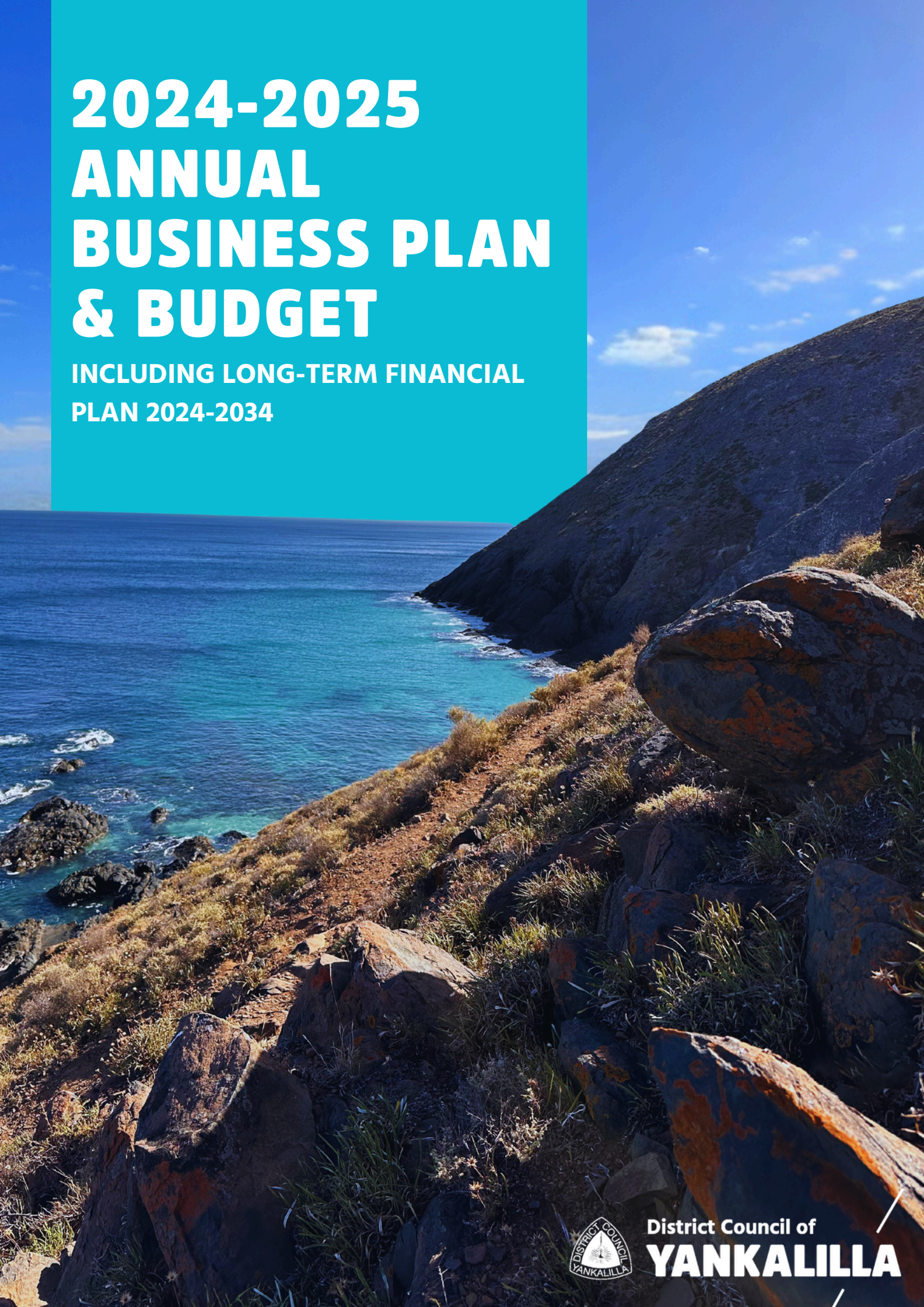
2024-2025 ANNUAL BUSINESS PLAN & BUDGET

INCLUDING LONG-TERM FINANCIAL PLAN 2024-2034



District Council of YANKALILLA

THIS PAGE IS INTENTIONALLY BLANK



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the traditional custodians of the land and waters in the area now known as the District Council of Yankalilla. We pay our respects to the Elders past, present and emerging.

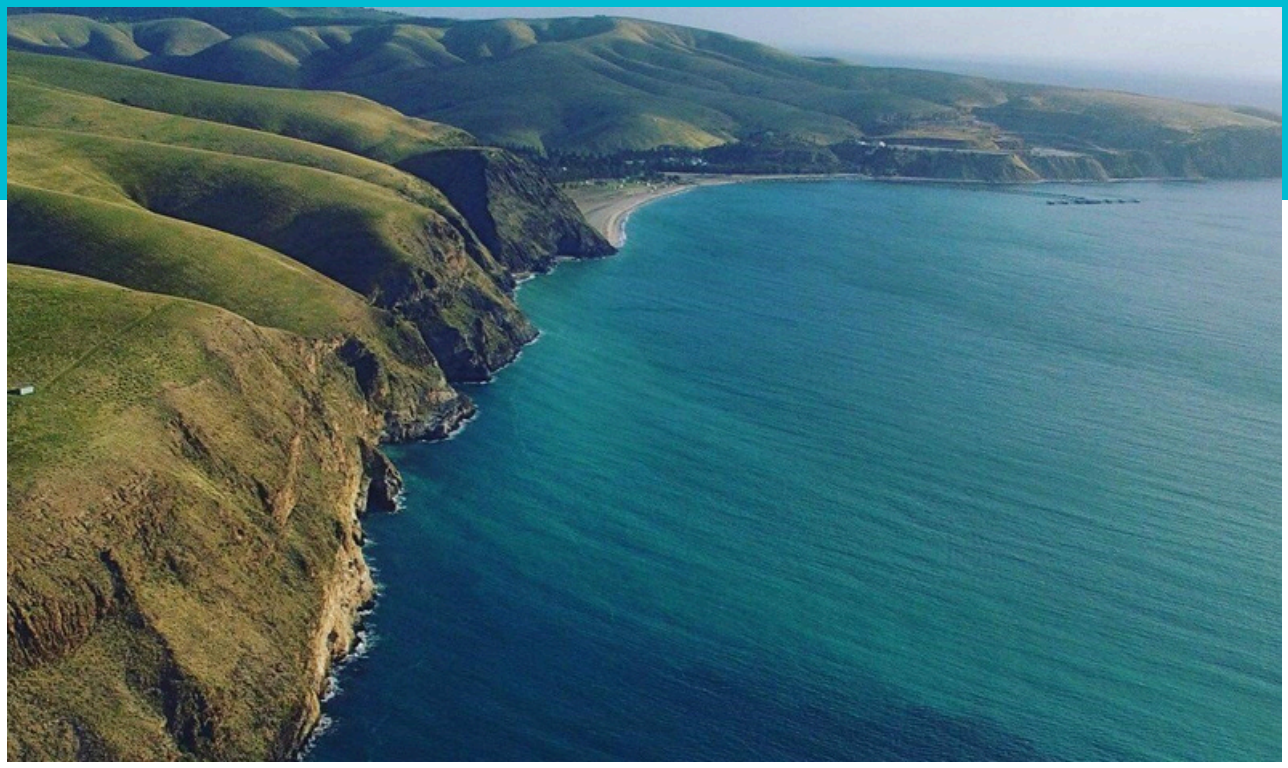
We honour the deep spiritual relationships with country and stories that have developed over tens of thousands of years.

We recognise that this rich cultural heritage is a living culture and remains important today.

District Council of YANKALILLA

TABLE OF CONTENTS

About this report 1
District Snapshot 2
The Year Ahead 3
A word from the Mayor 5
A word from the CEO 7
Our Council – Light Ward & Field Ward 8
Consultation & Feedback 10
Our Framework for Delivery 11
Our Vision 12
-Strategic Vision:2030
-Our Vision: 2030
-Delivering the second phase
Capital Projects 17
Operating Projects 23
Budget Summary 30
Measuring Performance 36
Rating Policy 37
Statement on Expected Revenue 41
Long-Term Financial Plan & Sustainability 43
Response to Essential Services Commission (ESCOSA) advice 46
Appendix 1: Budget Financial Statements 50
Appendix 2: Fees & Charges 57
Appendix 3: Long-Term Financial Plan 71
Appendix 4: ESCOSA Advice 78



ABOUT THIS REPORT

Welcome to the District Council of Yankalilla's Annual Business Plan & Budget for 2024-25, including the Long-Term Financial Plan for the 10 years 2024-2034.

This comprehensive report serves as a roadmap for the upcoming financial year, outlining Council's priorities, objectives, and financial allocations to meet the needs of our community.

You will find a detailed overview of our strategic initiatives, key projects and budget allocations aimed at advancing our Vision 2030.

We invite you to explore the contents of this document to gain insight into Council's priorities and the investments being made for the betterment of our community to address the challenges and opportunities facing our district.

As we embark on 2024-25, we recognise the importance of collaboration and partnership in achieving our shared goals. We value the input and feedback of our community and encourage active participation in shaping the future of our district.

Over the coming months, we will be working on developing the next chapter of the Strategic Plan. We invite you to join in on those conversations focusing on long-term success for a vibrant, inclusive and sustainable district for generations to come.

DISTRICT SNAPSHOT



Usual resident population
(Census 2021)
5,834



Male
49.7%



Female
50.3%

Median Age **56** Yrs



No. of families
1,862



People in the labour force
(full or part time)
94.8%



3 Schools
2 Medical Centres



Population volunteers
23.8%



Fleurieu Coast Visitor Centre
Visitors 7,084



Total library visitors 22-23
16,504



Enquiries
taken by the DCY Front Desk
16,325



Proximity to Adelaide
70kms



Townships & Hamlets
10



Places
8



Council employees
68.89 FTE



Number of dwellings
4,405



Dwellings occupied 60%



Dwellings unoccupied 40%



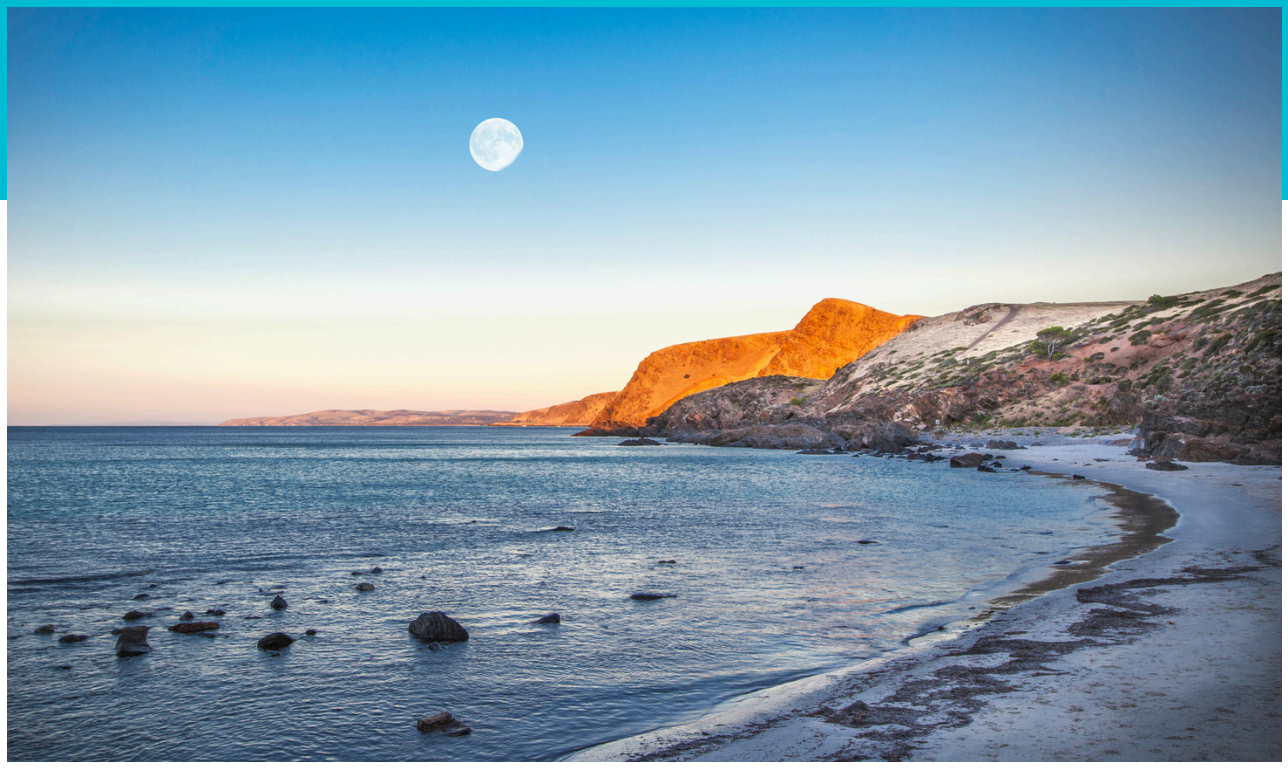
Coastline
80km



Sealed Roads
133km



Unsealed Roads
410km



THE YEAR AHEAD

Focusing on long-term success

This year's Annual Business Planning and Budget process was heavily influenced by the early identification of projects required to be carried forward into future years and staged for success. This approach ensures our financial sustainability now and in the future, without compromising essential services.

The economic environment, remains challenging with a 4.3% CPI for Adelaide reported in March 2024. The current body of Elected Members have made a strong commitment to financial sustainability and determining what our district looks like following the 'once in a generation' investment in community assets. Our Long-Term Financial Plan, a key tool to assist Council in making well informed, transparent and sound financial decisions, has been updated to reflect this commitment to prepare our district for the future, it is however by no means perfect and work will continue on the LTFP.

This plan is now presented in final form, following community consultation throughout May & June 2024.

THE YEAR AHEAD continued

Your feedback has been received and discussed at length with elected members. It is important in ensuring that our plan accurately reflects the needs of our community. The final budget has been adjusted, where possible, based on the input we receive.

