSA RECOMMENDATION		DISTRICT COUNCIL OF YANKALILLA PROGRESS SINCE 2023
	business plan, with consideration of the community's capacity to pay for higher increases up to this level.	policy remained in 2023-24 given that the change was so recently introduced. Council considered the rationale for maintaining a 15% rebate cap and increased it to 20% in preparation of its 2024-25 Annual Business Plan. The maximum rate increase cap remained at 20% following a review through the 2025-26 budget preparation process. Council funded a Rates Review in the 2025-26 budget to be carried out prior to the consideration of the 2026-27 rating structure.

Advice

Local Government Advice

District Council of Yankalilla

February 2023

Enquiries concerning this advice should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

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

The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit www.escosa.sa.gov.au.

Table of contents

Glossary of terms ii
1 The Commission's key advice findings for the District Council of Yankalilla 3
2 About the advice 5
2.1 Summary of advice 5
2.2 Detailed advice findings 8
2.2.1 Advice on material plan amendments in 2022-23 8
2.2.2 Advice on financial sustainability 9
2.2.3 Advice on current and projected rate levels 12
2.3 The Commission's next advice and focus areas 14

Glossary of terms

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

1 The Commission's key advice findings for the District Council of Yankalilla

The Essential Services Commission (**Commission**) finds the District Council of Yankalilla's (**Council**) current financial position at risk of being unsustainable, with continued operating deficits resulting from its revenue base, including rates revenue, being stretched to meet the service level requirements of its infrastructure base. The Council has forecast a period of service consolidation, following its recent major capital projects for the community, and has planned an expanded capital renewal program for its existing assets. With already high rates, its costs will need to be managed carefully to limit further affordability risk for the community.

Acknowledging this outlook, the Commission considers that it would be appropriate for the Council to undertake the following steps to ensure that it budgets prudently, manages its cost base efficiently, renews its asset base to meet sustainable service levels, plans its asset needs appropriately and constrains the extent of further rate increases.

Budgeting considerations

1. **Provide** greater clarity in its long-term financial plan (and as necessary, its annual business plan and budget) concerning the annual inflation assumptions feeding into its projected revenue (including rates) and expenses as distinct from 'real' impacts.
2. **Continue** to review its inflation assumptions in its forward projections from 2023-24, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.

Providing evidence of ongoing cost efficiencies

3. **Focus** on constraining cost growth where possible, particularly related to 'employee' and 'materials, contracts and other' expenses.
4. **Report** its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

Continuing to manage borrowing risk

5. **Improve** the transparency and consistency of borrowing assumptions in its long-term financial plan, including interest rates and loan terms.

Refinements to asset management planning

6. **Review** the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset renewal expenditure and better align with the allocations in its long-term financial plan as necessary, including the estimates of asset lives and valuations feeding into the forecast rates of asset consumption and depreciation expenses.
7. **Finalise** and adopt its asset management plans across different asset categories and make them accessible from its website.

Reporting and containing rate levels

8. **Report** in its annual business plan the estimated average annual change for all categories of general rates, together with the quantum of annual revenue it expects to collect from the different categories of rates (with minimum rate revenue reported separately), providing greater clarity and transparency to its ratepayers.

9. **Review** the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.

10. **Review** and **consider** reducing minimum rate and average rate increases, in consultation with its community, particularly on rate categories which have a lower capacity to pay.

11. **Review** the rationale for the quantum of the maximum rate increase (or cap) it has imposed (currently at 15 percent) in its next annual business plan, with consideration of the community's capacity to pay for higher increases up to this level.

