



**2026 - 2027
ANNUAL BUSINESS PLAN
& BUDGET**

***PRESENTED TO
Special MEETING OF COUNCIL
10 June 2026***

NUKUNU ACKNOWLEDGEMENT

We acknowledge this land as the traditional lands of the Nukunu people and that we respect their spiritual relationship with their country.

We also acknowledge the Nukunu people as the traditional custodians of the Nukunu region and that their cultural and heritage beliefs are still as important to the living Nukunu people today.

The ongoing contribution of First Nations people to the area plays a fundamental role in shaping the region into the future



All images within this document are from the District Council of Mount Remarkable portfolio of photos.

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STATEMENT FROM THE MAYOR

I present the 2026/2027 Annual Business Plan and Budget at a time of ongoing economic pressure, while also recognising encouraging signs in the outlook for agriculture across our region. Through disciplined organisational reform and a clear focus on long-term sustainability, Council is strengthening the foundations needed to support both DCMR and our community into the future.

Council's Long-Term Financial Plan, commencing in 2025/2026, identified the need for four years of 12% rate increases to restore structural balance and strengthen long-term financial sustainability. Encouragingly, strong financial stewardship and disciplined management have enabled lower increases of 10.5% and 8.5% over the past two financial years, with the forward outlook now based on CPI plus 2%. This is a significant achievement and reflects the progress Council has made in improving its financial position.

This progress is reinforced by the Essential Services Commission of South Australia (ESCOSA), which in early 2026, assessed the District Council of Mount Remarkable as "Mostly Sustainable". This is an important milestone and provides a strong platform for Council to continue its focus on achieving an even higher level of sustainability over time.

Council's 2026/27 Annual Business Plan and Budget has been shaped by a strong commitment to community engagement, inclusion and the ongoing delivery of valued services.

At the same time, Council continues to respond to a range of external pressures that influence service delivery and financial planning, including recovery from drought, fuel and cost-of-living pressures, inflation, reduced intergovernmental funding, and rising compliance costs in areas such as waste management.

Council's achievements in 2025/26 have strengthened our operational capacity and positioned the organisation well for the year ahead. Key outcomes include:

- Concluding the Enterprise Bargaining agreements for staff
- Recruited a permanent CEO
- Concluded the representational review of our internal Ward boundaries
- Prepare for the late 2026 council elections
- Continued strong advocacy for childcare
- Commenced the review and revaluations of fixed assets to be finalised early in the new budget year
- Reviewed plant and equipment and operational programming increasing effectiveness and efficiency
- Completed the transition from external administration support to "inhouse" improving connection, engagement and services with our community
- Undertaken a full assessment and condition report for the Pt. Germein jetty and secured insurance funding for the repairs for the damage caused by two storm events in 2025. Jetty is now anticipated to be open late 2026

Governance

- Through competitive process recruited two new professional independent members to the Audit and Risk Committee
- Reviewed and implemented risk management controls and processes
- Reviewed and implemented the bolstered financial management and procurement process's

Strategic priorities for the 2026/2027 financial year include:

- Determining the future arrangements of the Port Germein jetty lease which concludes June 2027 and undertaking storm damage repairs (estimate \$2m);

- Undertaking the Local Government Elections managed by Electoral Commission of South Australia for the 2026 to 2031 term of the next council. This is to elect members and a Mayor for DCMR, Council will be active in promoting this opportunity to the community
- Council will undertake an independent review of the rating structure during the 2026/2027 budget year to ensure the best practice methodology for the setting and maintaining of rates.
- Continue to provide prudent financial management and governance
- Championing economic development in renewable energy, agriculture, transport and other key industries in our region
- Supporting community engagement and key partnerships to enhance our Communities
- Review of Council's planning scheme and supporting greater housing investment and development
- Ensure strategic planning and the ensuing implementation are implemented with best practice
- Continue strong advocacy for childcare
- Further develop and implement the DCMR Tourism strategy with our community stakeholders and funding and promotional agencies
- Review road infrastructure asset management plans

I take this opportunity to acknowledge the professionalism, skill and commitment of our staff, together with the leadership provided through the transition from Acting CEO to our newly appointed CEO. Their work has helped drive important reforms, improve operational performance and strengthen DCMR's long-term sustainability and reputation.

Cr Stephen McCarthy
Mayor

COMMUNITY CONSULTATION

Council Members

Council Members are elected by the community to represent the interests and needs of the community.

Council Members provide community leadership and guidance and facilitate communication between the community and Council.

Council Members play a very important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources.

There are seven (7) elected members (included is the Mayor who is elected from within).

Council Members provided input into the formation of the budget throughout a review process as outlined on page 13.

COUNCILLORS: TELOWIE		COUNCILLORS: WILLOCHRA	
	Mayor Stephen McCarthy Mobile: 0407 900 556 Email: srmccarthy@mtr.sa.gov.au		
			
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Annual Business Plan Timeline



Consultation Period (3 weeks)

This consultation is open for contributions from 18 June 2026 – 8 July 2026

Review

Review and consideration of all feedback received during the public consultation phase informs the final draft that will be presented to 9 July 2026 Special Meeting of Council

Adoption

Council considers the draft 2026-2027 Annual Business Plan and Budget for adoption and adopts 2026-2027 Rates at the Special Meeting on 14 July 2026.

How to Have Your Say

Community consultation commences on 18 June 2026 and concludes at 5pm on 8 July 2026. The draft Annual Business Plan and budget can be viewed on line via www.mtr.sa.gov.au. Printed copies are available for viewing at the Administration Centre, 3 Stuart Street, Melrose.