As we work on preparing a new Strategic Plan Four Year Focus, we're continuing to keep our focus on the key priorities identified. We'll be concentrating on setting our district up for long-term financial sustainability by delivering essential services, reducing debt and maintaining and upgrading key infrastructure.

Our community's needs are at the heart of our decisions and we're committed to working with you to meet them. Over the next six months, we'll be closely engaging with the community to work out what Council's work plan looks like to deliver services and activities that reflect your priorities. This is the goal of the second phase of working towards achieving our Vision 2030.

Changes to the Annual Business Plan & Budget, since it's draft and revised version, are reflected in this final document and is available on our website. Hard copies of the draft plan were available at the Council Office upon request, during the Community Consultation period.



A WORD FROM THE MAYOR

I wanted to start by taking this opportunity to thank all residents who provided feedback and participated in the Community Consultation process which has helped shape our final Budget proposal.

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, following the recent major capital projects delivered for the community.

The 2024-25 financial year is one of great challenges, but we believe there are also opportunities to create a stronger and brighter future for our region.

We will -

- Continue the successful community township planning now completed in Myponga & Cape Jervis with Inman Valley & Yankalilla to occur this financial year. Creating township plans will set a strong foundation for ongoing and managed improvement of our towns.

- Undertake quarterly strategic finance workshops with the aim of delivering a draft 3-year budget so the community have a clear site of what is planned beyond the typical 12-month cycle.



District Council of YANKALILLA

- Review Council's Asset Management Plan and service standards improving the awareness of the cost of district wide asset management.

- Review services and service delivery approaches through a variety of strategies including but not limited to innovation, continuous improvement, self-service, digital options and sustainability initiatives. Opportunities for shared services models, strategic partnerships, investment in existing staff, and flexible staffing opportunities will also be considered with the view to short, medium and long-term savings.

Our Council is not alone in its challenges, which are also disproportionately impacting regional and rural local governments. We will be actively advocating for greater assistance and recognition from the State and Federal Governments, particularly ensuring an equitable share of grant 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 and I encourage you to ask our Rates team on how those options can work for you.

As we head into the new financial year, we will continue to re-establish our core functions which the community want and need, as we aim to build a stronger and brighter future together for our region.

DARRYL HOUSTON
MAYOR



A WORD FROM THE MAYOR

District Council of YANKALILLA



A WORD FROM THE CEO

I am pleased to present the 2024-25 Annual Business Plan & Budget, including the Long-Term Financial Plan, for the community's consideration. This comprehensive report serves as a roadmap for the upcoming financial year, delineating Council's priorities, objectives, and the financial allocations aimed to meet the needs of our community.

In 2020, the Council adopted the District Council of Yankalilla Strategic Plan: Vision 2030 alongside the Four-Year Focus 2020-24. These strategic management documents, in conjunction with Council's Long-Term Financial Plan, chart the course for Council in working towards the 2030 horizon. Each year, an Annual Business Plan is adopted, outlining the budget and funding sources for the year ahead.

This year's Business Planning and Budget process has been significantly influenced by the early identification of projects earmarked for future years. Drawing from the lessons learned during the 2023-24 budget preparation process, where we went 'back to basics', we have now applied this approach to our capital program. This recalibration is imperative following the substantial injection of grant funding in our district, which led to the delivery of remarkable assets for the community and visitors to enjoy.

Following the completion of the large capital projects, our focus extends beyond 2024 as we concentrate our efforts on laying the groundwork for long-term financial sustainability. This entails delivering essential services, reducing debt, and maintaining and upgrading infrastructure. While this approach may appear drastic at present, its purpose is to ensure our financial resilience both now and in the future, without compromising essential services.

NATHAN CUNNINGHAM
CHIEF EXECUTIVE OFFICER

District Council of YANKALILLA

OUR COUNCIL

The District Council of Yankalilla comprises of nine (9) Ward Councillors (no Area Councillors) and the Chairman (Mayor) is the principal member of Council.

.

LIGHT WARD

Represented by five (5) Councillors

FIELD WARD

Represented by four (4) Councillors

ELECTED COUNCIL MEMBERS

MAYOR DARRYL HOUSTON



CR. DAVINA QUIRKE



DEPUTY MAYOR DAVID OLSSON



CR. LAWRIE POLOMKA



VACANT

CR. SIMON ROTHWELL



CR. GLEN ROWLANDS



CR. TIM MOFFAT



CR. WAYNE GIBBS



REVISION DETAILS

Changes made to the 2024-25 Budget and 4 years of the Long-Term Financal Plan since the original draft are summarised below:

2024-25 BUDGET	Original Draft 2024-25	Revised Draft 2024-25	Final 2024-25
Total Operating Income	$18,472,514	$18,740,436	$18,635,438
Total Operating Expense	$19,381,040	$20,006,480	$19,869,622
Operating Surplus (Deficit)	**($908,526)**	**($1,266,044)**	**($1,261,185)**
Net Outlays on Existing Assets	$826,574	$1,218,573	$1,218,573
Net Outlays on New and Upgraded assets	$81,951	($304,012)	($304,012)
Annual Net Impact to Finance Activities (surplus / (deficit))	**0**	**($351,481)**	**($346,623)**

Long-Term Financial Plan	2025-26	2026-27	2027-28	2028-29
Operating Surplus (Deficit)	**($1,297,250)**	**($592,316)**	**$211,219**	**$673,929**
Annual Net Impact to Finance Activities (surplus / (deficit))	**($472,767)**	**$12,771**	**$34,986**	**($216,604)**

Full details of the Final 2024-25 Budget and Long-Term Financial Plan in Appendix 1 and 3 of this report.

CONSULTATION & FEEDBACK

17 May 2024 - 11 June 2024

Focussing on long-term success - drop-in style Q&A conversations

SECOND VALLEY HALL
TUESDAY 28 MAY, 4 - 7PM

Community members were invited to have one-on-one conversations with Council's Executive Leadership Team about the plans for the year ahead proposed in the draft 2024-25 ABP & Budget and setting the foundation for long-term success as part of the review of the DCY Strategic Plan: Vision 2030.

The Year Ahead - an online conversation

ZOOM
MONDAY 3 JUNE, 5.30 - 7PM

For those who were unable to make it to the face-to-face sessions, an opportunity to connect with us online at 'The Year Ahead – an online community conversation' held via Zoom was supplied.

MEETING ID: 867 6661 0870
PASSCODE: 5203
HTTPS://US06WEB.ZOOM.US/J/86766610870?PWD=VER8NTRJBA9IJ7AWGL1VP5UCHFBGRP.1

Public Community Meeting

COUNCIL CHAMBERS
FRI 7 JUNE, 4 - 5.30PM

A 'Public Community Meeting,' was held to offer an opportunity to learn more about our proposed plans for the year ahead and share your thoughts with us and fellow community 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 and via email to consultation@yankalilla.sa.gov.au.



OUR FRAMEWORK FOR DELIVERY

The Strategic Plan is the primary document that directs the planning of Council. The suite of Asset Management Plans gives guidance to Council on how to maintain its assets. These combined plans are used to formulate the Long-Term Financial Plan through which Council manages its resources and its sustainability.
The Annual Business Plan & Budget is the detailed implementation of these plans.





OUR VISION 2030

The 2024-25 Annual Business Plan & Budget marks the end of our first four years of the 2030 Vision and triggers the beginning of the second phase of working towards achieving our 2030 Vision.



STRATEGIC VISION: 2030

The District Council of Yankalilla Strategic Plan continues to be regarded as our most important document which guides the key direction and decisions.

The Strategic 2030 Vision consolidates what we heard from the community between October 2019 to November 2020, following the biggest consultation undertaking ever performed by Council. The 2030 Vision continues to guide Council's direction as we near 2030.

OUR ENVIRONMENT

OUR COMMUNITY

OUR ECONOMY

OUR INFRASTRUCTURE

OUR LEADERSHIP

You're always welcome at OUR PLACE.
Fleurieu Coast, Made by nature

Vision 2030

The long term vision will be guided by five themes. The first four years will be shaped by 12 community priorities obtained through consultation.

This is the story of the future of our district as told by over 1,000 participants during an unprecedented community engagement program



1. OUR ENVIRONMENT

Our Environment is a tapestry of living landscapes: We proudly live in harmony with the district's vast ecological diversity; its marine parks, conservation parks, freshwater corridors and coastal habitats. Our self-sufficient communities are powered by nature's elements and we collaborate across the region to build our collective resilience to the impacts of climate change and to re-purpose and reduce our waste.

Priorities:

1. Protecting our natural environment and rural lifestyle
2. Living sustainably
3. Ensuring sensitive development

2. OUR COMMUNITY

Our Community is a connected network of townships and rural settlements: We are dotted with unique communities; some discreetly nestled within a landscape of unspoilt natural resources, others brimming with services and facilities that give visitors a reason and a place to stay, enable our most experienced residents to age in place, provide the perfect neighbourhoods to raise a family, propel graduates in to meaningful employment and encourage everyone to connect and celebrate through recreation, sport, culture and the arts

Priorities:

4. Providing for our children, young people and families
5. Accessing health, emergency and community services
6. Building community connections



5. OUR LEADERSHIP

Our Leadership is by example: We listen and learn from our community's vast knowledge, skills and experience and we advocate with courage and understanding. We proactively engage with change for the benefit of our community.

Priorities:

12. Demonstrating good governance

4. OUR INFRASTRUCTURE

Our Infrastructure is taking us places: We are safely and conveniently at the doorstep to everywhere; to townships, to trails, to the port on the ferry, to the region on road, to the city on train, to the world online.

Priorities:

10. Getting around
11. Delivering township infrastructure

3. OUR ECONOMY

Our Economy is a diverse producer of low impact high quality goods, services and experiences. We have robust and responsible employment sectors that contribute equally to the district's liveability as they do its economy. Our industries stimulate vibrant townships, protect high value and high amenity rural landscapes, invest in quality infrastructure and pursue innovation for economic growth that reinforces our district as a place of choice for residents, visitors and business.

Priorities:

7. Developing tourism opportunities for economic benefit
8. Supporting agribusiness and food production
9. Increasing job and business opportunities



OUR VISION 2030

Council's Strategic Plan was designed to provide a visual demonstration of Council's strategic directions over a 10-year period and 4-year horizon, avoiding action level or site-specific proposals.

As 2024 draws to a close, so too does the first phase of the Strategic 2030 Vision. We now build on the success of the last 4 years and move into the second phase of planning and delivery.



DELIVERING THE SECOND PHASE

As the second phase begins, we continue to make plans and decisions with the 2030 Vision firmly in our sights. The next four to five years will be guided by the five themes as we discover the next priority areas with community.

Upon finalisation of Community Engagement, a plan for '2030 Vision: Phase 2' will be presented to the community. This will help inform priority funding projects through to 2030.

CAPITAL PROJECTS

Last year we took our operating expenditure back to basics and this year we take the next step to return our capital expenditure to support long-term success.

Following a strategic financial decision in early 2024, a large portion of the new work forecast for 2023-24 was paused and deferred to 2024-25 with this staging designed to ensure successful delivery and a sustainable financial trajectory. This means that much of the Capital Projects proposed for 2024-25 were previously approved by Council (and consulted on ahead of the 2023-24 Annual Business Plan & Budget).

In 2023-24, Council planned to deliver to $5.73M in new and renewal capital projects, and $522K in operating projects on top of delivery of the remainder of the 'once in a generation' community assets (Normanville Foreshore, Normanville Surf Life Saving Club and Café / Kiosk, BIG4 Normanville Jetty Holiday Park Cabins project and the Yankalilla Library).

Where projects from 2023-24 have been reallocated to be delivered in 2024-25, the information that follows has been informed by the 2023-24 Annual Business Plan.



CAPITAL PROJECTS

Blacker Road Bridge

The Blacker Road Bridge serves as the sole access point to several farming properties along Blacker Road, which is designated as a no-through road. To maintain this crucial access, plans are underway to replace the existing 5m span timber bridge and stone headwall. The proposed construction includes the installation of a new bridge composed of a precast box culvert and gabion rock headwall.

Additionally, there will be a realignment and widening of the bridge approach to meet with current Australian standards. This replacement initiative is imperative to address the deteriorating infrastructure and ensure continued access to the properties.

Finnis Vale Drive

Finniss Vale Drive provides access to the township of Second Valley and is identified in the Southern and Hills Local Government Associations 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 will tender for an engineering consultant(s) to complete road pavement and stormwater engineering design, ensuring its readiness to be nominated for Special Local Roads Program funding with the support of the Southern and Hills Local Government Association.



CAPITAL PROJECTS

Range Road Renewal – Tapanappa Road to Parawa Road

Range Road is one of our most significant freight and tourism routes and has been identified as the highest priority project for the region that was eligible for funding in 2023-24. Over the past few years, Council has conducted extensive pavement maintenance work on this stretch of road.

With the road pavement now reaching the end of its useful life, Council was successful in its application to secure a special local roads funding grant of $800K This funding, in addition to our own $400K Council contribution will see the renewal of the road surface.

This renewal is necessary to ensure that the Southern Freight Corridor remains in satisfactory condition, guaranteeing the continued safety and efficiency of this vital transportation route.

Following a funding extension this project will be completed by the end of the 2024 calendar year.



CAPITAL PROJECTS

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, which benefits local businesses and supports 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.

In 2023-24 Council delivered a portion of the footpath repair program that will ensure all damaged footpath segments are repaired to a satisfactory condition. This work will continue throughout 2024-25 and into 2025-26 to ensure we can continue to deliver these much-needed positive community outcomes.

Township Road Sealing Program

Following the completion of construction work on Scenic Way for road and drainage, our township road sealing program now progresses into the technical design phase for the roadway and drainage of Petrel Close Carrickalinga, Gulf Close Carrickalinga, and Bernard Street Normanville. By the end of the 2023-24 Financial year, the 30% design for Petrel and Gulf Close Carrickalinga, as well as Bernard Street in Normanville, have been accomplished, while the remaining technical design work is scheduled to be finalised in the upcoming financial year – 2024-25.

This program is strategically aimed at enhancing safety, accessibility, supporting property value growth, reducing maintenance costs and fostering environmental benefits.