2 About the advice

The Essential Services Commission (**Commission**), South Australia's independent economic regulator and advisory body, has been given a role by the State Government to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans (**SMPs**) and on the proposed revenue sources, including rates, which underpin those plans.[1]

One of the main purposes of the Local Government Advice Scheme (**advice** or **the scheme**) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (**LTFPs**) and infrastructure and asset management plans (**IAMPs**)[2] – both required as part of a council's SMP.[3] Financial sustainability is considered to encompass intergenerational equity,[4] as well as program (service level) and rates stability in this context.[5] The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, outlined in the LTFP.[6] In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.[7]

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 15 councils for advice in the first scheme year (2022-23), including the District Council of Yankalilla (**Council**).

This report provides the Local Government Advice for the District Council of Yankalilla in 2022-23.

The Council is obliged under the *Local Government Act 1999* (**LG Act**) to publish this advice and its response, if applicable, in its 2023-24 Annual Business Plan (including any draft Annual Business Plan) and subsequent plans until the next cycle of the scheme.[8] It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website[9]), nor is it compelled under the LG Act to follow the advice. The Commission thanks the District Council of Yankalilla for providing relevant information to assist the Commission in preparing this advice.

2.1 Summary of advice

In general, the Commission finds the District Council of Yankalilla's current financial position at risk of being unsustainable, with continued operating deficits resulting from its revenue base, including rates revenue, being stretched to meet the service level requirements of its recently expanded infrastructure base.

Over the past two years, the Council has commenced major multi-year capital projects with partial grant funding (such as the Yankalilla library and carpark and implementation of the Normanville Foreshore Masterplan) but this has put further pressure on its operating budget. Looking ahead, the

1 Amendments to the *Local Government Act 1999* (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).
2 Commonly referred to as asset management plans.
3 The objectives of the advice with reference to a council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMPs.
4 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.
5 Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.
6 LG Act s122(1f) (a) and (1g) (a)(ii).
7 LG Act s122(1f) (b) and (1g) (b).
8 LG Act s122(1h).
9 The Commission must publish its advice under LG Act s122(1i) (a).

Council has forecast a period of service consolidation, with relatively low spending on new and upgraded assets compared with earlier years.

It has also planned a significant asset renewal expenditure program to address its existing asset needs and the backlog of works that it has accumulated over the past 10 years. It has forecast a period of high property growth and further rate increases (above the rate of inflation for two more years after 2022-23), to generate the revenue growth it needs for sustainability.

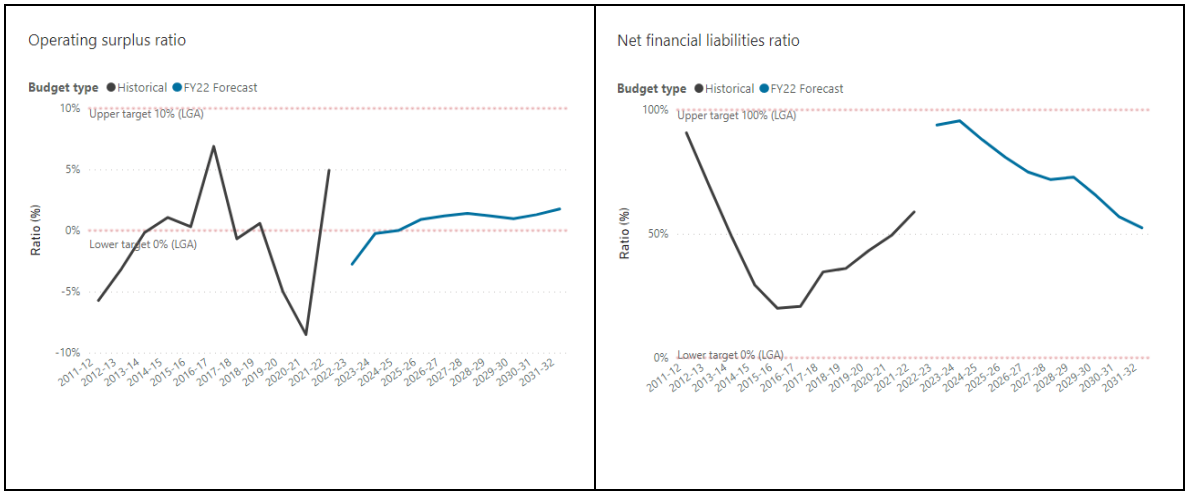
In general, a focus on managing its growth-related assumptions and consulting with its community about rate contributions and service levels should help the Council to identify and act upon opportunities to reduce any associated affordability risk to the community.