Written submissions are welcome and must be received not later than 5pm on 8 July 2026, addressed as follows:

*2026-2027 Budget Consultation
District Council of Mount Remarkable
PO Box 94
Melrose SA 5483*

or send via email to: postmaster@mtr.sa.gov.au

Verbal submissions on the final draft may be made at the public special meeting of Council on 9 July 2026 scheduled to be held in the Council Chambers at Melrose. At this meeting, members of the public may ask questions and make submissions in relation to the Draft 2026-2027 Annual Business Plan. Each speaker will be allocated a maximum of five minutes to make their submission.

Once community consultation is completed, we will update this draft document and present it at the special meeting of Council to be held on 14 July 2026 for adoption.

OUR DISTRICT



2,897
Male 51% Female 49%

Data source: NEMA 2025



32.4%

Total persons aged 15+ reported doing some form of voluntary work

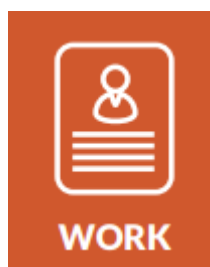
Data source: Regional Development Australia – Yorke & Mid North Economic Profile



56

Median age of our residents

Data source: Regional Development Australia – Yorke & Mid North Economic Profile



22.5%

Agriculture, Forestry and Fishing is the largest employer, generating 284 local jobs in 2024/25.

Data source: National Economics (NIEIR) – Modelled Series



\$51M

The largest commodity produced was cereal crops (47.1%) total agricultural output in value terms.

Data source: ABS Value of Agricultural Commodities Produce 2022-2023



\$190M

Mount Remarkable region's gross regional product value in 2024

Data source: National Economics (NIEIR) – Modelled Series



2,027 kilometres 90% unsealed (1,828km)

Mount Remarkable maintains the 8th largest road network in South Australia – same distance as Adelaide to Noosa (Queensland).

Data source: District Council of Mount Remarkable Transport Asset Management Plan

OUR DISTRICT



HOW THIS PLAN WAS PREPARED

Background

Under Section 123 of the Local Government Act 1999, Council is required to have a budget for each financial year. This budget must be considered as part of Council's Annual Business Plan. Before a Council adopts its Annual Business Plan, it must prepare a draft Annual Business Plan and undertake a public consultation process.

The first of a series of Council Member Briefing sessions were established commencing in March where members reflected on the achievements of the previous 8 months and the benefits that these strategies had delivered. From the initial sessions, there was a clear direction from the chamber that the 2026/2027 budget would be one of consolidation and that no new capital projects would be budgeted for.

In accordance with Council's Public Consultation Policy, consultation on this Plan commences at 9am on 18 June 2026 and concludes at 5pm on 8 July 2026. Community Members are invited to make verbal submissions on the draft plan at the special meeting of Council on 9 July 2026.

At the special meeting of Council on 14 July 2026 Council will consider community feedback and formally adopt its Annual Business Plan & Budget and make a declaration of rates.

Purpose of this document

The Annual Business Plan is the key operational and financial document for Council. It sets out the operational programs and capital projects for 2026-2027 and how we will allocate our budget. The Plan imparts an understanding of:

- annual objectives for the year in the context of Council's long term objectives;
- overview of the activities and services provided by Council;
- key financial information relating to revenue and expenditure;
- rating context and impacts of rates for 2026-2027.

Measuring Performance

Council measures its achievements and financial performance through the following processes:

- regular financial reporting to Council
- quarterly corporate performance report to Council
- budget reviews in accordance with legislation
- annual review of the long term financial plan
- review and input from Council's Audit & Risk Committee
- production of an Annual Report including independent financial statements
- community engagement

Strategic Direction

The content has been developed after taking into consideration the long-term direction of Council's Community Plan 2021-2031, the Long Term Financial Plan (10 year plan) and the Infrastructure & Asset Management Plan 2023-2033. Maintaining an adequate level of expenditure on existing assets on an annual basis helps ensure that the burden of costs is met equally by current and future ratepayers.

Depreciation and its Impact on Council's Financial Position

Council has invested significantly in recent years to strengthen its Asset Management Plans across major asset classes, including roads, stormwater, buildings, structures, plant and equipment. As part of this work, and in line with the *Local Government Act 1999*, Council must regularly revalue its assets to reflect their current replacement cost and remaining useful life. These revaluations help ensure that depreciation is based on the most up-to-date and accurate information available.

Council has recently completed revaluations for a number of infrastructure asset categories, including roads, footpaths, kerbing, floodways, bridges and Community Wastewater Management Systems (CWMS). Building revaluations have also been completed over the past 12 months. Revaluations for stormwater, fleet, boat ramps, the aerodrome and other ancillary assets are scheduled to be completed during 2026/2027.

The updated valuations completed to date indicate a material increase in the recorded value of several asset classes. This is important because higher asset values generally lead to higher annual depreciation charges, which in turn affect Council's operating result.

In simple terms, depreciation is the annual accounting recognition of the wear and consumption of Council's assets over time. It represents the amount Council should plan to reinvest in renewing or replacing assets so that service levels can be maintained into the future. If depreciation is not adequately funded, it can indicate that current service standards may be higher than Council can sustainably afford over the long term.

As a result of the revaluation process and the detailed asset review work underway, Council's annual depreciation expense has increased by approximately \$150,000. This has placed additional pressure on the operating result and is a key factor influencing the budget forecast. Strategically, this highlights the need for Council to continue reviewing asset service levels, renewal timing and long-term funding options to ensure infrastructure remains affordable, fit for purpose and financially sustainable. Where additional rate revenue is not used to support higher renewal costs, Council may need to consider adjustments to service standards over time, such as extending replacement cycles where appropriate and consistent with acceptable risk and service outcomes.

Operations Budget Build Approach

The Annual Business Plan 2026-2027 involved budget submissions from each work area to examine costs and justify expenditure. Operating budgets have not been increased without a demonstrated need and/or a direct correlation to adopted service standards. A zero based, ground up, budget approach has been undertaken to fully understand and qualify expected expenditure.