CAPITAL PROJECTS

Bridges Safety Upgrade (Guard rails)

Following an audit in 2019, it was identified that several of our bridges require the installation of guard rails in order to meet relevant standards and to provide an appropriate level of service.

Guard rails are essential for bridges to ensure the safety of all road users, including pedestrians and cyclists. We have identified the installation of guard rails for Back Valley Road, Bollaparudda Creek, Rogers Road and Three Bridges Road.

Unsealed and Sealed Road Renewals

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

In the upcoming year, we plan to attend to approximately 14km of individual unsealed road segments. Additionally, we will identify individual road segments for our annual township sealing program.

Cygnet Place Road Renewal and Stormwater Management

The road seal and pavement at Cygnet Place, Rapid Bay has reached its technical end of life.

A design for the road pavement and stormwater infrastructure was completed in 2022-23. The project will be re-visited with new cost estimates for a future financial year.



RENEWAL CAPITAL

Council intends to implement the Renewal Capital Projects detailed in the pages above. The following funding has been allocated within the 2024-25 budget:

Capital Renewal / Replacement Projects	Carried forward from 2023-24	New funding 2024-25	Total 2024-25	Proposed future commitment	Grant / external funding opportunity
Blacker Road Bridge Replacement	$ 460,619		$ 460,619		$ 141,534
Cygnet Place - Road Renewal and Stormwater Management	$ -		$ -	$ 350,000	
Finniss Vale Drive - Second Valley/ Randalsea Design	$ 45,000		$ 45,000		Yes - amount TBA
Footpath Renewal Program	$ 75,000		$ 75,000	$ 75,000	
Large Plant Renewal	$ 545,089		$ 545,089		
Range Road Renewal -Tapanappa Road to Parawa Road	$ 1,150,000		$ 1,150,000		$ 800,000
Sealed Road Renewal	$ 330,000		$ 330,000		R2R Funding approx $163K
Shoulder Maintenance	$ 60,000		$ 60,000		
Unsealed Road Renewal	$ 600,000		$ 600,000		
Hazardous area lighting and refit			$ -	$ 20,000	
Security/CCTV upgrades			$ -	$ 30,000	
Tjilbruke marker site project			$ -	$ 25,000	
TOTAL	$ 3,265,708	$ -	$ 3,265,708	$ 500,000	

NEW CAPITAL

Council intends to implement the New Capital Projects detailed in the pages above. The following funding has been allocated within the 2024-25 budget:

Capital New / Upgrade Projects	Carried forward from 2023-24	New funding 2024-25	Total 2024-25	Proposed future commitment	Grant / external funding opportunity
Bridges Safety Upgrade - Guard fence	$ 58,900		$ 58,900		
ERP System upgrade	$ 150,000		$ 150,000		
New Plant Purchases	$ 35,112		$ 35,112		
Pioneer "wall" at Bullaparinga Cemetery	$ 25,000		$ 25,000		
Carrickalinga to Normanville multi-use path (Stage 3)			$ -	$ 158,875	
Township Sealing Program: Design: Petrel Close, Gulf Close Carrickalinga, and Burnard Street Normanville	$ 35,000		$ 35,000		
TOTAL	$ 304,012	$ -	$ 269,012	$ 158,875	

OPERATING PROJECTS

The 2024-25 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.





OPERATING PROJECTS

Arts and Creativity Program

The Arts and Creativity Program, which has been running successfully for the past 4 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.

Cultural Projects

We will continue to form the foundation of a Reconciliation Action Plan, through relationship building and cultural projects, to raise cultural awareness within the organisation and across the community by looking at alternative ways to fund these projects. Reconciliation Action Plans are based on the core pillars of relationships, respect and opportunities.

Community Grant 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.



OPERATING PROJECTS

Major Events and Festivals Sponsorship Program

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 Motorshow and Cut It at the Cape.

Specific funding has now been dedicated to the Festival Fleurieu in 2024-25.



OPERATING PROJECTS

Economic Development Strategy

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

Myponga Memorial Community Centre & 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.



OPERATING PROJECTS

Tree Trimming Program

The continuation of the tree trimming program implemented in 2023-24 will ensure we clear safe road networks, to allow easy access for both our community and visiting road users throughout 2024-25.

As a Council, we also have an environmental obligation to look after our tree network, particularly along road corridors. Trees, although not infrastructure themselves, have a huge impact on both the condition and usability of our infrastructure.

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 options for the bridge's future.

On Demand Transport

The Commonwealth Home Service Program (CHSP) On Demand Transport service celebrates its 4th year of providing a service to our community.

The On Demand Transport program provides an option for the Community to attend appointments utilising the CHSP vehicles if they are not eligible to use them under 'My Aged Care'. This helps to bridge the lack of public transport in the area.



OPERATING PROJECTS

Strategic Plan – Next Four-Year Focus

Council entered the second phase of planning for Our VISION 2030 Strategic Plan in late 2023-24. The majority of the community engagement, consolidation and reporting will be developed in early 2024-25.

Previously, external resourcing has been utilised to drive the process with administration, Elected Members and the community however, administration are driving the process for the next phase through Elected Member and community conversations. All themes are relevant as they are part of the VISION 2030. The next strategic plan will still fall inside the 10-year vision period and will cover the same themes, unless the community advises that these themes have shifted.

Conservation Made by Nature

Key priorities from the Southern Fleurieu Coastal Action Plan will be implemented in the 'Conservation Made by Nature' project. It will reduce environmental threats and improve the biodiversity and conservation of our coastal assets with community education and participation. Matching funding will be provided through Green Adelaide's Coast and Seas Program and the Hills and Fleurieu Landscape Board Coast and Marine Program.

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 the Fleurieu Environment Centre and the Foundation for National Parks and Wildlife to provide local native seedlings for Council and community revegetation projects.



OPERATING PROJECTS

Council intends to implement the Operating Projects detailed above. The following funding has been allocated within the 2024-25 budget:

Operating Projects	Carried forward from 2023-24	New funding 2024-25	Total 2024-25	Proposed future commitment	Grant / external funding opportunity
Bridge Maintenance	$ 82,800		**$ 82,800**		
Cultural projects - working towards reconciliation action plan	$ -		**$ -**	Y	Yes - amount TBA
Former Wesleyan Cemetery site clean up works	$ -		**$ -**	Y	
Free leisure equipment hire - maintenance	$ 1,600		**$ 1,600**		
Strategic Plan - next 4-year focus	$ 1,000		**$ 1,000**		
Accelerated Tree trimming program	$ 10,000		**$ 10,000**	$ 45,000	
Coastal Conservation Made by Nature		$ 30,000	**$ 30,000**		Yes - amount TBA
Community, Arts and Creativity Program		$ 13,000	**$ 13,000**		
Community Grants Program		$ 15,000	**$ 15,000**		
Economic Development Strategy implementation		$ 15,500	**$ 15,500**		
Fleurieu Coast Community Nursery and Community Revegetation Program		$ 22,500	**$ 22,500**		Yes - amount TBA
Major event & festival sponsorship		$ 5,000	**$ 5,000**		
Myponga Memorial Community Centre & Yankalilla Memorial Park Sport Facilities		$ 50,000	**$ 50,000**	Y	
On Demand Transport - CHSP		$ 15,000	**$ 15,000**		Yes - fully funded
The War on Waste - LEAPing away from ag plastics		$ -	**$ -**	$ 9,000	
Cemetery Plot Space		$ -	**$ -**	$ 21,476	
Green Waste Trial		$ -	**$ -**	Y	
Festival Fleurieu		$ 10,000	**$ 10,000**		
TOTAL	**$ 95,400**	**$ 176,000**	**$ 271,400**	**$ 75,476**	**$ -**

BUDGET SUMMARY

Impacts on 2024-25 budget

Following the approach in 2023-24 by getting back to basics and understanding what a 'business-as-usual' budget looked like, we now know even more about what is necessary to achieve and maintain Council's financial sustainability.

Following the completion of a 'once in a generation' major capital program, this budget takes a long-term view of what is financially possible for the district. The impact of this work will flow through our budget and our community for years to come as we enjoy the new facilities in our district.

The previous Long-Term Financial Plan 2023-2033 identified that Council would need to increase rates by 2% above inflation in 2024-25.

The updated Long-Term Financial Plan now identifies a need for rates to increase by at least 4% above the RBA's forecast inflation rate (CPI) to support Council's commitment to ensuring long-term financial sustainability.

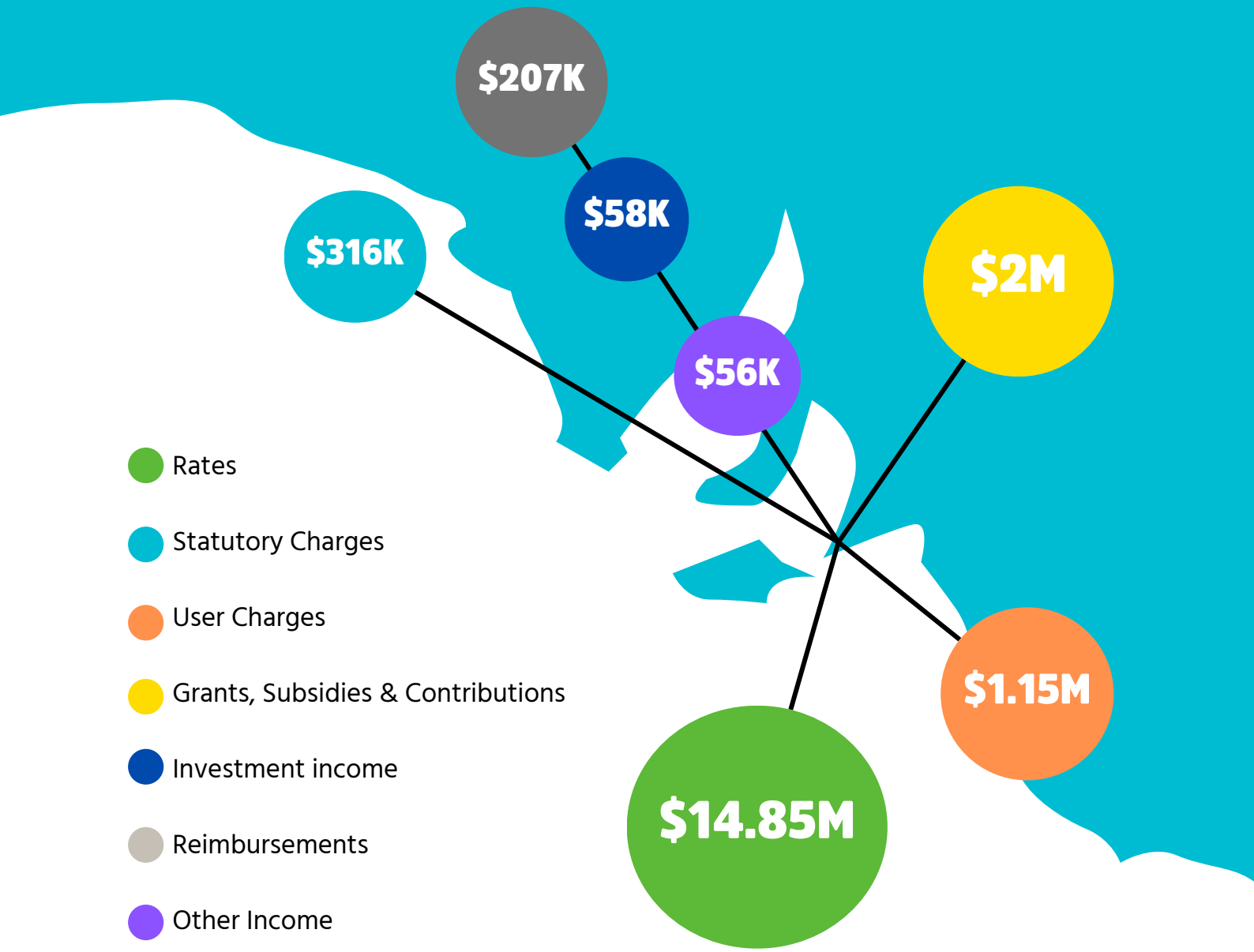
	2023-24 Current Year Forecast	2024-25 Budget
Operating Budget		
Operating Revenue	$17,003,999	$18,635,438
Operating Expenses	$19,479,770	$19,896,622
Operating Surplus / (Deficit)	($2,475,771)	($1,261,185)
Capital Budget		
Expenditure on Renewal/Replacement Assets	$1,734,935	$3,265,708
Expenditure on New/Upgraded Assets	$4,543,958	$304,012
Total Expenditure on Capital (excluding depreciation, amortisation & impairment)	$6,278,892	$3,569,720