Its projected improvement to its financial performance also relies on cost constraint and the Commission considers that it should also take steps to find genuine savings in its recurrent budget where possible.

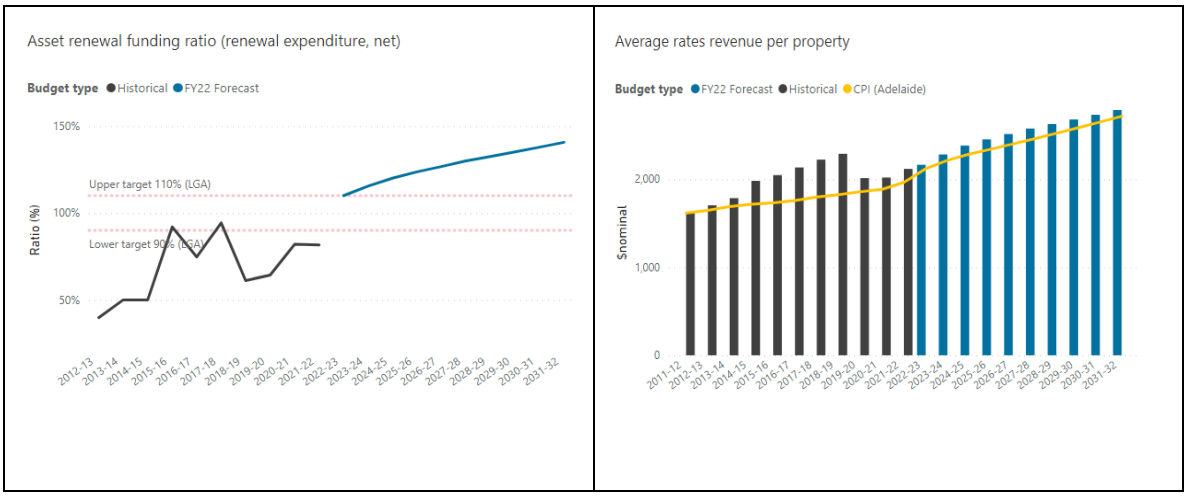
In addition, the Council should review and update its asset management plans (AMP) as a priority to ensure that its proposed capital expenditure and depreciation expenses are sufficiently reflected by and supported through these plans.

The charts below of the District Council of Yankalilla's past and projected operating surplus ratio, net financial liabilities ratio, asset renewal funding ratio and average rate revenue per property, together support these findings.

The 'heat map' diagram over the page summarises the Commission's findings with reference to whether the Council has met the suggested Local Government Association (LGA) target ranges for the three main financial sustainability indicators[10] and the level of cost control and affordability risk identified for the Council over time.



[10] The suggested LGA target range for the ratios are discussed in more detail in the attachment.



Summary of the District Council of Yankalilla's financial sustainability performance and the Commission's risk assessment

Financial sustainability indicators:	Last 10 years from 2011-12 (Actual performance)	2021-22 estimate	Next 10 years from 2022-23 (Council forecasts)	
Operating surplus ratio (target 0-10%)	Some surpluses but operating surpluses ratio average -0.9% to 2021-22 ——>			Surpluses forecast from 2025-26 ——>
Net financial liabilities ratio (target 0-100%)	Ratio met historically and in forecast period ——>			
Asset renewal funding ratio (target 90-110%)	Ratio below suggested target range ——>	Ratio above suggested target range ——>		Council to address backlog
Identified Risks:				
Cost control risk	Operating expenses per property average growth 2.5% p.a. to 2020-21 (CPI 1.7% p.a.) ——>	Increasing expenses including depreciation	Operating expense per property growth forecast to average 2.4% p.a. to 2031-32 (CPI 2.8%) ——>	
Affordability risk	Average rate revenue per property increased by 2.5% p.a. (CPI 1.7% p.a.) ——>	High residential rates	Continued increases to high rate levels (projected rate revenue per property average growth 2.8% p.a. ——>	