Council Member Review

In establishing Council's draft budget, a series of Council Member Briefing sessions were held early in 2026 as outlined below:

25 March	Council Member Briefing Session #1 <ul style="list-style-type: none">• Assessment of Budget Submissions• Budget Objectives & Priorities• Capital Projects• Draft Budget
24 April	Council Member Briefing Session #2 <ul style="list-style-type: none">• Capital Projects• Updated Draft Budget
14 May	Council Member Briefing Session #3 <ul style="list-style-type: none">• Revised Capital Projects• Costings and Consideration of Budget Submissions

FINANCIAL OVERVIEW

The Annual Business Plan and Budget for 2026-2027 has been prepared in accordance with the priorities of Council's Community Plan 2021-2031 with due consideration of its key financial indicators.

General Rate Increase

General rates are Council's primary source of funding for services and infrastructure that benefit the whole community. They support the delivery of essential local services while also helping Council maintain its long-term financial, social and environmental sustainability. The number of rateable properties in 2026/2027 in the District Council of Mount Remarkable remains stable at 3,278.

For 2026/2027, Council is forecasting total rates revenue, including service charges, of \$6.391 million, representing an overall increase of 6.9%. This increase is based on the March Adelaide Consumer Price Index of 4.9%, plus an additional 2% in line with Council's Long-Term Financial Plan. Importantly, this is materially lower than the 12% annual increases originally projected in Council's earlier long-term financial modelling.

The reduced rate path reflects the progress Council has made in strengthening its financial position through tighter budget discipline, improved operational efficiency and a more sustainable funding approach. Importantly, this progress has been achieved while maintaining current service levels and continuing to invest in the organisation's long-term capacity to deliver for the community.

Note: The draft budget excludes any carry forwards for capital projects from 2025/2026, recognising that the timing of some projects may extend into the 2026/2027 financial year.

Growth

This includes new residents and developments where the provision of services to new residents and developments is funded by the growth and revenue of increased rates. Annual increases in employee, material contract and other costs are met by increasing rate revenue by a similar inflationary factor. Minimal growth is expected for the 2026-2027 financial year.

Operating Position

Council has budgeted an operating surplus of \$256,255 for 2026/2027, which is equivalent to approximately 3% of operating expenditure. This represents a modest but positive result and indicates that Council is continuing to fund its day-to-day operations on a financially responsible basis. This outcome is above the \$146,000 surplus forecast in Council's endorsed Long Term Financial Plan, the variance reflects a more accurate and current assessment of operating costs, asset-related expenditure and the strategic choices made by Council during the budget process. As a result, Council will review and update the Long-Term Financial Plan to ensure it accurately reflects current assumptions, approved priorities and the financial impact of recent decisions by Elected Members. Importantly, this result has also been achieved while rebuilding internal organisational capacity through the reintroduction of local staff positions, supporting both service delivery and longer-term operational resilience.

Service Provision

Council's budgeted operating expenditure for 2026/2027 is \$10.718 million. This funding supports the delivery of core services and the ongoing maintenance of the assets and infrastructure the community relies on every day. It includes essential services such as waste management and

disposal, development assessment and planning, community transport, community development, and economic development. It also funds the maintenance of roads, footpaths, street lighting, stormwater drainage, street trees, open space, cemeteries and other Council properties, including community halls.

The budget also makes prudent allowance for cost pressures and economic volatility that can affect service delivery during the year. In particular, fuel price increases and broader input cost movements have a direct impact on high-cost operational areas such as waste management, road works and road grading. By recognising these pressures in the budget, Council is better positioned to manage risks, maintain service continuity and support informed decision-making over the longer term.

User Pays Principle

Benefits that are provided to a distinct group of the community will, wherever practicable be charged directly to the recipient of that benefit.

Project Priorities

- Council's project priorities for 2026-2027 stem from the themes in Council's Community Plan. Council undertook a methodical and considered approach to determine its priorities for the upcoming financial year. Early on in Council's planning process, members determined that the 2026 – 2027 financial year would again be one of consolidation and that no new capital projects would be undertaken. This does not preclude maintenance to existing infrastructure.

These are the steps that were taken to determine the projects for consultation:

- Revised the Capital Works Program as guided by Council's Infrastructure & Asset Management Plan 2023-2033.
- The Asset Management Plan that aims to assist in achieving the strategic themes in Council's Community Plan 2021-2031.
- Revised Councils Plant and Fleet Asset Management Plan

New Capital Projects

New Capital projects are capital works to construct new or to significantly upgrade existing infrastructure and buildings.

There will be no new capital projects funded in the 2026/2027 budget.

Capital Renewal Projects

The Capital Renewal programs maintain an ongoing program of renewals for Council's infrastructure, buildings and assets. They are based on Council's endorsed Infrastructure & Asset Management Plan 2023-2033.

The 2026-2027 Budget includes \$2,051,000 for renewal capital projects and include:

- Port Germein Streetscaping & Foreshore Beautification
- Culvert & Floodway Upgrades
- Digital UHF Radio System
- Buildings and Halls
- Targeted re-sheeting
- Footpaths

Infrastructure & Asset Management Plan 2023-2033

The District Council of Mount Remarkable is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for both visitors and the district's community.

The Infrastructure & Asset Management Plan 2023-2033 identifies works required for completion over a 10 year period.

The Plan has been used to determine both maintenance and capital works for the 2026-2027 year.

The development of the Plan demonstrates Council's ongoing commitment to operate and maintain its asset portfolio efficiently to both meet strategic and legislative requirements, and to deliver the required levels of service for the community.

Asset management is driven from a service perspective.

Council has implemented an agreed level of service for property, bridge, road and footpath asset classes.

The asset system collects real time data coupled with ongoing regular condition audits, to allow more accurate predictive modelling in regard to treatments and life expectancy of each asset class.