BUDGET SUMMARY

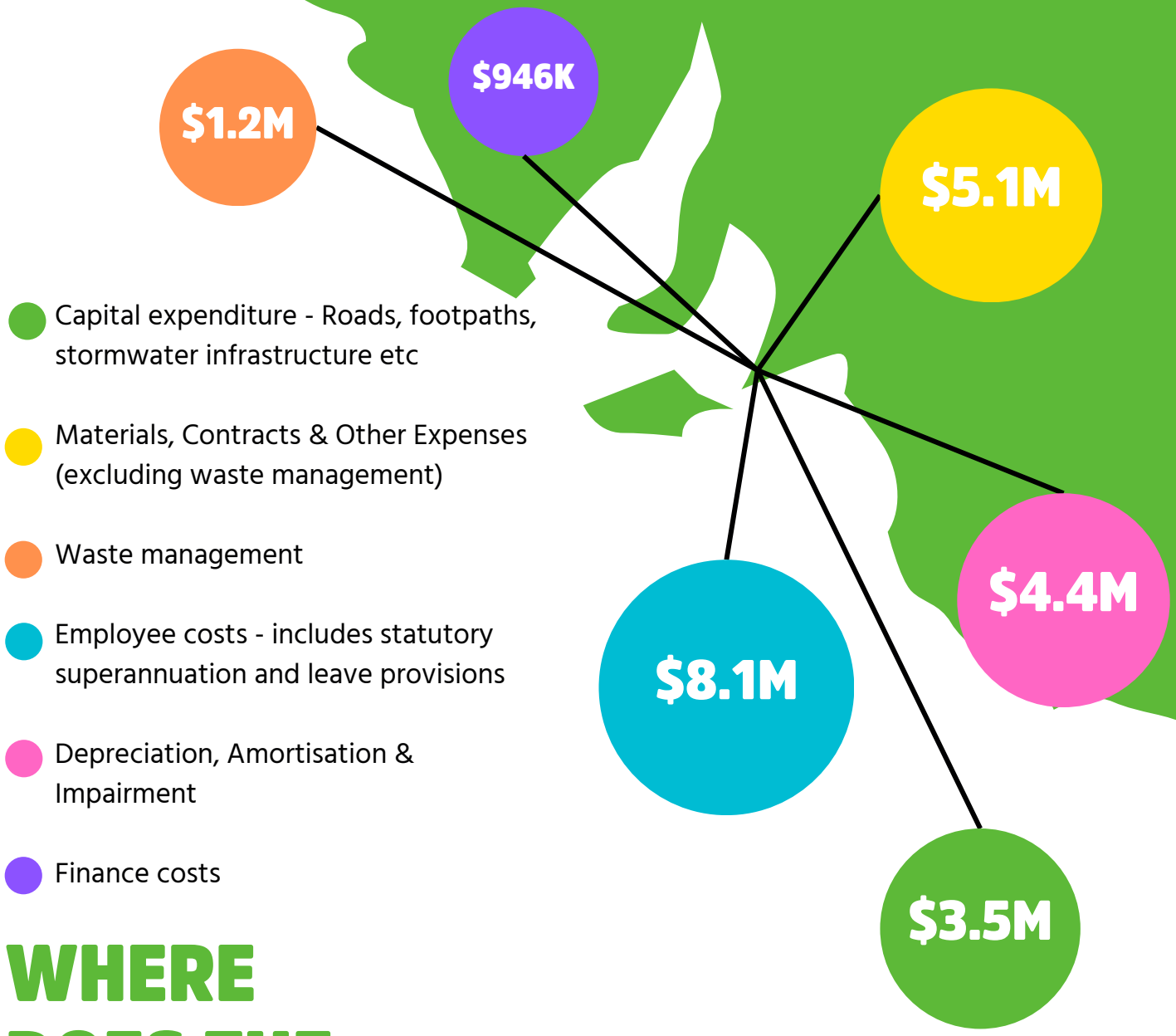
Financial indicators

A summary of the key financial indicators is supplied below. For more information, including detailed explanations and targets, refer to the Long-Term Financial Plan and Sustainability section of this document.

	Operating Surplus Ratio	Net Financial Liabilities Ratio	Asset Renewal Funding Ratio
2023-24 Current Year Forecast	-14.56%	103.51%	50.48%
2024-25 Budget	**-6.77%**	**96.31%**	**105.43%**
2025-26 Forecast LTFP	-6.75%	95.85%	100%
2026-27 Forecast LTFP	-2.89%	89.84%	100%
2027-28 Forecast LTFP	0.97%	84.73%	100%
2028-29 Forecast LTFP	2.96%	81.68%	100%
2029-30 Forecast LTFP	1.76%	77.24%	100%
2030-31 Forecast LTFP	2.71%	72.14%	100%
2031-32 Forecast LTFP	3.4%	68.43.%	100%
2032-33 Forecast LTFP	4.36%	63.65%	100%
2033-34 Forecast LTFP	4.27%	57.84%	100%



WHERE DOES THE MONEY COME FROM



- Capital expenditure - Roads, footpaths, stormwater infrastructure etc
- Materials, Contracts & Other Expenses (excluding waste management)
- Waste management
- Employee costs - includes statutory superannuation and leave provisions
- Depreciation, Amortisation & Impairment
- Finance costs

WHERE DOES THE MONEY GET SPENT

	Dollars $	Percentage %	Number of Properties
2023-24 Expected Rates Income	$13,338,722		5,742
Inflation - March quarter CPI All Groups Adelaide*		4.3%	
Growth		0.2%	12
Sustainability		3.1%	
2024-25 Expected Rates Income	**$14,414,156**	**7.6%**	**5,754**

* RBA Forecast CPI is a forward looking measure and provides a 4 year prediction.
At the time of preparing the original draft ABP + B, the RBA June forecast was 3.6%, Adelaide All Groups CPI was 4.4% December 2023 and Local Government Price Index was 4.8%. A CPI of 4% was assumed and has now been adjusted.

Rates, Growth, Inflation and 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 the addition of 49 new properties. However, with the number of subdivisions and amalgamations the total number of rateable properties has only increased by 12.

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.

The assumptions used in the preparation of this budget are provided in the table above.

Property Values and 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 7.6%.

On average, the cost of Rates for an existing ratepayer will increase by 7.3% or $175 this year.

On average, this equates to an additional $3.36 per week.

The minimum rate is $1,100.



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 and Dr Andrew Johnson
- Ad hoc reviews as required.

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 values

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 POLICY
continued

Rating categories

The District Council of Yankalilla has determined that in 2024-25 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 2024-25 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.



RATING POLICY
continued

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 increased to 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.

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% percentage 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.



STATEMENT ON EXPECTED RATE REVENUE

Expected Rates Revenue

	2023-24 (as adopted)	2024-25 (estimated)		Change	Comments
General Rates Revenue					
General Rates (existing properties)	$13,659,197	$14,586,102	*(a)*		
General Rates (new properties)	$52,738	$159,179	*(b)*		
General Rates (GROSS)	**$13,711,935**	**$14,745,281**	*(c)*		
Less: Mandatory Rebates	($47,445)	($48,903)	*(d)*		
General Rates (NET)	**$13,664,490**	**$14,696,378**	*(e)*	**7.6%**	
	(e)=(c)+(d)				
Other Rates (inc. service charges)					
Regional Landscape Levy	$330,786	$377,454	*(f)*		The Regional Landscape Levy is a State tax, it is **not retained** by council.
Water supply	$108,000	$0	*(h)*		No longer applicable as of 30 June 2024
	$14,103,276	$15,073,832			
Less: Discretionary Rebates	($350,768)	($282,222)	*(l)*		
Expected Total Rates Revenue	**$13,421,722**	**$14,414,156**	*(m)*	**7.4%**	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	**5,742**	**5,754**	*(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	**$2,388**	**$2,563**	*(o)*	**7.3%**
		(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

(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

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

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

STATEMENT ON EXPECTED RATE REVENUE

Expected Rates Revenue

	Total expected revenue			No. of rateable properties		Average per rateable property				Cents in the $
	2023-24	2024-25	Change	2023-24	2024-25	2023-24	2024-25		Change	2024-25
Land Use (General Rates - GROSS)										
Residential	$8,910,586	**$9,638,738**	**8.2%**	3932	3976	$2,266	$2,424	*(p)*	**$158**	**$0.003742**
Commercial - Shop	$105,830	**$115,903**	**9.5%**	51	52	$2,075	$2,229	*(p)*	**$154**	**$0.003742**
Commercial - Office	$11,911	**$11,154**	**-6.4%**	9	8	$1,323	$1,394	*(p)*	**$71**	**$0.003742**
Commercial - Other	$230,864	**$223,267**	**-3.3%**	108	108	$2,138	$2,067	*(p)*	**-$70**	**$0.003742**
Industry - Light	$9,896	**$10,260**	**3.7%**	7	7	$1,414	$1,466	*(p)*	**$52**	**$0.003742**
Industry - Other	$28,026	**$32,353**	**15.4%**	14	15	$2,002	$2,157	*(p)*	**$155**	**$0.003742**
Primary Production	$3,122,259	**$3,369,071**	**7.9%**	924	910	$3,379	$3,702	*(p)*	**$323**	**$0.003742**
Vacant Land	$883,770	**$973,190**	**10.1%**	659	639	$1,341	$1,523	*(p)*	**$182**	**$0.005051**
Other	$35,582	**$40,220**	**13.0%**	38	39	$936	$1,031	*(p)*	**$95**	**$0.003742**
Total Land Use	**$13,338,724**	**$14,414,156**	**8.1%**	**5,742**	**5,754**	**$2,323**	**$2,505**	*(p)*	**$182**	

Locality (General Rates - GROSS)

Minimum Rate

	No. of properties to which rate will apply		Rate			
	2024-25	% of total rateable properties	2023-24	2024-25		Change
Minimum Rate	**670**	**11.6%**	$1,021	**$1,100**	*(r)*	**$79**

Adopted valuation method

Capital Value/Site Value/Annual Value

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

The District Council of Yankalilla has adopted Capital Value for the purpose of rating.

Total Rateable Capital Value	
2024-25	**3,817,033,669**

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 & SUSTAINABILITY

Council's Long-Term Financial Plan has been updated in conjunction with the Annual Business Plan & Budget. There are several assumptions used in the preparation of the plan to model the financial position of Council over the next ten years. A number of these are listed below.

As we work on preparing a new Strategic Plan Four Year Focus, we're continuing to keep our focus on the key priorities identified. We'll be concentrating on setting our district up for long-term financial sustainability by delivering essential services, reducing debt and maintaining and upgrading infrastructure.

We understand that our community's needs are at the heart of our decisions and we're committed to working with you to meet them. Over the next six months, we'll be closely engaging with the community to work out what Council's work plan looks like to deliver services and activities that reflect your priorities. This is the goal of the second phase of working towards achieving our Vision 2030.



LONG-TERM FINANCIAL PLAN & SUSTAINABILITY
continued

Inflation

The financial model assumes the Reserve Bank of Australia's (RBA) forecast inflation measure of Consumer Price Index (CPI) at the end of June each year until 2026.
A standard increase of 2.5% has been applied beyond 2026, and will be updated annually as the RBA publishes more forecasts..

Financial Sustainability

Achieving and maintaining an average of a balanced budget is fundamental to financial sustainability. The Long-Term Financial Plan forecasts that whilst Council will not be balanced in 2024-25 there is a plan and a commitment to move into an overall surplus by 2027.

Asset Management Planning

A core responsibility of Council is the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for our community. A suite of Asset Management Plans were adopted by Council that cover its major asset suite.

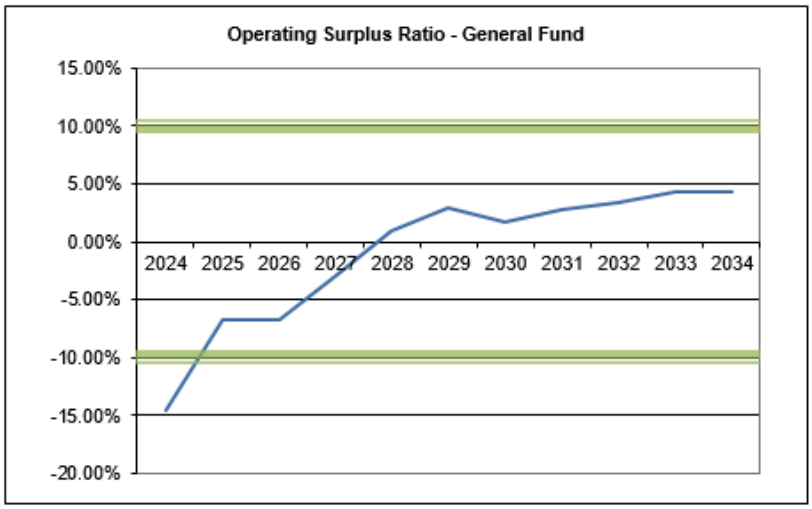
Two of these plans underwent review in 2023-24 and two more go under review in 2025-26 to ensure they capture recent changes to the asset portfolio.

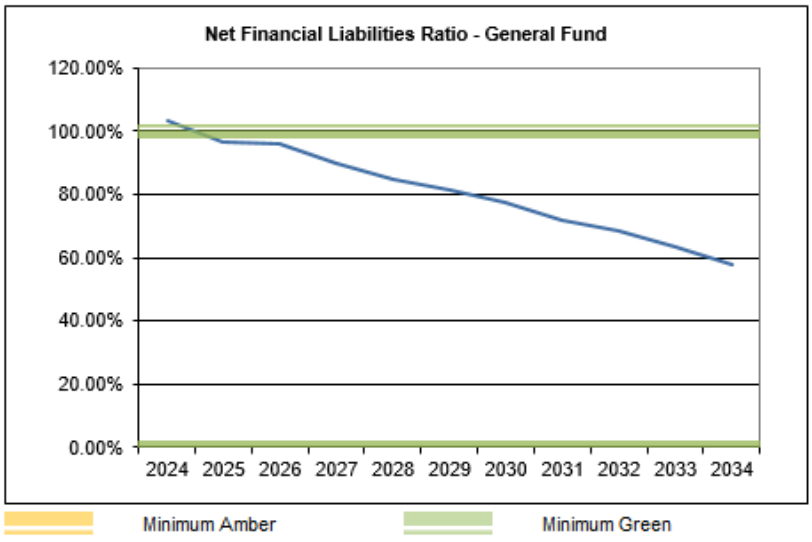
The Asset Management Plans inform the Long-Term Financial Plan and Council's asset replacement expenditure proposed in this Long-Term Financial Plan.

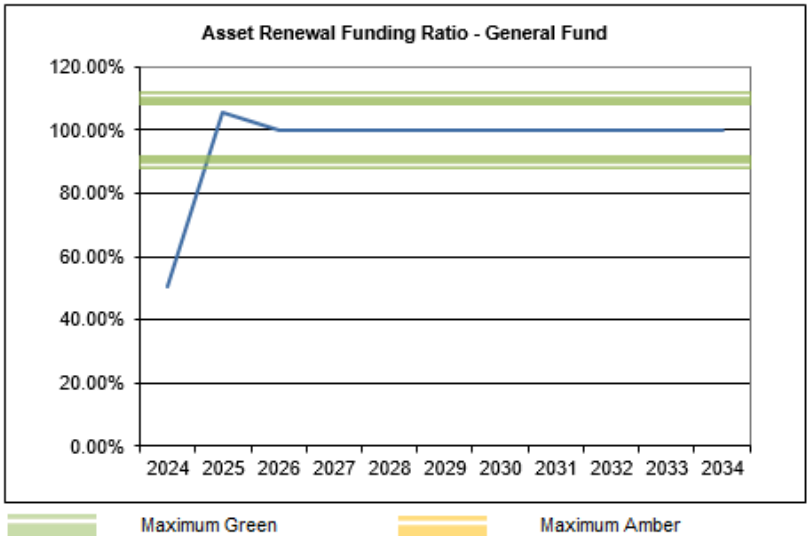


LONG-TERM FINANCIAL PLAN & SUSTAINABILITY
continued

Key financial performance indicators over the life of the Long-term Financial Plan







From 2025-26 onwards, all key indicators will be within the target range for the remainder of the plan.