Ratio outside recommended LGA target range or higher risk

Ratio close to recommended LGA target range or medium risk

Ratio within recommended LGA target range or lower risk

2.2 Detailed advice findings

The next sections summarise the Commission's more detailed observations and advice findings regarding the District Council of Yankalilla's material changes to its 2022-23 plans (compared with the previous year's plans), its financial sustainability (in the context of its long-term operating performance, net financial liabilities, and asset renewals expenditure) and its current and projected rate levels.

In providing this advice, the Commission has followed the approach it previously explained in the Framework and Approach – Final Report (F&A). The attachment explores these matters further.[11]

2.2.1 Advice on material plan amendments in 2022-23

The Commission has compared the District Council of Yankalilla's projections in its 2022-23 LTFP with those from its 2021-22 LTFP and focused on the aggregate of the nine overlapping years' statistics: 2022-23 to 2030-31 to ensure a comparable analysis of material amendments.

The Council's 2022-23 budget includes increases to both its projected income and expenditure items to 2030-31, compared with the 2021-22 forecasts,[12] as follows:

- An additional $19.6 million or 12.8 percent in total operating income. Most of this increase is due to higher rates which increased by $14.5 million or 12.2 percent on the 2021-22 estimates (for the period 2022-23 to 2030-31). User charges have also increased by $3.2 million or 17.1 percent. The Council's annual business plan and budget states it is expecting an increase in income once the 23 new cabins are completed at the Jetty Caravan Park.[13]

- An additional $21.8 million or 14.5 percent in total operating expenses (for example, for contracts or employees) and $12.1 million or 31.6 percent in total capital expenditure. The higher capital expenditure estimates reflect a significant new allocation for previously unfunded building renewal works in the early years of the forecast period. Also, more than half of the Council's higher operating expenses are due to an increase of $10.4 million or 30.4 percent in depreciations costs. This reflects the major multiyear capital projects that are included in the Normanville Foreshore Masterplan and the Yankalilla library and carpark. However, the Council has also informed the Commission that the depreciation figures will be revised in its 2023-24 long-term financial plan.[14]

Based on the Council's inflation assumptions,[15] an increase in total revenue and expenditure estimates by around 8 percent over the nine years to 2030-31,[16] compared with its 2021-22 estimates, would appear to reflect its adjusted inflation estimates. However, these calculations rely on the Council's assumed Consumer Price Index (CPI) inflation of 6 percent in 2022-23[17] and 2 percent thereafter (and commensurate increases to wage inflation compared with its LTFP 2021-22), but it is not exactly clear the timing of the annual inflation estimates, or extent of wage inflation assumed by the Council.

Although the Council's annual business plan does discuss the inflation impact and estimates, the Commission notes that the LTFP component could provide better clarity about the specific CPI and wage-cost inflation assumptions, as a percentage increase each year, in its forward estimates. Further,

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11 The attachment will be available on the Commission's website with the Advice.

12 The overlapping forecast period in both LTFPs (2021-22 to 2030-31 and 2022-23 to 2031-32).

13 District Council of Yankalilla, *2019-20 Annual Business Plan and Budget*, July 2022, p. 26, available at https://www.yankalilla.sa.gov.au/__data/assets/pdf_file/0031/447079/Council-Agenda-16-July-2019-1.pdf.

14 District Council of Yankalilla, *email advice to the Commission*, 8 February 2023.

15 The Council has increased its CPI growth forecast for 2022-23 from 1.2 percent annually over the period 2021-22 to 2030-31 to a range from 6 to 2 percent annually over the period 2022-23 to 2031-32.