The Plan provides the basis for the Capital Renewal Program included in Council's Long Term Financial Plan and is refined as part of the Annual Business Plan and Budget process.

2026/2027 CAPITAL ROAD RE-SHEETING			
ROAD NAME	DISTANCE	CATEGORY	SECTION
Hammond Road	5.6	1	Brindinna Road - Bury Road
Booleroo Road	3.5	1	Willowie Road to Grieg Road
Wirrabara Appila Road	3.9	1	Pine creek Road to Gladstone Road
Collins Road	3.2	3	White Well Road to Nukunu Yarta Way
Mountt View Road	2.5	3	Morchard Road to Zilm Road
Zilm Road	1.9	3	Mount View Road to 1.9Km west
TOTAL	20.6		

The majority of these roads have been identified in the Infrastructure & Asset Management Plan as needing re-sheeting in 2026-27 financial year.

Capital Projects

	Net Expenditure \$'000
Footpaths	100
Coonatto Road Culvert Upgrade – Coonatto Creek Project total costs \$200,000 incorporating \$150,000 from grant funding	50
Weeroona Island Water Upgrade Contractor	30
UHF Radio System Replacing analog with digital system	150
Port Germein Streetscaping	100
Port Germein Tidal Wall	20
Port Germein Foreshore Beautification Project total costs \$103,000 incorporating \$50,000 from grant funding	53
CWMS (Community Wastewater Management Schemes)	20
Photocopier	13
Plant & Fleet Replacement Continuation of plant & fleet replacement program to support adopted asset management plans <ul style="list-style-type: none"> • 3 x Fleet vehicles • 1 x Prime Mover • 1 x Ride on Front Mower 	505
Buildings & Halls minor building improvements (asset renewal works)	80
Booleroo Centre Swimming Pool – 2 pumps	70
Unsealed Road Re-Sheeting Targeted sectional re-sheeting (district wide).	660
Total Renewal/ Replacement Expenditure	1,851

Capital Projects subject to grant income

	Net Expenditure \$'000
Port Germein Jetty	2,000
Roadworks – Disaster Relief Funding Assistance Arrangements (LG DRFAA)	2,400
Willowie Creek Upgrades – Booleroo/Willowie Roads (R2R funding)	30
Re-sealing Weeroona Island Causeway Road and level crossing (R2R)	400
Sealing Pedersen St, Havers Ave and Baroota Tce at Port Germein and Pinda Tce and Edwards St at Wilmington	400
Total:	4,900

Contractors and Consultants

The District Council of Mount Remarkable has budgeted \$4.448 million for Materials, Contracts and Other Expenses for 2026-2027. These include but are not limited to:

Legal Fees	85,074	Includes Council Member training, representation review, governance
Waste Transfer Station & Landfill	616,681	Kerbside collection costs recouped via service charge
Auditor & Audit Committee	36,434	
Asset management	269,807	Includes asset revaluations required under legislation
Governance & Administration	54,105	Includes general compliance, CEO annual review and representation review, HR recruitment
Election expenses	45,000	South Australian Electoral Commission
Parks & Playgrounds	7,618	Safety Inspections and minor upgrades
Community Wastewater Management Scheme	136,425	CWMS costs are recouped via service charge – two and four year desludging
Road infrastructure	20,875	Signs and markers, including food maintenance/repair
Vehicle Maintenance & Repairs	211,898	Servicing & repairs
Contracted services – IT	175,780	Includes website and software
Contracted services – Finance	304,550	External support
Contracted services – Regulatory	146,119	Includes building, planning and health
Contracted services – WHS	79,204	Inc. Shared service arrangement with Flinders Alliance

SERVICES PROVIDED TO THE COMMUNITY

The Local Government Act 1999 (the Act) prescribes a system of local government to enable councils to govern and manage areas at a local level.

All councils have basic responsibilities under the Act and other relevant legislation. These include:

- Regulatory activities including voters' roll maintenance and Elected Member support
- Determining longer term strategic management plans, including a strategic plan, long term financial plan, infrastructure and asset management plans and policies and procedures
- Setting rates, preparing an Annual Business Plan and Budget
- Management and maintenance of basic infrastructure including roads, footpaths, parks, public open space, playgrounds, street lighting and stormwater drainage
- Street cleaning and rubbish collection
- Development planning and control, including building safety assessments
- Provision of various environmental health services
- Management and maintenance of Council's streets and parks
- Management and maintenance of Council-owned buildings

In response to community needs, Council also provides the following services and programs, over and above those listed above:

- | | |
|--|--|
| • Mobile Library Service | • Walking and riding trails |
| • Cemeteries | • Parking |
| • Booleroo Centre Airstrip* | • Playgrounds |
| • Community Wastewater Management Systems (4)* | • Property Searches* |
| • Community Bus* | • Public toilets |
| • Community Development | • Medical facility |
| • Community Grants | • Recreation/sporting facilities |
| • Community Engagement and information | • Road construction and maintenance |
| • Community halls and public venues | • Leases and licences |
| • Abandoned vehicles | • Rural Road signs |
| • Council Newsletter | • Urban street signs |
| • Customer service | • Street trees and gardens |
| • Dog and Cat Management* | • Swimming Pools (public)* |
| • Economic Development | • Tourist and historical sites |
| • Fire Prevention | • Tourism information and promotion |
| • Food Act administration | • Traffic control |
| • Health Act administration | • Waste management* |
| • Safe Drinking Water Act administration | • Waste Transfer Station* |
| • Safe Food Handling training | • Jetty management |
| • Drum Muster | • Waste collection* |
| • Desludging programs | • Recycling collection* |
| • Environmental Health | • Council website |
| • Local Nuisance & Litter Control Act | • Kerbing, water table (roads), footpaths and floodway's |
| • Building approvals* | • Weeroona Island Water supply* |
| • Planning approvals* | • Regional development |
| • Boat Launching facility | • Coastal protection |
| • Town maintenance | • Citizenship ceremonies |
| • Immunisation | |
| • Asset Management | |
| • Animal & Plant control | |

* fee for service basis.