ESSENTIAL SERVICES COMMISSION (ESCOSA)

Response to the advice

In 2022, District Council of Yankalilla was part of the first group of Councils in the State to be reviewed by the Essential Services Commission (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. In moving forward, we continue to stand by the following statements of commitment initially provided in 2023-24.

To further assure you that the District Council of Yankalilla remains dedicated to serving our community and maintaining its long-term sustainability, we provide an annual update on Council's progress to address the eleven recommendations made by ESCOSA in the tables on the pages that follow.

Prudent Budgeting

We recognise the importance of budgeting prudently to ensure financial stability. We are reviewing our budgeting practices to align with ESCOSA's recommendations. In preparing the 2024-25 Annual Budget and the Long-Term Financial Plan, we focused on long-term sustainability.

Efficient Cost Management

To manage our costs effectively, we are implementing strategies to improve operational efficiency. This includes identifying areas where we can streamline processes and reduce expenses without compromising service quality. Our goal is to carefully manage costs and mitigate any potential affordability risks for the community.

Asset Renewal Program

We have planned a full capital renewal review for our existing assets to align our asset renewal to our financial capabilities. This program aims to identify priority assets and address maintenance and renewal needs, ensuring that our necessary infrastructure remains in good condition and continues to meet sustainable service levels. By proactively identifying and managing our asset base, we can avoid costly emergency repairs and better allocate resources.

Responsible Asset Planning

We understand the importance of planning for the future. We will assess our asset needs carefully, considering community requirements, to ensure that our resources are allocated effectively. This will allow us to plan ahead, make informed decisions and avoid unnecessary financial strain.

Constrained Rate Increases

We share ESCOAS's concern about rate increases and are committed to constraining them as much as possible. The economic environment continues to make this difficult with continued rising cost of delivering projects and services. We continue to explore alternative revenue sources, including seeking an advantageous management model for the BIG4 Normanville Jetty Holiday Park.

Response to ESCOSA's advice

ESCOSA Recommendation	District Council of Yankalilla progress
Budgeting considerations	
1. Provide greater clarity in its Long-Term Financial Plan (and as necessary, its Annual Business Plan & 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 identifies 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.
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.
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
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.	This recommendation is being considered for future Annual Budget processes.

ESCOSA Recommendation	District Council of Yankalilla progress
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. The addition of the interest rate assumptions has been included in the introduction to the Long-Term Financial Plan.
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.
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

ESCOSA Recommendation	District Council of Yankalilla progress
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.
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 will consider a full rate review in the years ahead to ensure its 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 business plan, with consideration of the community's capacity to pay for higher increases up to this level.	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 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.



APPENDIX 1 BUDGET FINANCIAL STATEMENTS

The following financial statements compare the forecast for the current 2023-24 financial year to that proposed for 2024-25.

- Statement of Comprehensive Income
- Cash Flow Statement
- Balance Sheet
- Uniform Presentation of Finances
- Statement of Changes in Equity
- Financial Indicators

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

	Actuals 2022/23 $	Current Year Forecast 2023/24 $	Budget 2024/25 $
Income			
Rates	12,825,000	13,834,841	14,852,152
Statutory Charges	367,000	306,000	316,000
User Charges	1,010,000	1,984,894	1,154,800
Grants, Subsidies and Contributions - operating	1,544,000	645,520	1,991,121
Grants, Subsidies and Contributions - capital	-	-	-
Investment Income	56,000	42,018	58,264
Reimbursements	91,000	95,000	207,100
Other Income	149,000	95,726	56,000
Net gain - equity accounted Council businesses	-	-	-
Total Income	**16,042,000**	**17,003,999**	**18,635,438**
Expenses			
Employee Costs	6,560,000	7,420,387	8,155,556
Materials, Contracts & Other Expenses	7,520,000	7,242,225	6,360,609
Depreciation, Amortisation & Impairment	3,805,000	3,995,190	4,434,282
Finance Costs	647,000	822,161	946,175
Net loss - Equity Accounted Council Businesses	47,000	-	-
Total Expenses	**18,579,000**	**19,479,963**	**19,896,622**
Operating Surplus / (Deficit)	**(2,537,000)**	**(2,475,964)**	**(1,261,185)**
Asset Disposal & Fair Value Adjustments	(347,000)	-	-
Amounts Received Specifically for New or Upgraded Assets	5,516,000	749,440	-
Physical Resources Received Free of Charge	10,000	-	-
Operating Result from Discontinued Operations	-	-	-
Net Surplus / (Deficit)	**2,642,000**	**(1,726,524)**	**(1,261,185)**
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	13,470,000	2,120,475	-
Amounts which will be reclassified subsequently to operating result			
Total Other Comprehensive Income	**13,470,000**	**2,120,475**	**-**
Total Comprehensive Income	**16,112,000**	**393,951**	**(1,261,185)**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF CASH FLOWS - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

	Actuals 2022/23 $	Current Year 2023/24 $	Budget 2024/25 $
Cash Flows from Operating Activities			
Receipts:			
Rates Receipts	12,834,000	15,574,001	14,944,504
Statutory Charges	367,000	316,757	315,303
User Charges	1,276,000	1,934,791	1,212,699
Grants, Subsidies and Contributions (operating purpose)	1,365,000	733,976	1,899,373
Investment Receipts	56,000	45,047	57,703
Reimbursements	91,000	98,973	203,194
Other	342,000	100,774	58,665
Payments:			
Payments to Employees	(6,353,000)	(6,905,621)	(8,077,857)
Payments for Materials, Contracts & Other Expenses	(8,714,000)	(6,784,113)	(6,503,050)
Finance Payments	(647,000)	(822,161)	(946,175)
Net Cash provided (or used in) Operating Activities	617,000	4,292,424	3,164,358
Cash Flows from Investing Activities			
Receipts:			
Amounts Received Specifically for New/Upgraded Assets	4,431,000	751,988	-
Grants utilised for capital purposes	-	-	-
Sale of Replaced Assets	122,000	82,705	50,000
Repayments of Loans by Community Groups	12,000	-	-
Payments:			
Expenditure on Renewal/Replacement of Assets	(3,300,000)	(1,734,935)	(3,265,708)
Expenditure on New/Upgraded Assets	(9,035,000)	(4,543,958)	(304,012)
Net Cash provided (or used in) Investing Activities	(7,770,000)	(5,444,198)	(3,519,720)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from CAD	-	2,047,317	784,786
Proceeds from Borrowings	6,065,000	-	-
Payments:			
Repayments of CAD	-	-	-
Repayments of Borrowings	(907,000)	(960,543)	(860,330)
Repayment of Principal Portion of Lease Liabilities	(33,000)	-	-
Net Cash Flow provided (used in) Financing Activities	5,125,000	1,086,774	(75,544)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,028,000)	(65,000)	(430,906)
plus: Cash & Cash Equivalents - beginning of year	(2,181,000)	165,000	100,000
Cash & Cash Equivalents - end of the year	**165,000**	**100,000**	**(330,906)**
Cash & Cash Equivalents - end of the year	165,000	100,000	(330,906)
Investments - end of the year	-	-	-
Cash, Cash Equivalents & Investments - end of the year	**165,000**	**100,000**	**(330,906)**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF FINANCIAL POSITION - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

	Actuals 2022/23 $	Current Year Forecast 2023/24 $	Budget 2024/25 $
ASSETS			
Current Assets			
Cash & Cash Equivalents	165,000	530,906	150,432
Trade & Other Receivables	2,138,000	819,781	821,315
Other Financial Assets	-	-	-
Inventories	-	-	-
Other Current Assets	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-
Total Current Assets	2,303,000	1,350,687	971,747
Non-Current Assets			
Financial Assets	44,000	87,000	87,000
Equity Accounted Investments in Council Businesses	-	-	-
Investment Property	-	-	-
Infrastructure, Property, Plant & Equipment	133,677,000	137,998,472	137,083,910
Intangible Assets	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-
Other Non-Current Assets	-	-	-
Total Non-Current Assets	133,721,000	138,085,472	137,170,910
TOTAL ASSETS	**136,024,000**	**139,436,158**	**138,142,657**
LIABILITIES			
Current Liabilities			
Cash Advance Debenture	1,562,000	1,852,619	5,357,096
Trade & Other Payables	1,686,000	3,594,771	3,591,860
Borrowings	961,000	860,330	562,689
Provisions	1,136,000	902,347	934,832
Other Current Liabilities	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-
Total Current Liabilities	5,345,000	7,210,068	10,446,476
Non-Current Liabilities			
Cash Advance Debenture	6,865,000	8,621,697	5,902,008
Trade & Other Payables	-	-	-
Borrowings	3,687,000	2,827,127	2,264,438
Provisions	123,000	379,315	392,970
Liability - Equity Accounted Council Businesses	885,000	885,000	885,000
Other Non-Current Liabilities	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-
Total Non-Current Liabilities	11,560,000	12,713,139	9,444,415
TOTAL LIABILITIES	**16,905,000**	**19,923,207**	**19,890,891**
Net Assets	**119,119,000**	**119,512,951**	**118,251,766**
EQUITY			
Accumulated Surplus	31,521,000	29,794,476	28,533,292
Asset Revaluation Reserves	87,598,000	89,718,475	89,718,475
Available for Sale Financial Assets	-	-	-
Other Reserves	-	-	-
Total Equity	**119,119,000**	**119,512,951**	**118,251,766**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
UNIFORM PRESENTATION OF FINANCES - GENERAL FUND

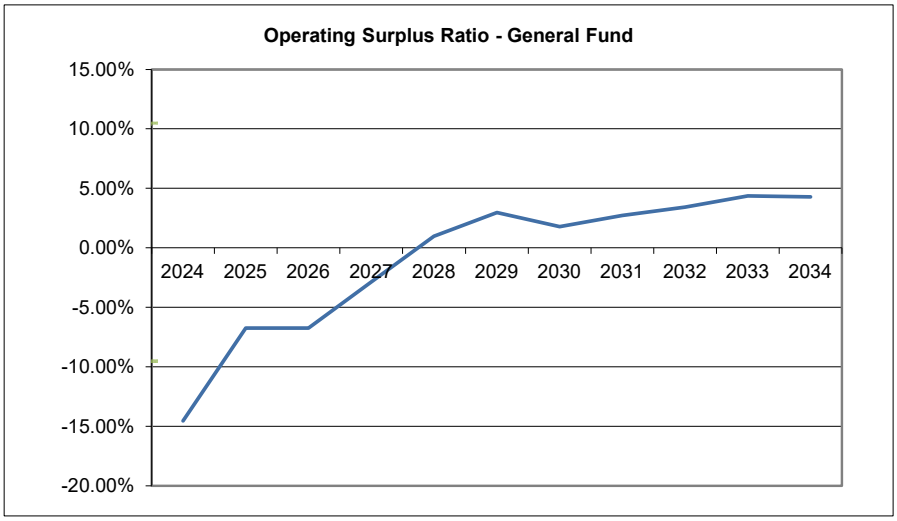
Scenario: FINAL 2024-25 ABP + B + LTFP

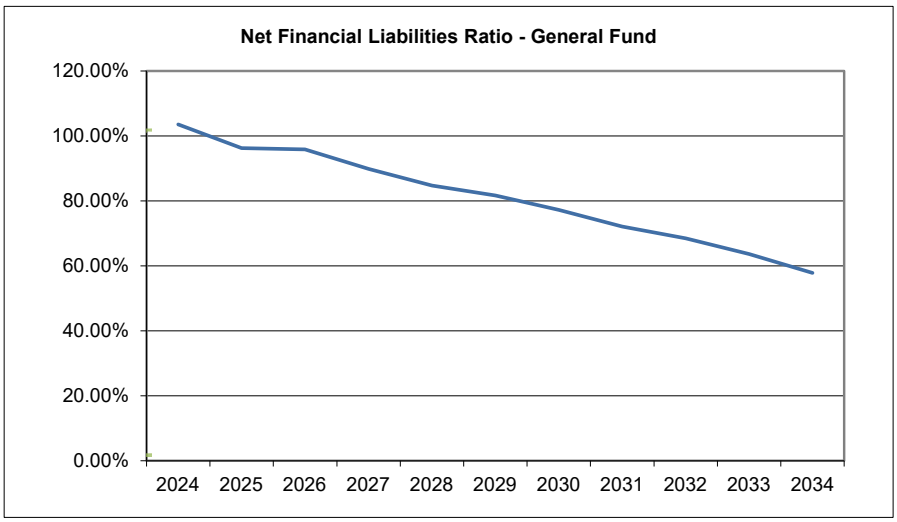
	Actuals 2022/23 $	Current Year Forecast 2023/24 $	Budget 2024/25 $
Income			7.4%
Rates	12,825,000	13,834,841	14,852,152
Statutory Charges	367,000	306,000	316,000
User Charges	1,010,000	1,984,894	1,154,800
Grants, Subsidies and Contributions - operating	1,544,000	645,520	1,991,121
Grants, Subsidies and Contributions - capital	-	-	-
Investment Income	56,000	42,018	58,264
Reimbursements	91,000	95,000	207,100
Other Income	149,000	95,726	56,000
Net gain - equity accounted Council businesses	-	-	-
Total Income	**16,042,000**	**17,003,999**	**18,635,438**
Expenses			-12.2%
Employee Costs	6,560,000	7,420,387	8,155,556
Materials, Contracts & Other Expenses	7,520,000	7,242,225	6,360,609
Depreciation, Amortisation & Impairment	3,805,000	3,995,190	4,434,282
Finance Costs	647,000	822,161	946,175
Net loss - Equity Accounted Council Businesses	47,000	-	-
Total Expenses	**18,579,000**	**19,479,963**	**19,896,622**
Operating Surplus / (Deficit)	**(2,537,000)**	**(2,475,964)**	**(1,261,185)**
Timing adjustment for grant revenue	-	-	-
Adjusted Operating Surplus / (Deficit)	**(2,537,000)**	**(2,475,964)**	**(1,261,185)**
Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(3,300,000)	(1,734,935)	(3,265,708)
add back Depreciation, Amortisation and Impairment	3,805,000	3,995,190	4,434,282
add back Proceeds from Sale of Replaced Assets	122,000	82,705	50,000
Total Net Outlays on Existing Assets	**627,000**	**2,342,961**	**1,218,573**
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(9,035,000)	(4,543,958)	(304,012)
add back Amounts Received Specifically for New and Upgraded Assets	4,431,000	751,988	-
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	**(4,604,000)**	**(3,791,969)**	**(304,012)**
Annual Net Impact to Financing Activities (surplus / (deficit))	**(6,514,000)**	**(3,924,972)**	**(346,623)**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF CHANGES IN EQUITY - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