16 The set of nine years forecast in both the 2021-22 and 2022-23 LTFP projections.

17 The Council did also assume a 4.7 percent increase for inflation to its rates in 2022-23 (but the Commission's estimates of the aggregate inflation impact focus on the upper limit).

while the Commission does not consider the Council's inflation assumptions to be unreasonable,[18] in the current inflationary environment, uncertainty to the forecasts remains.

Notwithstanding the need for the District Council of Yankalilla to endeavour to find savings in real terms to reduce any inflationary impact on its community, the Commission considers that it would be appropriate for it to:

1. **Provide** greater clarity in its long-term financial plan (and as necessary, its annual business plan and budget) concerning the annual inflation assumptions feeding into its projected revenue (including rates) and expenses as distinct from 'real' impacts.
2. **Continue** to review its inflation assumptions in its forward projections from 2023-24, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.

2.2.2 Advice on financial sustainability

Operating performance

The District Council of Yankalilla had operating deficits[19] in six of the years between 2011-12 and 2020-21, with an average operating surplus ratio[20] performance of negative 1.4 percent over these years. This is below the suggested LGA target range for the ratio.

In the same period, the Council's operating income increased by an average annual rate of 2.7 percent, compared with average CPI growth of 1.7 percent.[21] [22] The increase in income was due to an average increase in rates revenue of 3.0 percent per annum, and a 5.2 percent increase in user charges revenue. At the same time, property growth averaged 0.4 percent annually in the Yankalilla District.

The Commission notes that the Council's rate revenue was impacted by the transfer of the district's community wastewater system (sewerage) and Wirrina Water Service to SA Water which occurred on 1 July 2019.

The Commission notes that the Council's rate revenue decreased to $11.3 million in 2019-20 (from $12.7 million in 2018-19) resulting in the average rate income per rateable property decreasing to $2,012 per property in 2019-20 (down from $2,288 per property in 2018-19) (see top right chart in section 2.1). The Council's operating expenses also decreased to $14.4 million in 2019-20 (from

[18] The Reserve Bank of Australia (**RBA**) revised its inflation forecasts for CPI to increase by 6.7 percent in the year to the June 2023 quarter, by 3.6 percent in the year to the June 2024 quarter and by 3.0 percent in the year to the June 2025 quarter (noting that these are 'through-the-year' rather than 'average annual' forecasts). Beyond June 2025 quarter, the RBA has not published inflation forecasts, but a return to the long-term annual average (of 2.5 percent based on the midpoint of the RBA's target range of 2 and 3 percent) is a reasonable assumption.

[19] This means the Council's operating expenses (including depreciation) have exceeded operating income (including rates and other revenue sources but excluding capital grants, subsidies, and contributions).

[20] The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income, where the balance includes depreciation expenses. A strong operating result for a council is a positive indicator of financial viability. The general target is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019* (**LGA SA Financial Indicators Paper**), p. 6).

[21] CPI (All groups). Average annual growth in the Local Government Price Index published by the South Australian Centre for Economic Studies was similar (at 1.9 percent). Available at https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index.

[22] Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

$15.6 million in 2018-19). At the time the Council stated that it would run a deficit for a period as it worked towards achieving a '*surplus budget in year five*'.[23]

The Council's growth in its operating expenses in the 10 years to 2020-21 was higher than its growth in operating income - averaging 3.0 percent per annum. This was driven by 'employee' expense growth (averaging 5.1 percent per annum, owing to more staff) and 'materials, contracts and other' expenses growth (averaging 4.0 percent per annum).[24]

The Council has not forecast to generate an operating surplus again until 2025-26 (when the operating surplus ratio is estimated to be 0.9 percent). The continued deficits between 2022-23 and 2025-26 are largely due to higher 'depreciation' expense growth (averaging 9.5 percent per annum from 2021-22 to 2025-26).