INFLUENCES ON THE BUDGET

In preparing the Annual Business Plan, Council considers the key external factors that influence financial planning, service delivery and long-term sustainability across the district. These factors include economic conditions, government policy, environmental change, community expectations and broader market trends.

Significant Influences

- **Depreciation**

Recent mandatory revaluations of buildings and structures have increased Council's annual depreciation expense by approximately \$150,000. This is a non-cash accounting cost, but it is an important indicator of the level of asset consumption that must be planned for over time. The increase places additional pressure on Council's operating result and reinforces the need for ongoing review of asset condition, renewal timing and service standards to ensure infrastructure remains financially sustainable. Further revaluations of stormwater, aerodrome and other assets are scheduled over the next 12 months and may result in additional changes to depreciation expense.

- **Tourism Industry Growth**

Growth in tourism creates valuable economic opportunities for the district, while also increasing demand on local infrastructure, public spaces and maintenance services. This requires Council to plan carefully so that visitor growth can be supported in a way that protects community assets, maintains service standards and delivers long-term value.

- **External Commercial / Economic / Political**

Council continues to take a proactive approach to advocacy with both State and Federal governments to secure support for essential infrastructure and strategic regional priorities. At the same time, broader economic conditions remain variable and continue to influence both Council's costs and the community's capacity to absorb rising prices.

Global supply disruptions, international conflict and ongoing market volatility may continue to place upward pressure on construction materials, fuel, freight and labour costs. These conditions can affect the timing, cost and delivery of Council projects and day-to-day operations.

Council also recognises the importance of local economic conditions, including fuel costs, agricultural performance and broader cost-of-living pressures, when assessing financial sustainability and the community's capacity to pay rates. These considerations are an important part of balancing responsible revenue decisions with affordability for residents, businesses and primary producers.

In response, Council is actively managing these risks through procurement planning, project sequencing and ongoing budget review. This disciplined approach is intended to protect value for money, support service continuity and strengthen Council's capacity to respond to changing conditions over time.

- **Climate Change**

Climate change is increasingly influencing Council's operating environment. Higher temperatures, more frequent extreme weather events, and longer fire seasons are creating additional pressure on infrastructure, emergency preparedness and maintenance programs. Drier seasonal conditions can also reduce the usability and lifespan of unsealed roads, requiring more targeted interventions to maintain safe and reliable access. Council continues to respond by adapting operational practices and planning for greater resilience over the long term.

INFLUENCES ON THE BUDGET

Other Influences

There are also other annual items that we consider when setting rates and deciding on Council's program of works. These include:

- Absorbing cost pressures where possible to minimise increases in rates and fees and charges.
- Adelaide March Consumer Price Index of 4.9%.
- Maintaining asset management (renewal) expenditure in line with Council's endorsed Infrastructure & Asset Management Plan 2022-2023. In collecting data as part of the Asset Management Plan it was discovered that Council had more assets than were listed previously on its Asset Register. Additionally this highlighted numerous assets were nearing end of life or required remedial works not previously planned for. The addition of these extra assets e.g. concrete flood ways, drains/culverts and bridges has meant an increase in capital budgets required to maintain our current list of assets.
- Additional maintenance costs due to increased capital works and the construction of new assets over recent years. With the recent data collection of its current assets and the increased value of the Asset Register due to greater road lengths, more bridges, all flood ways etc, this has meant more maintenance budgets are required to maintain the assets than previously. The increasing of maintenance budgets has not led to an increase of service, as it is only covering a portion of the cost to maintain the asset, previously not shown within the Asset Register.
- Commitments to continuing projects and partnership initiatives over more than one year, including various key stake holder memberships, Flinders Mobile Library and Regional Development Australia (SA) membership.
- Cost increases within the waste management stream due to global fuel prices.
- Increased demand of service delivery needs of the community, including the increase in operating heavy vehicles for transport.
- Provision of sufficiently qualified experienced and trained staff to meet service delivery demands.
- Increase in Council's administrative pressures including but not limited to risk management, Work Health and Safety, increased legislative compliance requirements, government reporting and Essential Services Commission of SA (ESCOSA) reporting requirements.
- State Government cost shifting to local government in many areas.

STRATEGIC CONTEXT

Timeframe	Planning Level	Description
10 years	Strategic Plan (Community Plan)	<ul style="list-style-type: none"> • Community themes • Long term goals and objectives • Priority directions • Indicators • Delivery guidelines
10 years	Long Term Finance Plan and Strategic Asset Management Plan	The Long Term Financial Plan anticipates and plans for fiscal challenges and opportunities and aligns with the Community Plan and Strategic Asset Management Plan to ensure that Council can achieve its objectives and maintain its financial sustainability in the medium to long term
2-10 years	Ancillary Strategic Plans	<ul style="list-style-type: none"> • Local Tourism Plan • Economic Development Plan • Sport and Recreation Master Plan • Reconciliation Action Plan • Information Technology Plan • Community Engagement Plan • Waste Management Strategy
5 years	Community Strategic Plan 2024-2029	The Community Strategic Plan sets priorities and some cost estimates for projects, programs and services stemming from strategies, plans and other Council priorities over a 5 year period.
1 year	Annual Business Plan (this plan)	The Annual Business Plan sets the annual work program and budget and is informed by the Community Strategic Plan, long-term financial plan, asset management plans and ancillary plans.

STRATEGIC PRIORITIES

With finite resources, pressures to deliver more and changes in expectations of the consumers of Council's services, there is a growing need for Council to deliver services tailored to demand.