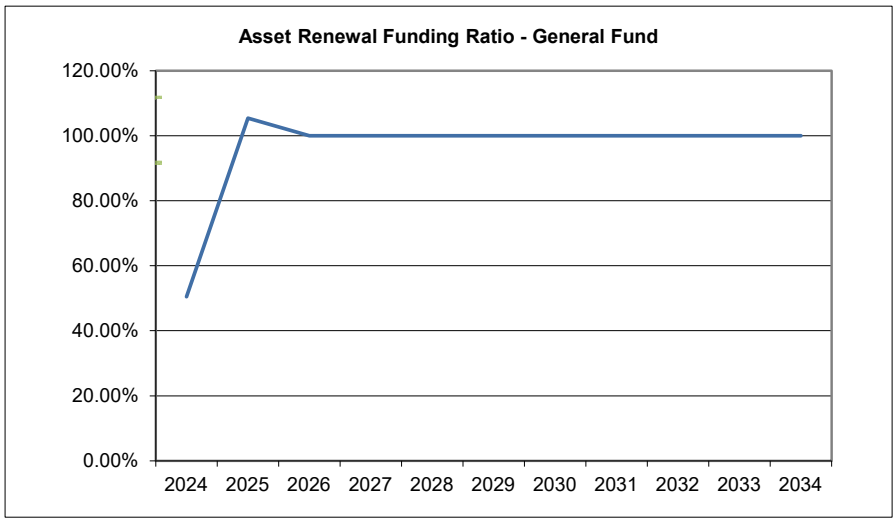
	Actuals 2022/23 $	Current Year 2023/24 $	Budget 2024/25 $
Opening Balance	103,007,000	119,119,000	119,512,951
Net Surplus / (Deficit) for Year	2,642,000	(1,726,524)	(1,261,185)
Other Comprehensive Income			
- Gain (Loss) on Revaluation of I,PP&E	13,470,000	2,120,475	-
- Available for Sale Financial Instruments: 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	13,470,000	2,120,475	-
Total Comprehensive Income	16,112,000	393,951	(1,261,185)
Transfers between Equity	-	-	-
Equity - Balance at end of the reporting period	**119,119,000**	**119,512,951**	**118,251,766**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
CHARTS - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP





Minimum Amber Minimum Green



Maximum Green Maximum Amber



APPENDIX 2
FEES & CHARGES

District Council of
YANKALILLA

FEES & CHARGES 2024-25

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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Library Card - Replacement	Y	$2.50	$2.60	
Library Bags	Y	$2.50	$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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
ROOM HIRE				
COMMERCIAL				
Meeting Room	Y	$20.00	$20.00	*Refurbished room as part of the new Library construction.*
~~Small Office~~	~~Y~~			*No longer exists*
Kitchen	Y	$0.00	$0.00	*Kitchen only available as a tea room*
Hall	Y	$20.00	$20.00	*Community Hall returned to use after new library constructed*
COMMUNITY GROUPS				
Meeting Room	Y	$0.00	$0.00	*Free from July 2023*
~~Small Office~~	~~Y~~			*No longer exists*
Kitchen	Y	$0.00	$0.00	*Free from July 2023*
Hall	Y	$0.00	$0.00	*Free from July 2023*
Description and Comments	**GST**	**2023-24 Fees & Charges**	**2024-25 Fees & Charges**	**Additional Comments**
OTHER COSTS				
Call Out – Alarm or Security	Y	$157.00	$164.30	
Cleaning rate per hour	Y	$62.80	$65.70	*Or part thereof*
Swipe Card Replacement	Y	$25.00	$26.10	
Bond High risk events	Y	$0.00	$0.00	*Removed in Nov 2023*

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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Padlock	Y	$42.00	$42.00	
Helmet (all sizes)	Y	$68.00	$68.00	
Mountain bike (all sizes)	Y	$1,460.00	$1,460.00	
Retro Style bike	Y	$1,000.00	$1,000.00	
Childs bike	Y	$840.00	$840.00	
Overnight charge (per night)	Y	$40.00	$40.00	

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	2023-24 Fees & Charges	2024-25 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

NOTES:

- *Peak Season = 16th December to 31st January, Easter Holidays, Long Week Ends and all SA Public Holidays.*

Description and Comments	GST	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
PARK FEES				
Big4 Normanville Jetty Holiday Park accommodation	Y	Variable	Variable	Please check the Big4 Normanville Jetty Holiday Park website for bookings and prices.
OTHER COSTS				
Booking Cancellation Fees	Y	$31	$35	
Cleaning of cabins as a result of animals or smoking	Y	$419	$500	Maximum charge
~~Late check in - check out~~	~~Y~~	~~$52~~	~~Removed~~	Does not apply. Guests are offered extra night or half day tariff for late check out
~~Incorrect use of Boom Gate~~	~~Y~~	~~$262~~	~~Removed~~	
Additional Cleaning	Y	$157	$200	
ANNUAL LICENCE				
Annual Licence – small allotment	Y	$4,982	$5,978	
Annual Licence – large allotment	Y	$5,208	$6,249	
Annual Licence – super allotment	Y	$5,661	$6,793	
Electricity	Y	$0.40	$0.50	Per KWh
Extra Person Annuals	Y	$15	$20	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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
BROCHURE DISPLAY RENTALS				
Advertisers Package: Non Fleurieu Peninsula Operators: • *1 DL Brochure displayed*	Y	$90.00	$95.00	
Advertisers Package: Fleurieu Peninsula Operators • *1 DL Brochure displayed*	Y	$55.00	$60.00	
Manual Bookings	Y	10%	10%	
Online booking (opted in through our online booking system)	Y	10%	10%	
Community event ticketing	Y	8%	8%	

PRINTING AND DOCUMENTS

PRINTING AND PHOTOCOPYING SERVICES

NOTES:

- *Charges imposed under the Local Government Act Section 188(1)(d).*
- *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).*

Please ensure you report to the reception desk prior to making your

- *Community Groups do not receive discount on colour copies at any location of Council.*

Description and Comments	GST	2024-25 Fees & Charges		Additional Comments
		Council Offices & Visitor Centre	Library	
BLACK AND WHITE				
A4 single sided	Y	$0.40	$0.20	
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	$0.40	
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**	**2023-24 Fees & Charges**	**2024-25 Fees & Charges**	**Additional Comments**
Annual Report	Y	$0.00	$10.00	
Council Agenda, Minutes and Policies (per page)	Y	$0.20	$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	$62.80	$65.00	
Administration fee to reprint Voters Roll – House of Assembly and Council per ward	Y	$26.10	$32.50	
Printed extracts of Assessment Record Information	Y	$23.00	$25.00	

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 financial year*

Description and Comments	GST	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Previous years rates information – historic, from 1991/92 - 2003/04	Y	$24.00	$25.00	*Provided as a statement of historic rates by year*
Previous years rates information – historic, from 2005/06 - 2015/16	Y	$24.00	$25.00	*Provided as a statement of historic rates by year*
Rate Notice reprint - from 2016/17 onwards	Y	$12.00	$12.50	
Extract from Assessment Record - Previous (per record)	Y	$12.00	$12.50	*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	$53.00	$55.00	

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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Certificate of Title Search	Y	$41.00	$42.90	
Archive Search Fee	Y	$48.00	$50.20	
Public Notification Fee (sign on land)	Y	$367.00	$384.20	
~~Hard Copy Fee (submitting applications either via hard copy or electronic)~~	~~N~~	~~$87.00~~	~~Removed~~	*Set by State Government*
Category 3 Public Notification Fee	Y	$356.00	$372.70	

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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Outdoor Eating Areas Permit	Y	$210.00	$220.00	*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	2023-24 Fees & Charges	2024-25 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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Slashing of block/area	Y	Contractor Cost + $315 Administration Fee	Contractor Cost + $350 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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Non-compliance to By-law	N	-	$0.00	
Non-compliance to By-law Minimum expiation fee	N	$156.25	$156.25	
Non-compliance to By-law Maximum expiation fee	N	$312.50	$312.50	

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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Reimbursement of Contractor Cost	Y	At cost	At cost	
Administration Fee	Y	$210.00	$220.00	
Intial Impound - Impound Custody & Maintenance of Motor Vehicle	Y	$158.00	$200.00	
Impound and custody motor vehicle	Y		$120.00	*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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
COMMERCIAL USE				
Non- Exclusive	Y	$262.00	$274.30	
Exclusive	Y	$524.00	$548.60	
Commercial Filming (i.e.: TV ads, film production etc)	Y	$53.00	$55.40	*Administration Fee*
NON-COMMERCIAL USE				
Non- Exclusive (i.e.: sausage sizzle)	Y	$53.00	$55.40	*POA for fund raising and charities*
Exclusive	Y	$158.00	$165.40	
Weddings – non-exclusive use	Y	$53.00	$55.40	
Weddings – exclusive use	Y	$262.00	$274.30	*Exclusive use of area for more than 1 hour*
Buskers		No charge	No charge	*Permit required*
Charity collections		No charge	No charge	*Permit required*
MOBILE FOOD VENDORS (MFVs)				
Annual Fee	Y	$2,094.00	$2,300.00	
Monthly Fee	Y	$210.00	$300.00	
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.*

Description and Comments	GST	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
YANKALILLA PUBLIC CEMETERY				
Interment Right resident - Burial Plot - 99-year lease	Y	$1,231.00	$1,500.00	
Interment Right non-resident - Burial Plot - 99-year lease	Y	$2,462.00	$3,000.00	
Interment Right residential - Burial Plot - In Perpetuity	Y		$2,500.00	*New fee for 2024/25*
Interment Right non-residential - Burial Plot - In Perpetuity	Y		$5,000.00	*New fee for 2024/25*
Interment Right resident - Columbarium Wall -50-year lease	Y	$775.00	$850.00	
Interment Right non-resident - Columbarium Wall - 50 year lease	Y	$1,550.00	$1,200.00	
Interment Right residential - Columbarium Wall - In Perpetuity	Y		$1,100.00	*New fee for 2024/25*
Interment Right non-residential - Columbaruim Wall - In Perpetuiry	Y		$2,200.00	*New fee for 2024/25*
Interment Right resident - Native Garden - 50- year lease	Y	P.O.A	$1,500.00	*New fee for 2024/25*
Interment Right non-resident - Native Garden - 50-year lease	Y	P.O.A	$2,500.00	*New fee for 2024/25*
Interment Right resident - Native Garden - In Perpetuity	Y		$3,000.00	*New fee for 2024/25*
Interment Right residential - Native Garden - In Perpetuity	Y		$4,000.00	*New fee for 2024/25*
BULLAPARINGA CEMETERY				
Interment Right resident - Burial Plot - 99-year lease	Y	$1,231.00	$1,500.00	
Interment Right non-resident - Burial Plot - 99-year lease	Y	$2,462.00	$3,000.00	
Interment Right residential - Burial Plot - In Perpetuity	Y		$2,500.00	*New fee for 2024/25*
Interment Right non-residential - Burial Plot - In Perpetuity	Y		$5,000.00	*New fee for 2024/25*
Interment Right resident - Columbarium Wall -50-year lease	Y	$775.00	$850.00	
Interment Right non-resident - Columbarium Wall - 50 year lease	Y	$1,550.00	$1,200.00	
Interment Right residential - Columbarium Wall - In Perpetuity	Y		$1,100.00	*New fee for 2024/25*
Interment Right non-residential - Columbaruim Wall - In Perpetuiry	Y		$2,200.00	*New fee for 2024/25*
MISCELLANEOUS CHARGES				
Columbarium Ashes Internment & Plaque Installation	Y	$137.00	$200.00	
Memorial Work Application Fee	Y	$137.00	$200.00	
Native Garden Ashes Interment	Y	P.O.A	$200.00	*New fee for 2024/25*
Burial Plot Ashes Interment	Y	P.O.A	P.O.A	
Manufacturing of Plaque	Y	P.O.A	P.O.A	
Installation of Plaque by Council	Y	P.O.A	150.00	

WASTE AND WATER

WIRRINA WATER SUPPLY

NOTES:

- *Meter reading conducted by SA Water.*

Description and Comments	GST	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Water Usage Private (per k/litre)	N	$3.84	$4.00	
Water Usage Commercial (per k/litre)	N	$3.84	$4.00	

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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
ANNUAL REGISTRATION FEES				
Working Dog	N	$21	$22	*Council Charge Only for certified working dogs*
Disability Dogs	N	$0	$0	*Only for dogs accredited under Section 21A of the Dog and Cat Management Act*
Non-Standard Dog	N	$89.00	$93.10	*Any dog that is not STANDARD, even if exemptions apply*
Standard Dog	N	$44.50	$46.50	*Desexed and Microchipped*
Non-Standard – Exempt Dog	N	$73.00	$76.40	***Any non STANDARD dog that has received a vet exemption for desexing due to age***
~~Registered Greyhound with SA DRCB~~	~~N~~	~~$21.00~~	~~Removed~~	*No longer a category with the Dog and Cat Management Board. Standard or non-standard applies and Section 45C of the Act applies to all Greyhounds*
Puppy under six months pending desexing	N	$44.50	$46.50	*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*
- *2018/19 mandatory registration was introduced via By-law No 8 – Cats.*