The improved financial position over the medium-term results from its projected operating income growth (estimated to average 3.9 percent per annum) exceeding its projected operating expense growth (estimated to average 3.4 percent per annum). At the same time, the Council has forecast higher growth in property numbers (averaging 1.0 percent per annum) which is higher than previously achieved (0.4 percent from 2011-12 to 2020-21). This suggests that both its estimated cost and revenue growth per property is higher than its forecast annual average inflation growth (if it is assumed to be 2 percent from 2023-24), but not too dissimilar from RBA-based average forecast inflation growth (2.8 percent to 2031-32).[25]

Based on its historical performance, it would be prudent for the Council to exercise cost constraint and generate tangible savings in its budgets to achieve the improvement to its financial sustainability that it has forecast. To this end, the Commission has found that it would be appropriate for the Council to:

3. Focus on constraining cost growth where possible, particularly related to 'employee' and 'materials, contracts and other' expenses.
4. Report its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

Net financial liabilities

The Council's net financial liabilities ratio[26] has comfortably met the suggested LGA target range (between zero and 100 percent) over the past 10 years, with an average of 44 percent between 2011-12 and 2020-21.

The District Council of Yankalilla has estimated that its net financial liabilities ratio will continue to meet the suggested LGA target range in its 2022-23 forecasts but has projected a decrease in the ratio from 94 percent in 2022-23 to 52 percent by 2031-32.

Total borrowings are forecast to peak in 2023-24 at $15.1 million, and then reduce to $11.5 million in 2031-32. The increase in borrowings in the short term is due to the Council embarking on major multiyear capital projects. The Council's plan to reduce its peak borrowing levels appears to reflect a

[23] District Council of Yankalilla, *2019-20 Annual Business Plan and Budget*, p. 5.

[24] The Commission notes the impact of the increase in the solid waste levy on councils' waste management costs over this period.

[25] The forecast average annual growth in the CPI from 2022-23 to 2031-32 is estimated to be 2.8 percent based on (RBA) forecasts for the CPI (Australia wide) to June 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

[26] The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

prudent approach to managing the extent of its net liabilities, consistent with the level that its operating income can reasonably service.

Given the accompanying risk that such borrowing entails, it might also be prudent for the Council to include more assumptions in its LTFP about the terms of the borrowing, including interest rates and loan terms. For this reason, the Commission considers it appropriate for the Council to:

5. **Improve** the transparency and consistency of borrowing assumptions in its long-term financial plan, including interest rates and loan terms.

Asset renewals expenditure

The District Council of Yankalilla has consistently prioritised expenditure on renewal and replacement assets, as opposed to new and upgraded assets. Its expenditure on new or upgraded assets averaged $0.9 million per annum between 2011-12 and 2020-21, compared with $2.2 million on the renewal of its assets base. Despite the priority of its spending, the amount on asset renewals has fallen short of the requirements the Council identified in its AMPs. For this reason, the Council's asset renewal funding ratio (IAMP-based[27]) was well below the suggested LGA target range of 90 to 110 percent, averaging 67 percent between 2012-13 and 2020-21.

Looking ahead, the Council is forecasting significantly higher expenditure on the renewal of its asset base (an average of $4.4 million per annum to 2031-32). As such, its asset renewal funding ratio is forecast to perform consistently above the suggested LGA target range for the 10-year period to 2031-32 (with the 10-year average of 127.3 percent), as it seeks to catch up on past renewal backlogs.

The depreciation-based asset renewal funding ratio[28] is projected to average 86 percent per annum to 2031-32, reflecting that the depreciation expenses are still estimated to be higher than the annual spend on renewing assets over this time. This is likely explained by the increased asset values associated with the redevelopment of the Yankalilla library, Normanville foreshore project and Jetty Caravan Park cabin installations. However, it could also be due to there being a misalignment between asset lives assumed in each case (with potentially longer lives being assumed in the LTFP than in the AMPs).