This Annual Business Plan focusses on maintaining existing Council adopted service standards.

People value the District with its enviable lifestyle, activities, environment, facilities and services.

Through the strategies outlined in the Community Plan 2021-2031, Council plans the continuation of activities and projects as follows: Note, some projects are a delivered across multiple years.

**Goal 1 : A
Remarkable
Community to
be part of**

- Facilitation of annual community assistance grants
- Signage strategy
- Promotion of Remarkable Experience branding
- Continuation of support for local progress groups
- Further implementation of Disability Action Inclusion Plan
- Progress and adoption of a Reconciliation Action Plan
- Increased investment of Booleroo Centre Memorial Swimming Pool and Port Germein Playground
- Continued Collaboration with Department of Environment & Water
- Support industry bodies through subsidised access to council owned community bus
- Further investment into Council owned halls and assets
- Review and update Council's Cemetery Management Plan
- Collaboration with Landscape Board, Regional Development Australia and Department of Environment & Water
- Continued engagement with schools
- Citizenship Ceremonies
- Recognition of volunteers at annual event
- Youth strategy to be implemented

**Goal 2 : A
Remarkable
Place to Live**

- Continued Investment Booleroo Centre airstrip for Royal Flying Doctor Service
- Continued advocacy for advanced NBN and connectivity
- Continue to lobby SA Water for improved water quality
- Continue to partner with CFS to provide support and access
- Continue promotion of A Remarkable Experience
- Advocacy for child care facilities
- Review Council's annual contribution and development of maintenance agreements
- Redevelopment of Weeroona Island Playground in community space
- Increased signage in District
- Refurbishment (repaint) of public facilities
- Continue implementation of health plan
- Continue health inspection program
- Further enhance fire prevention strategy and educational process
- Undertake bi-annual desludging program
- Prepare and submit required health plans and reports
- Continuation of planning and development services
- Continued investment in existing public spaces

**Goal 3 : A
Remarkable
place to work
or be in**

- Establishment of regular industry and stakeholder meetings
- Implementation of economic development plan
- Further understand our Council area demographics including industry trends
- Promote the ability for remote workers on a 'work from home'
- Promote existing services available (specialised health) and education
- Advocate to maintain existing services such as education and health
- Promote and support existing businesses to grow and be sustainable

**Goal 4 : A
Remarkable
place to visit**

- Continued focus on tourism growth
- Participation in destination management pilot
- Collaboration with local history groups
- Investment in coastal protection and maintenance
- Coastal Council Alliance
- Increased collaboration with the South Australian Tourism Commission
- Advance a regional strategy through the Flinders Alliance
- Collaboration with State Government
- Collaboration with Landscape Board
- Continuation of annual weed spraying program
- Advocate for renewal in State owned marine assets (Port Germein Jetty)
- Advocate and support businesses seeking to support our growing tourism needs

**Goal 5 : What
we do, we do
strive to do
remarkably well**

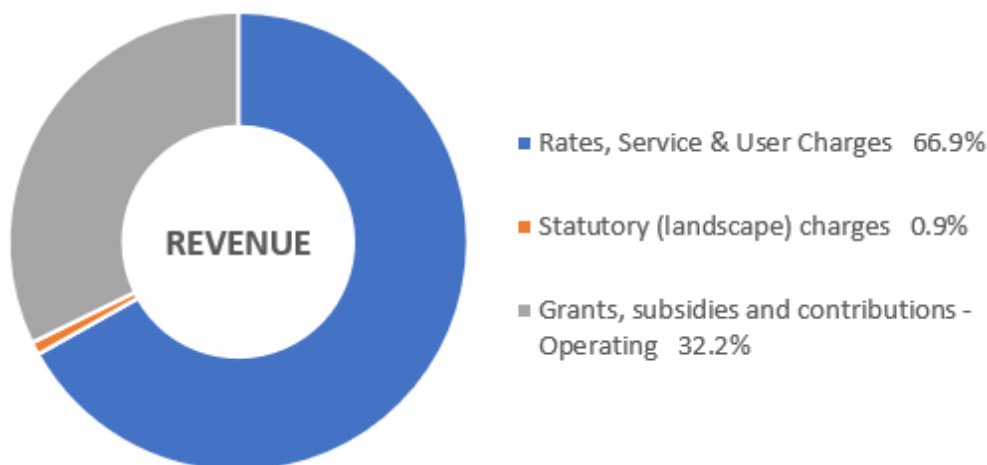
- Investigate opportunities through Special Local Road Funding Program
- Implementation and investment of 10 year asset management plan (infrastructure)
- Development of remaining asset management plans to cover all asset classes (airport, fleet, office contents including IT, and buildings/structures)
- Increased investment in bridges and floodway's
- Continue with enhanced road construction methodology (crushed material)
- Continue to improve our customer service request process
- Utilisation of shared services for service delivery improvement
- Investment in GIS mapping system for real time data and reporting
- Investment in wastewater treatment for water reuse purposes on Council parks and reserves
- Increased maintenance for Council CWMS systems
- Increased focus road maintenance
- Continue to develop waste transfer facility creating a minimal landfill waste position for Council

**Goal 6: A 'can
do' Council**

- Enhanced customer service request process
- Utilisation of shared services for increased service delivery and efficiency
- Investment in GIS mapping system for real time data and reporting
- Investment in wastewater treatment for water reuse purposes on Council parks and reserves
- Increased maintenance for Council CWMS systems
- Increased investment in road maintenance
- Support elected member engagement at community events and volunteer participation
- Media and marketing platforms to promote the work of Council
- Continued representation of senior Council representatives at events
- Development of new accounting systems
- Enhanced procurement process
- Continuation of grant application processes for council projects
- Continue investment in IT strategy
- Continue to investment in training and skills development for our people

FUNDING THE BUSINESS PLAN

The District Council of Mount Remarkable sources funds from a variety of sources including rates and service charges, user charges (including entry fees and cemetery fees), statutory charges (including building applications and animal registrations), interest on investments and grants.