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

Description and Comments	GST	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
ANNUAL REGISTRATION FEES				
Standard	N	$34.00	$35.50	***Desexed and Microchipped***
Non-Standard	N	$68.00	$71.00	*Any cat that is not STANDARD, even if exemptions apply*
Non-Standard – exempt Cat	N	$37.00	$38.70	***Any non STANDARD cat that has received a vet exemption for desexing***
Kitten under six months pending desexing	N	$33.50	$35.00	*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 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**	**2023-24 Fees & Charges**	**2024-25 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	$11	$12	
Late Registration Penalty	N	$21	$22	
Application to have more than 2 dogs / cats on a property	Y	$55	$60	
Application for working dog status (one off per animal)	Y	55	60	*Permission to register a dog as a working dog, involves an inspection.*
Impounding Fees (Initial Day)	Y	$79	$83	*Initial Day rate*
Daily Holding Fee for dogs non dangerous	Y	$55	$58	*Per day or part thereof*
Out of hours Pick Up Fee	Y	$210	$220	*Outside of 9am-5pm Mon-Fri*
Daily holding fee for dangerous and unduly dangerous dogs on hold	Y	$155	$162	*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**	**2023-24 Fees & Charges**	**2024-25 Fees & Charges**	**Additional Comments**
Dog & Cat Business (1 Dog or Cat)	Y	$83.70	$88.00	
Dog & Cat Business (2 Dogs or 2 Cats)	Y	$167.40	$175.00	
Dog & Cat Business (3 Dog or 3 Cat)	Y	$251.10	$263.00	
Dog & Cat Business (4 Dogs or 4 Cats)	Y	$334.80	$351.00	
Dog & Cat Business (5-10 Dogs or 5-10 Cats)	Y	$418.50	$440.00	
Dog & Cat Business (11-20+ Dogs or 11-20+ Cats)	Y	$920.70	$965.00	

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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Cat/Possum trap hire per week	Y	$15	$16	*Hire suspended until further notice*
Cat/Possum trap hire (refundable deposit)	N	$100	$105	*Hire suspended until further notice*
Weekly late fee	Y	$11	$12	*Hire suspended until further notice*
Returned with minor damage	Y	$50	$52	*Hire suspended until further notice*
Returned damaged beyond repair	Y	$250	$262	*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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
European wasp control on private land	Y		$330.00	*New fee for 2024/25*

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	2023-24 Fees & Charges	2024-25 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		$80	$84.00	
Clearing of dumped rubbish		At Cost	At Cost	*Cost recovery of cleaning up dumped rubbish*

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	2023-24 Fees & Charges	2024-25 Fees & Charges	Additional Comments
Community - fingerboard sign & installation (each)	Y	$147	$154.00	
Tourist & Commercial (G11 Type) – application (each)	Y	$145	$152.00	600 * 600cm
Tourist & Commercial (G11 Type) - annual licence (each)	Y	$145	$152.00	600 * 900cm
Tourist & Commercial (G11 Type) – installation (each)	Y	POA	POA	600 * 900cm
Bed & Breakfast Service Signs (G7 Type) application (each)	Y	$145	$152.00	900 * 900cm
Bed & Breakfast Service Signs (G7 Type) annual licence (each)	Y	$145	$152.00	900 * 900cm
Bed & Breakfast Service Signs (G7 Type) – installation (each)	Y	POA	POA	900 * 900cm
Tourist - Private non-standard (application)	Y	$145	$152.00	Per m^2
Tourist - Private non-standard (annual licence)	Y	$145	$152.00	Per m^2
2nd Additional A-Frame Signs, per application	Y	$32	$33.50	



APPENDIX 3
LONG-TERM FINANCIAL PLAN

District Council of YANKALILLA

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

	Actuals	Current Year Forecast	Budget	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	$	$	$	$	$	$	$	$	$	$	$	$
Income												
Rates	12,825,000	13,834,841	14,852,152	16,032,865	17,208,399	18,304,863	19,294,654	19,870,593	20,463,739	21,074,604	21,703,719	22,351,629
Statutory Charges	367,000	306,000	316,000	347,868	358,304	369,053	378,280	387,737	397,430	407,366	417,550	427,989
User Charges	1,010,000	1,984,894	1,154,800	1,452,464	1,496,038	1,540,919	1,579,442	1,618,928	1,659,402	1,700,887	1,743,409	1,786,994
Grants, Subsidies and Contributions - operating	1,544,000	645,520	1,991,121	1,059,577	1,091,364	1,124,105	1,152,208	1,181,013	1,210,539	1,240,802	1,271,822	1,303,618
Grants, Subsidies and Contributions - capital	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	56,000	42,018	58,264	58,175	59,920	61,718	63,261	64,842	66,463	68,125	69,828	71,574
Reimbursements	91,000	95,000	207,100	207,160	213,375	219,776	225,270	230,902	236,675	242,591	248,656	254,873
Other Income	149,000	95,726	56,000	59,350	61,130	62,964	64,538	66,151	67,805	69,500	71,238	73,019
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	**16,042,000**	**17,003,999**	**18,635,438**	**19,217,459**	**20,488,531**	**21,683,398**	**22,757,653**	**23,420,168**	**24,102,052**	**24,803,875**	**25,526,222**	**26,269,695**
Expenses												
Employee Costs	6,560,000	7,420,387	8,155,556	8,477,369	8,734,344	8,952,702	9,176,520	9,405,933	9,641,081	9,882,108	10,129,161	10,382,390
Materials, Contracts & Other Expenses	7,520,000	7,242,225	6,360,609	6,679,404	6,851,505	7,028,037	7,209,088	7,894,771	8,105,381	8,321,367	8,535,192	8,754,478
Depreciation, Amortisation & Impairment	3,805,000	3,995,190	4,434,282	4,440,398	4,577,205	4,639,320	4,961,043	5,032,811	5,053,637	5,161,666	5,213,927	5,540,603
Finance Costs	647,000	822,161	946,175	917,537	917,794	852,120	737,073	673,310	649,048	594,198	534,465	470,336
Net loss - Equity Accounted Council Businesses	47,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**18,579,000**	**19,479,963**	**19,896,622**	**20,514,708**	**21,080,848**	**21,472,179**	**22,083,724**	**23,006,825**	**23,449,147**	**23,959,340**	**24,412,744**	**25,147,806**
Operating Surplus / (Deficit)	**(2,537,000)**	**(2,475,964)**	**(1,261,185)**	**(1,297,250)**	**(592,316)**	**211,219**	**673,929**	**413,342**	**652,905**	**844,535**	**1,113,478**	**1,121,889**
Asset Disposal & Fair Value Adjustments	(347,000)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	5,516,000	749,440	-	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	10,000	-	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	**2,642,000**	**(1,726,524)**	**(1,261,185)**	**(1,297,250)**	**(592,316)**	**211,219**	**673,929**	**413,342**	**652,905**	**844,535**	**1,113,478**	**1,121,889**
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	13,470,000	2,120,475	-	4,949,927	3,094,247	7,791,529	1,151,002	-	2,910,919	2,277,202	6,447,544	-
Amounts which will be reclassified subsequently to operating result												
Total Other Comprehensive Income	**13,470,000**	**2,120,475**	**-**	**4,949,927**	**3,094,247**	**7,791,529**	**1,151,002**	**-**	**2,910,919**	**2,277,202**	**6,447,544**	**-**
Total Comprehensive Income	**16,112,000**	**393,951**	**(1,261,185)**	**3,652,678**	**2,501,931**	**8,002,748**	**1,824,931**	**413,342**	**3,563,824**	**3,121,738**	**7,561,022**	**1,121,889**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF CASH FLOWS - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

	Actuals	Current Year	Budget	Projected Years								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	$	$	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	12,834,000	15,574,001	14,944,504	16,140,050	17,315,114	18,404,399	19,384,507	19,922,877	20,517,584	21,130,058	21,760,830	22,410,447
Statutory Charges	367,000	316,757	315,303	345,645	357,576	368,303	377,636	387,077	396,754	406,673	416,840	427,261
User Charges	1,276,000	1,934,791	1,212,699	1,431,702	1,492,999	1,537,789	1,576,755	1,616,174	1,656,579	1,697,993	1,740,443	1,783,954
Grants, Subsidies and Contributions (operating purpose)	1,365,000	733,976	1,899,373	1,124,300	1,089,156	1,121,831	1,150,255	1,179,012	1,208,487	1,238,699	1,269,667	1,301,409
Investment Receipts	56,000	45,047	57,703	58,178	59,860	61,656	63,207	64,788	66,407	68,068	69,769	71,513
Reimbursements	91,000	98,973	203,194	207,158	213,158	219,553	225,079	230,706	236,473	242,385	248,445	254,656
Other	342,000	100,774	58,665	59,116	61,006	62,836	64,428	66,039	67,690	69,382	71,117	72,895
Payments:												
Payments to Employees	(6,353,000)	(6,905,621)	(8,077,857)	(8,405,359)	(8,679,623)	(8,900,122)	(9,122,625)	(9,350,691)	(9,584,458)	(9,824,070)	(10,069,671)	(10,321,413)
Payments for Materials, Contracts & Other Expenses	(8,714,000)	(6,784,113)	(6,503,050)	(6,627,897)	(6,823,699)	(6,999,516)	(7,179,836)	(7,783,987)	(8,071,353)	(8,286,471)	(8,500,644)	(8,719,048)
Finance Payments	(647,000)	(822,161)	(946,175)	(917,537)	(917,794)	(852,120)	(737,073)	(673,310)	(649,048)	(594,198)	(534,465)	(470,336)
Net Cash provided (or used in) Operating Activities	617,000	4,292,424	3,164,358	3,415,356	4,167,754	5,024,609	5,802,334	5,658,684	5,845,115	6,148,520	6,472,329	6,811,337
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	4,431,000	751,988	-	-	-	-	-	-	-	-	-	-
Grants utilised for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	122,000	82,705	50,000	50,500	51,005	51,515	52,030	52,551	53,076	53,607	54,143	54,684
Repayments of Loans by Community Groups	12,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(3,300,000)	(1,734,935)	(3,265,708)	(3,266,416)	(3,613,123)	(4,448,868)	(5,477,042)	(3,965,441)	(4,012,898)	(5,193,191)	(5,193,191)	(5,193,191)
Expenditure on New/Upgraded Assets	(9,035,000)	(4,543,958)	(304,012)	(400,000)	(410,000)	(418,200)	(426,564)	(1,035,095)	(1,043,797)	(452,673)	(461,727)	(470,961)
Net Cash provided (or used in) Investing Activities	(7,770,000)	(5,444,198)	(3,519,720)	(3,615,916)	(3,972,118)	(4,815,553)	(5,851,576)	(4,947,986)	(5,003,619)	(5,592,258)	(5,600,775)	(5,609,468)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	-	2,047,317	784,786	712,816	393,563	95,295	368,221	-	-	-	-	-
Proceeds from Borrowings	6,065,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	-	-	-	-	-	-	-	(376,388)	(491,117)	(189,043)	(871,554)	(1,201,869)
Repayments of Borrowings	(907,000)	(960,543)	(860,330)	(562,689)	(589,199)	(304,351)	(318,979)	(334,311)	(350,379)	(367,219)	-	-
Repayment of Principal Portion of Lease Liabilities	(33,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	5,125,000	1,086,774	(75,544)	150,127	(195,636)	(209,056)	49,242	(710,698)	(841,496)	(556,262)	(871,554)	(1,201,869)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,028,000)	(65,000)	(430,906)	(50,432)	-	-	-	-	-	-	-	-
plus: Cash & Cash Equivalents - beginning of year	(2,181,000)	165,000	100,000	(330,906)	(381,338)	(381,338)	(381,338)	(381,338)	(381,338)	(381,338)	(381,338)	(381,338)
Cash & Cash Equivalents - end of the year	**165,000**	**100,000**	**(330,906)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**
Cash & Cash Equivalents - end of the year	165,000	100,000	(330,906)	(381,338)	(381,338)	(381,338)	(381,338)	(381,338)	(381,338)	(381,338)	(381,338)	(381,338)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	**165,000**	**100,000**	**(330,906)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**	**(381,338)**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF FINANCIAL POSITION - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