The Council's Stormwater AMP and Transport AMP were last updated in November 2016, while the Recreation AMP was last updated in December 2018 and the Buildings AMP was last updated in December 2017. The Council has stated that its AMPs are currently under development.[29] The Commission has observed that the Council's LTFP projections for capital expenditure are not aligned to these plans. Furthermore, since the Council's AMPs were last updated, the Council has commenced major multiyear capital projects which should also be reflected in these plans. The Commission notes that the Council will also embark on a community satisfaction survey in 2023, which could further

[27] The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan. The suggested LGA target range for the ratio is 90 to 110 percent (LGA SA Financial Indicators Paper, p. 9).

[28] The Council's asset renewal funding ratio by the depreciation-based method (where asset renewal/replacement expenditure is divided by depreciation expenses). This ratio shows the extent to which capital expenditure on the renewal and replacement of assets matches the estimated rate at which these assets are used or consumed.

[29] District Council of Yankalilla, *Ordinary Council Meeting Agenda – Item 14.11 Attachment Chief Executive Officer – Performance Review*, p. 18, *available at* https://www.yankalilla.sa.gov.au/__data/assets/pdf_file/0023/1271903/Ordinary-Council-Meeting-Agenda-17-January-2023.pdf.

inform the service priority areas and the further development of these plans.[30] The Commission considers that it would be appropriate for it to:

6. Review the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset renewal expenditure and better align with the allocations in its long-term financial plan as necessary, including the estimates of asset lives and valuations feeding into the forecast rates of asset consumption and depreciation expenses.
7. Finalise and adopt its asset management plans across different asset categories and make them accessible from its website.

2.2.3 Advice on current and projected rate levels

The District Council of Yankalilla's average rate revenue per property increased by an average of 2.5 percent or $45 per annum over the past 10 years.[31] This compares with CPI growth of an average of 1.7 percent per annum over this period and encompasses average annual growth of 0.4 percent in rateable property numbers. As a result of these increases, its average rates per property are relatively high, including residential and rural rates.[32]

The Council has budgeted for an average rate increase of 5.5 percent for its existing ratepayers in 2022-23,[33] which was higher than it had anticipated charging for this year in its 2021-22 LTFP projections (1.8 percent) due to the impact of higher inflation.

It appears that the Council has applied the average increase of 5.5 percent across its land use rating categories, but the rates revenue information provided in its annual business plan and budget does not show the average rate impact for each land use category (distinct from the minimum rate impact). The *Local Government (Financial Management) Regulations 2011* (Regulations) requires that, at a minimum, the annual business plan provides a statement on the average change in the expected rates for each land use category.[34] The Commission considers that it would be appropriate for the District Council of Yankalilla to:

8. Report in its annual business plan the estimated average annual change for all categories of general rates, together with the quantum of annual revenue it expects to collect from the different categories of rates (with minimum rate revenue reported separately), providing greater clarity and transparency to its ratepayers.

To 2031-32, the average rate across all categories is forecast to increase by 2.8 percent per annum, from $2,163 to $2,785, a cumulative increase of $622 per property.[35] This rate of growth is higher than

[30] District Council of Yankalilla, District Council of Yankalilla Strategic Plan, 2030 Vision, p. 18, available at https://www.yankalilla.sa.gov.au/__data/assets/pdf_file/0020/804314/Strategic-Plan-2030-Vision.pdf.

[31] From 2011-12 to 2020-21.

[32] Refer to the Councils in Focus website available at https://councilsinfocus.sa.gov.au/councils/district_council_of_yankalilla. The Commission is not relying on the rates comparisons for its advice; it is one indicator, among many, which has informed its advice on the appropriateness of the rate levels.