Rates Context

In setting rates for 2026-2027 Council has continued with its current method of rating, which involves one general rate with the application of a fixed charge, applied against the capital value of properties.

Council considers this to be a fair and equitable method of rating for the District Council of Mount Remarkable.

Rates income is used to deliver services. Rates are a form of property taxation, and property values determine how much each property contributes.

This system of taxation means that the rates paid may not directly relate to the services used by each ratepayer.

Business Impact

Council has considered the impact of rates on all businesses in the Council area, including Primary Production. In considering the impact, Council assessed the following matters:

- those elements of Council's Community Plan 2021 – 2031 relating to business development;
- the equity of the distribution of the rate burden by rating using one rate in the dollar against capital value;
- Council's position on facilitating local economic development through its financial support to the Regional Development Australia Board, which employs an Economic Development Officer;
- assisting tourism product development;
- a continuing proactive effort in promoting the Single Farm Enterprise benefit which has reduced the rate burden on primary production enterprises;
- increased Regulatory Requirements and Legislative compliance.
- Introduction of the Disability and Inclusion Act requirements
- Global economic pressures and instability

Methods Used to Value Land

Council may adopt one of two valuation methodologies to value the properties in its area:

Capital Value

This method values the land and all improvements on the land. It is the most widely used method across South Australian councils. Council considers this valuation method to be the most equitable method to spread the rates burden across the measure of wealth within the District. It equates to the taxation principle that people should contribute to community, social and physical infrastructure in accordance with their capacity to pay as measured by property wealth.

Annual Value

This method values the land based on the rental potential of the property.

Council has adopted:

- Capital value based rating;
- Using land use Council-wide as the basis of general rating;
- Maintaining a fixed charge when implementing changes to the basis of rating; and
- Using a common rate for all properties Council-wide.

Adoption of Valuations

Council can choose to employ its own valuers, or accept the valuations made by the Valuer-General, ie the State Valuation Office. Council adopts the valuations made by the State Valuation Office as provided to Council each year.

Certain properties may be eligible for a “notional value” under the *Valuation of Land Act 1971*. For example, this may apply if the property is the ratepayer’s principal place of residence, and its value is enhanced by unrealised subdivision potential or a different potential land use. A notional value is generally less than the capital value and therefore would result in reduced rates. An application for a notional value must be made to the State Valuation Office.

A notional value will remain with the property until any of the conditions are no longer relevant to the property. For example, the owner sells the property to an investor who then rents the property out, therefore the property is then not being used as a primary place of residence so it is no longer applicable for a notional value.

Objection to valuation and/or land use

Objections to valuations may be made to the State Valuation Office. Council has no role in this process. An objection must be made within sixty (60) calendar days after the date of service of the first rates notice containing the valuation to which the objection relates. Please note that if a ratepayer has previously received a notice or notices under the Act referring to the valuation informing the ratepayer of a 60-day objection period, the period expires 60 days after service of the first such notice.

A ratepayer may not object to the valuation if the Valuer-General has already considered an objection by the ratepayer for that valuation. Further information and contact details for the Valuer-General will be included on the rates notice. The lodgement of an objection does not change the due date for payment of rates. If an objection is granted and a new capital value is issued by the State Valuation Office, rates will be adjusted accordingly by Council for the current financial year. Retrospective adjustments will not be made for prior financial years.

Land Use

If a ratepayer believes that a property has been wrongly classified as to its land use, then an objection may be made within 60 days of being notified of the land use classification. Council may exercise its discretion to extend the allowable objection period where it can be shown there is reasonable cause.

Land use objections must be submitted to Council in writing outlining the grounds upon which the ratepayer's objection is based. The land use objection will be considered by Council in conjunction with the Office of the Valuer-General and applied accordingly.

Rates are still due and payable by the due date even if an objection has been lodged.

Differential General Rates

In accordance with Section 156(1)(a) of the Act, Council imposes one general rate across all land uses, which is based on the predominant use of the land. If a ratepayer disagrees with the land use classification, an objection may be lodged with Council. An objection must be made in writing outlining the grounds upon which the ratepayer's objection is based. Objections must be submitted to Council within sixty (60) calendar days after the date of service of the first quarter rates notice containing the land use to which the objection relates. Rates are still due and payable by the due date even if an objection has been lodged.

Fixed Charge

Council has the discretion to apply either:

- a fixed charge (applying equally to all rateable properties); *or*
- a minimum rate (to lower-value properties) *or*
- neither, but cannot use both of these mechanisms.

Council imposes a fixed charge rather than a minimum rate. The reasons for imposing a fixed charge are:

- Council considers it appropriate that all rateable properties make a reasonable base contribution to the cost of administering Council's activities;
- Council considers it appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property;
- the fixed charge system is likely to have a lesser proportionate impact on lower income earners than a minimum rate system (depending on the amount of the fixed charge or alternative minimum rate); and
- the fixed charge system is more readily understandable than a minimum rate system.

The fixed charge is levied uniformly on all non-contiguous assessments, unless the principal ratepayer has applied for and been granted the benefit of a Single Farm Enterprise. In this instance, only one fixed charge is applied to the Farm Enterprise.

The fixed charge is levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge is levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same person. As explained above, Council has adopted a fixed charge as part of its rating policy.

The fixed charge for the 2026-2027 financial year will be \$675.

Service Charges

Council raises revenue by means of service charges because of:

- the concept of user pays;
- the nature of the service;
- the cost to operate and maintain the service;

- the capital cost to establish the service;
- the cost to improve or replace the service;
- recognition that the value of a property is likely to be enhanced by the availability of the service, whether or not the service is actually being used.