	Actuals	Current Year Forecast	Budget	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	$	$	$	$	$	$	$	$	$	$	$	$
ASSETS												
Current Assets												
Cash & Cash Equivalents	165,000	530,906	150,432	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Trade & Other Receivables	2,138,000	819,781	821,315	821,608	867,038	910,314	949,471	984,991	1,012,802	1,041,399	1,070,669	1,100,767
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,303,000	1,350,687	971,747	921,608	967,038	1,010,314	1,049,471	1,084,991	1,112,802	1,141,399	1,170,669	1,200,767
Non-Current Assets												
Financial Assets	44,000	87,000	87,000	87,000	87,000	87,000	87,000	87,000	87,000	87,000	87,000	87,000
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	133,677,000	137,998,472	137,083,910	141,209,354	143,698,515	151,666,277	153,707,812	153,622,987	156,483,889	159,191,682	166,026,074	166,094,940
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	133,721,000	138,085,472	137,170,910	141,296,354	143,785,515	151,753,277	153,794,812	153,709,987	156,570,889	159,278,682	166,113,074	166,181,940
TOTAL ASSETS	**136,024,000**	**139,436,158**	**138,142,657**	**142,217,963**	**144,752,552**	**152,763,591**	**154,844,283**	**154,794,978**	**157,683,691**	**160,420,082**	**167,283,744**	**167,382,707**
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	1,562,000	1,852,619	5,357,096	5,727,782	5,965,281	12,460,777	12,828,998	12,452,610	11,961,493	11,772,450	10,900,896	9,699,027
Trade & Other Payables	1,686,000	3,594,771	3,591,860	3,817,887	4,011,825	4,193,956	4,364,379	4,575,431	4,703,892	4,835,936	4,970,287	5,108,390
Borrowings	961,000	860,330	562,689	589,199	304,351	318,979	334,311	350,379	367,219	-	-	-
Provisions	1,136,000	902,347	934,832	967,551	991,740	1,016,533	1,041,947	1,067,995	1,094,695	1,122,062	1,150,114	1,178,867
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,345,000	7,210,068	10,446,476	11,102,419	11,273,196	17,990,245	18,569,634	18,446,415	18,127,299	17,730,448	17,021,297	15,986,284
Non-Current Liabilities												
Cash Advance Debenture	6,865,000	8,621,697	5,902,008	6,244,137	6,400,201	-	-	-	-	-	-	-
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,687,000	2,827,127	2,264,438	1,675,239	1,370,888	1,051,909	717,598	367,219	-	-	-	-
Provisions	123,000	379,315	392,970	406,724	416,892	427,314	437,997	448,947	460,171	471,675	483,467	495,554
Liability - Equity Accounted Council Businesses	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	11,560,000	12,713,139	9,444,415	9,211,099	9,072,981	2,364,223	2,040,596	1,701,167	1,345,171	1,356,675	1,368,467	1,380,554
TOTAL LIABILITIES	**16,905,000**	**19,923,207**	**19,890,891**	**20,313,519**	**20,346,178**	**20,354,468**	**20,610,229**	**20,147,582**	**19,472,470**	**19,087,123**	**18,389,764**	**17,366,838**
Net Assets	**119,119,000**	**119,512,951**	**118,251,766**	**121,904,444**	**124,406,375**	**132,409,123**	**134,234,054**	**134,647,396**	**138,211,221**	**141,332,958**	**148,893,980**	**150,015,869**
EQUITY												
Accumulated Surplus	31,521,000	29,794,476	28,533,292	27,236,042	26,643,725	26,854,944	27,528,874	27,942,216	28,595,121	29,439,656	30,553,134	31,675,023
Asset Revaluation Reserves	87,598,000	89,718,475	89,718,475	94,668,402	97,762,649	105,554,179	106,705,181	106,705,181	109,616,100	111,893,302	118,340,846	118,340,846
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**119,119,000**	**119,512,951**	**118,251,766**	**121,904,444**	**124,406,375**	**132,409,123**	**134,234,054**	**134,647,396**	**138,211,221**	**141,332,958**	**148,893,980**	**150,015,869**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
UNIFORM PRESENTATION OF FINANCES - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

	Actuals	Current Year Forecast	Budget	Projected Years								
	2022/23 $	2023/24 $	2024/25 $	2025/26 $	2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $	2032/33 $	2033/34 $
Income			7.4%									
Rates	12,825,000	13,834,841	14,852,152	16,032,865	17,208,399	18,304,863	19,294,654	19,870,593	20,463,739	21,074,604	21,703,719	22,351,629
Statutory Charges	367,000	306,000	316,000	347,868	358,304	369,053	378,280	387,737	397,430	407,366	417,550	427,989
User Charges	1,010,000	1,984,894	1,154,800	1,452,464	1,496,038	1,540,919	1,579,442	1,618,928	1,659,402	1,700,887	1,743,409	1,786,994
Grants, Subsidies and Contributions - operating	1,544,000	645,520	1,991,121	1,059,577	1,091,364	1,124,105	1,152,208	1,181,013	1,210,539	1,240,802	1,271,822	1,303,618
Grants, Subsidies and Contributions - capital	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	56,000	42,018	58,264	58,175	59,920	61,718	63,261	64,842	66,463	68,125	69,828	71,574
Reimbursements	91,000	95,000	207,100	207,160	213,375	219,776	225,270	230,902	236,675	242,591	248,656	254,873
Other Income	149,000	95,726	56,000	59,350	61,130	62,964	64,538	66,151	67,805	69,500	71,238	73,019
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	**16,042,000**	**17,003,999**	**18,635,438**	**19,217,459**	**20,488,531**	**21,683,398**	**22,757,653**	**23,420,168**	**24,102,052**	**24,803,875**	**25,526,222**	**26,269,695**
Expenses			-12.2%									
Employee Costs	6,560,000	7,420,387	8,155,556	8,477,369	8,734,344	8,952,702	9,176,520	9,405,933	9,641,081	9,882,108	10,129,161	10,382,390
Materials, Contracts & Other Expenses	7,520,000	7,242,225	6,360,609	6,679,404	6,851,505	7,028,037	7,209,088	7,894,771	8,105,381	8,321,367	8,535,192	8,754,478
Depreciation, Amortisation & Impairment	3,805,000	3,995,190	4,434,282	4,440,398	4,577,205	4,639,320	4,961,043	5,032,811	5,053,637	5,161,666	5,213,927	5,540,603
Finance Costs	647,000	822,161	946,175	917,537	917,794	852,120	737,073	673,310	649,048	594,198	534,465	470,336
Net loss - Equity Accounted Council Businesses	47,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**18,579,000**	**19,479,963**	**19,896,622**	**20,514,708**	**21,080,848**	**21,472,179**	**22,083,724**	**23,006,825**	**23,449,147**	**23,959,340**	**24,412,744**	**25,147,806**
Operating Surplus / (Deficit)	**(2,537,000)**	**(2,475,964)**	**(1,261,185)**	**(1,297,250)**	**(592,316)**	**211,219**	**673,929**	**413,342**	**652,905**	**844,535**	**1,113,478**	**1,121,889**
Timing adjustment for grant revenue	-	-	-	-	-	-	-	-	-	-	-	-
Adjusted Operating Surplus / (Deficit)	**(2,537,000)**	**(2,475,964)**	**(1,261,185)**	**(1,297,250)**	**(592,316)**	**211,219**	**673,929**	**413,342**	**652,905**	**844,535**	**1,113,478**	**1,121,889**
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(3,300,000)	(1,734,935)	(3,265,708)	(3,266,416)	(3,613,123)	(4,448,868)	(5,477,042)	(3,965,441)	(4,012,898)	(5,193,191)	(5,193,191)	(5,193,191)
add back Depreciation, Amortisation and Impairment	3,805,000	3,995,190	4,434,282	4,440,398	4,577,205	4,639,320	4,961,043	5,032,811	5,053,637	5,161,666	5,213,927	5,540,603
add back Proceeds from Sale of Replaced Assets	122,000	82,705	50,000	50,500	51,005	51,515	52,030	52,551	53,076	53,607	54,143	54,684
Total Net Outlays on Existing Assets	**627,000**	**2,342,961**	**1,218,573**	**1,224,483**	**1,015,087**	**241,967**	**(463,969)**	**1,119,920**	**1,093,815**	**22,082**	**74,878**	**402,096**
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(9,035,000)	(4,543,958)	(304,012)	(400,000)	(410,000)	(418,200)	(426,564)	(1,035,095)	(1,043,797)	(452,673)	(461,727)	(470,961)
add back Amounts Received Specifically for New and Upgraded Assets	4,431,000	751,988	-	-	-	-	-	-	-	-	-	-
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	**(4,604,000)**	**(3,791,969)**	**(304,012)**	**(400,000)**	**(410,000)**	**(418,200)**	**(426,564)**	**(1,035,095)**	**(1,043,797)**	**(452,673)**	**(461,727)**	**(470,961)**
Annual Net Impact to Financing Activities (surplus / (deficit))	**(6,514,000)**	**(3,924,972)**	**(346,623)**	**(472,767)**	**12,771**	**34,986**	**(216,604)**	**498,167**	**702,923**	**413,944**	**726,630**	**1,053,024**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF CHANGES IN EQUITY - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

	Actuals	Current Year	Budget	Projected Years								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	$	$	$	$	$	$	$	$	$	$	$	$
Opening Balance	103,007,000	119,119,000	119,512,951	118,251,766	121,904,444	124,406,375	132,409,123	134,234,054	134,647,396	138,211,221	141,332,958	148,893,980
Net Surplus / (Deficit) for Year	2,642,000	(1,726,524)	(1,261,185)	(1,297,250)	(592,316)	211,219	673,929	413,342	652,905	844,535	1,113,478	1,121,889
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	13,470,000	2,120,475	-	4,949,927	3,094,247	7,791,529	1,151,002	-	2,910,919	2,277,202	6,447,544	-
- 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	13,470,000	2,120,475	-	4,949,927	3,094,247	7,791,529	1,151,002	-	2,910,919	2,277,202	6,447,544	-
Total Comprehensive Income	16,112,000	393,951	(1,261,185)	3,652,678	2,501,931	8,002,748	1,824,931	413,342	3,563,824	3,121,738	7,561,022	1,121,889
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	**119,119,000**	**119,512,951**	**118,251,766**	**121,904,444**	**124,406,375**	**132,409,123**	**134,234,054**	**134,647,396**	**138,211,221**	**141,332,958**	**148,893,980**	**150,015,869**

District Council of Yankalilla
10 Year Financial Plan for the Years ending 30 June 2034
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: FINAL 2024-25 ABP + B + LTFP

		Current Year	Projected Years								
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Operating Surplus Ratio	Snapshot	● ↓	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	-14.56%	-6.77%	-6.75%	-2.89%	0.97%	2.96%	1.76%	2.71%	3.40%	4.36%	4.27%
Net Financial Liabilities Ratio	Snapshot	● ↑	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	103.51%	96.31%	95.85%	89.84%	84.73%	81.68%	77.24%	72.14%	68.43%	63.65%	57.84%
Asset Renewal Funding Ratio	Snapshot	● ↓	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	50.48%	105.43%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

● Within green benchmark (green min and/or green max)
● Within amber benchmark (amber min and/or amber max)
● Not within benchmark (amber min and/or amber max)

— Within green benchmark
↗ above green maximum and below amber maximum
↘ below green minimum and above amber minimum
↑ above amber maximum
↓ below amber minimum



APPENDIX 4
ESCOSA ADVICE

District Council of YANKALILLA

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

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.

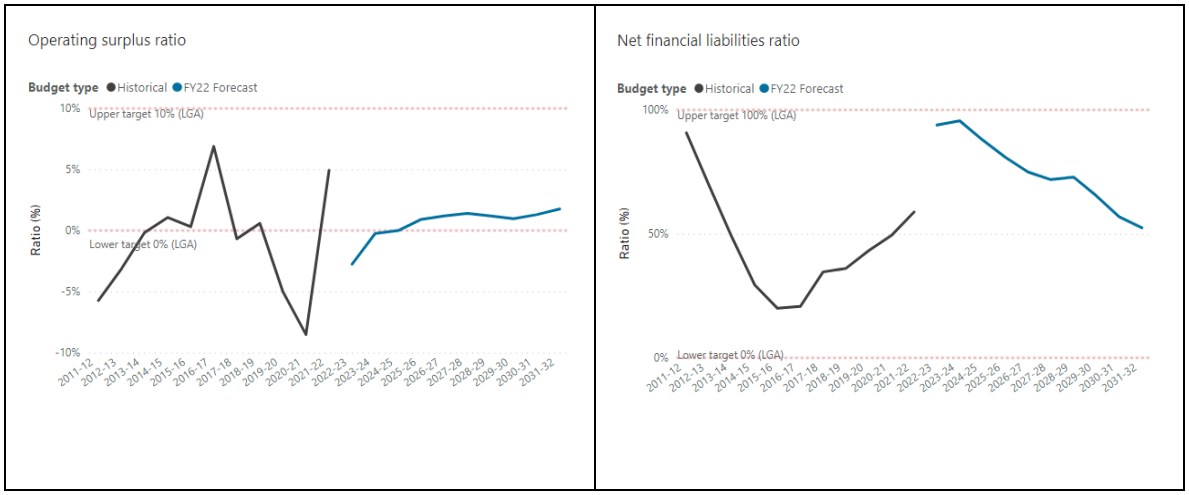
In general, a focus on managing its growth-related assumptions and consulting with its community about rate contributions and service levels should help the Council to identify and act upon opportunities to reduce any associated affordability risk to the community.

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.

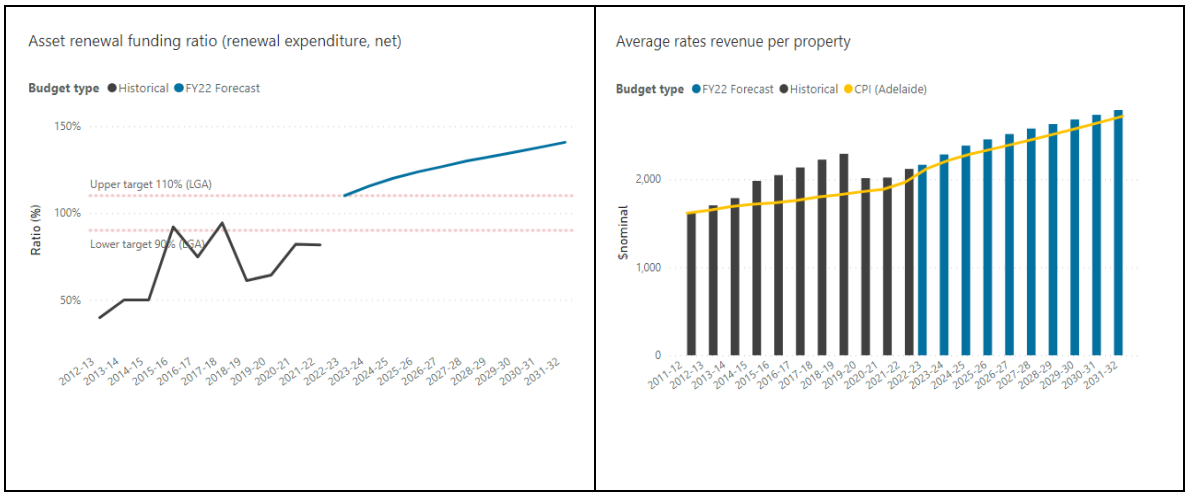
In addition, the Council should review and update its asset management plans (AMP) as a priority to ensure that its proposed capital expenditure and depreciation expenses are sufficiently reflected by and supported through these plans.

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,

---

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.

---

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.



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



Please contact us

Send an email
council@yankalilla.sa.gov.au

Write a letter
PO Box 9, Yankalilla SA 5203

Call us
08 8558 0200

Visit us
1 Charles Street, Yankalilla

Invite us to speak
At your next community meeting

VISIT: www.yankalilla.sa.gov.au
BE ENGAGED: www.yoursayyankalilla.com.au

District Council of YANKALILLA