[33] District Council of Yankalilla, *2022-23 Annual Business Plan and Budget*, July 2022, p. 5, available at https://www.yankalilla.sa.gov.au/__data/assets/pdf_file/0024/1187070/Annual-Business-Plan-and-Budget-2022.23.pdf.

[34] Under Regulations s6(ec).

[35] This includes rates growth of 1 percent expected each year.

the Council's forecast inflation,[36] but aligned to the RBA-based forecast average inflation (2.8 percent).[37]

The District Council of Yankalilla's rates revenue forecast also factors in average annual growth of 1.0 percent in property numbers.[38] This is lower than the rate of property growth from 2011-12 to 2020-21 (averaging 0.4 percent annually). Should lower growth eventuate, this might result in the Council increasing rate levels by more than it had forecast to generate the same amount of revenue. Therefore, it would be appropriate for it to:

9. **Review** the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.

In considering the affordability risk for the proposed rate increases, the Commission acknowledges the assessment of the economic resources available to the community as indicated by the area's marginally high economic resources ranking.[39]

However, existing rates (including residential and rural rates) are already relatively high and the District Council of Yankalilla's consultation on its annual business plan, which incorporated the proposed rate increases for 2022-23, did receive some community concern on the proposed increases.[40] It also received criticism about the proposed higher 'rate cap',[41] which it adjusted to 15 percent from 10 percent in 2021-22 (but not to 20 percent as it originally proposed in its draft annual business plan for 2022-23).[42]

With current economic conditions affecting many communities' capacity to pay for higher rates, including the Yankalilla District's, the Commission considers that it would be appropriate for the Council to:

10. **Review** and **consider** reducing minimum rate and average rate increases, in consultation with its community, particularly on rate categories which have a lower capacity to pay.
11. **Review** the rationale for the quantum of the maximum rate increase (or cap) it has imposed (currently at 15 percent) in its next annual business plan, with consideration of the community's capacity to pay for higher increases up to this level.

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36 The Council has increased its CPI growth forecast for 2022-23 from an average of 1.2 percent annually between 2021-22 and 2030-31 to a rate of 6 percent and then 2 percent to 2031-32.

37 See footnote 25.

38 Based on the Council's completed financial template submitted to the Commission.

39 The District Council of Yankalilla area is ranked 44 among 71 South Australian '*local government areas*' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics Socio-Economic Indexes for Areas Index of Economic Resources (2016), where a lower ranking (eg, 1) denotes relatively lower access to economic resources in general, compared with other areas, available at https://www.abs.gov.au/ausstats/subscriber.nsf/log?openagent&2033055001%20-%20lga%20indexes.xls&2033.0.55.001&Data%20Cubes&5604C75C214CD3D0CA25825D000F91AE&0&2016&27.03.2018&Latest.

40 From the 67 participants there were 8 comments on rates with 7 of those comments supporting no increase.

41 Council will introduce a new policy to apply a cap on the rates for any property where the rating category is unchanged in the prior year, so general rates cannot increase by more than 15 percent.

42 District Council of Yankalilla, *Special Council Meeting Agenda -12.2 July 2022, Item 5.1.2 Attachment B Annual Business Plan Community Engagement Report,* p. 93, *available at* Special-Council-Meeting-Agenda-12-July-2022.pdf (yankalilla.sa.gov.au).
From the 67 participants, there were 8 comments on rate capping with 4 of those submissions supporting the proposed 20 percent rate capping and 4 submissions that indicated the 20 percent was too high.

2.3 The Commission's next advice and focus areas

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

- ongoing performance against its LTFP estimates
- review of its LTFP assumptions, including for inflation, borrowings and growth
- demonstration of cost constraint and similarly, its achievement of cost savings and efficiencies (including operational savings), and its reporting of these achievements
- progress in finalising its AMPs and actions to address any misalignment between the capital expenditure and depreciation estimates in its LTFP and various AMPs, as appropriate, and
- reporting of average rates by land use category and how it has sought to address the affordability risks identified.

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