Properties rebated from payment of general rates in part or in full, are not provided with a rebate on these service charges

Community Wastewater Management Schemes

Council provides a Community Wastewater Management Scheme (CWMS) to all residential, commercial and vacant properties in Wilmington, Melrose, Booleroo Centre and Wirrabara. Pursuant to Section 177 of the Act, Council will recover the cost of capital associated with these schemes, and operating and maintaining these services through the imposition of a service charge for each occupied property unit and for each vacant allotment of \$630.00 in the 2026-2027 financial year. The charges are increasing to comply with a sustainable pricing regime promoted by the State Government and the Local Government Association of South Australia.

For some properties (including business and commercial premises) the number of units is based on information received from the property/business owner and will be rounded to the nearest whole unit. CWMS service charges will be levied in accordance with the Act and the 'Code for Establishing and Applying Property Units as a Factor for the Imposition of Annual Service Charges for Community Wastewater Management Systems' as prescribed in Regulation 12 of the *Local Government (General) Regulations 2013*. Retrospective adjustments to prior financial years will not be made when incorrect or no information is provided.

Desludging

Septic tanks connected to the CWMS in the towns of Wilmington, Melrose and Booleroo Centre require desludging every two or four years depending on the size of the tank, to ensure the septic tanks are in good working order.

Septic tanks smaller than 3,000L are required to be desludged every two years and tanks larger than 3,000L require desludging every four years.

In the financial year that the desludging falls due, Council tenders out the project and subsequently charges all properties that require desludging for the cost of the service as a proportion of the cost to Council following the user pays concept.

The service charge for 2026/2027 for small tank desludging will be \$245 and \$270 for large tank desludging.

The CWMS in Wirrabara does not require a septic tank to connect to the Scheme and therefore, desludging is not required.

Waste Management

Council provides a weekly kerbside waste collection and fortnightly recycling collection service to townships in the Council area and to the rural residential properties abutting the collection route. The cost to operate this service is beyond Council's ability to absorb in general revenue and it would not be equitable to all ratepayers for them to do so. In addition to the base cost to council, other State based waste levies are payable for the disposal of all waste.

Council will therefore continue to recover the cost of these services through the imposition of a service charge of \$614.00 per service for the collection and disposal of domestic waste, green waste and recycling. This service charge has increased significantly since 2025/2026 due to the higher diesel costs that have been passed to Council from the contractor.

The service charge will apply to all occupied properties that have access to the service, regardless of whether or not the service is utilised. The exception is vacant land.

Where the service is available to non-rateable land, the charge is levied against that land. Where the service is made available after the declaration of rates, Section 188 of the Act permits Council to apply the charge pro rata against the remaining period of the financial year.

Council also makes this service available to properties not on the route, those that opt to utilise the service are charged at the same rate as those on the route. For further information please refer to Council's Waste Management Policy.

Weeroona Island Water Supply

The cost to operate the Weeroona Island Water Supply is beyond Council's ability to absorb in general revenue and it would not be equitable to all ratepayers for it to do so.

Pursuant to Section 155 of the Act, Council will recover the cost of operating and maintaining this service through the imposition of an annual service charge and a supply charge each financial year.

The annual supply charge of \$335.00 (GST not applicable) per property will be levied on each assessment of rateable and non-rateable land within the township of Weeroona Island to which Council makes available the Weeroona Island Water Supply.

Water usage will be on-charged as a general tariff per kilolitre of water, consistent with charges as applied by SA Water.

Permit for Grazing and Cropping/Road Rental

Subject to certain conditions roads and road reserves can be rented through a Permit for Grazing and Cropping pursuant to Sections 222 through 225 of the Act. Council can only issue a permit for a maximum of five (5) years.

There are several types of permits that can be applied for and Council can change, add or approve different conditions as/when necessary.

- Restricted Access Permits allow the public to access the road or road reserve and the permit holder can have a gate, however, it cannot be locked or fully fenced preventing public access, Public consultation and public liability insurance are not required.
- Exclusive use permits allow the land to be fenced or gates to be locked as the permit holder is granted 'exclusive use' of the land eg. no public access. Public consultation is required before this option can be approved. This includes an advertisement in a newspaper the cost of this is borne by the applicant. Public consultation allows members of the public to object to the permit. This type of permit requires a minimum of \$10,000,000 (ten million dollars) public liability insurance.

For further information on public consultation please refer to Council's Public Consultation Policy.

Persons wishing to rent a road pursuant to Section 222 of the Act, will be imposed a charge of 0.01% of the capital value of the adjacent land owned or occupied by the permit for the 2026-2027 financial year. Council calculates the value of the land being rented, based on the area of the land and the value of the land adjoining it, as roads and road reserves do not have a value provided by the Valuer-General. Please note that Council must use the Capital Value to calculate the road value as this is the value that is adopted and Council does not have the means to independently value land.

Regional Landscape Levy - Landscape South Australia Act 2019 (State Government Levy)

The Regional Landscape Levy (previously known as the NRM levy) is paid by all ratepayers across South Australia - recognising that all landowners are responsible for sustaining and managing our state's landscapes for the benefit of all community members. It's not a new levy, but it has been improved to help fund the State's regional landscape boards (previously known as NRM boards). Regional landscape levies are raised by the Northern and Yorke Landscape Board to fund projects and programs to enable landholders, industry and the community to be

directly responsible for sustainably managing their region's landscapes with an emphasis on land and water management, biodiversity and pest animal and plant control.

The Levy funds projects determined by the Board, and Council is simply an income collector for the Board in this regard. Council does not retain this income nor determine how the income is spent. Any queries relating to the Levy should be directed to the Board and their contact details can be found on your rates notice.

Single Farm Enterprise

Primary producers are able to apply to be considered as a "Single Farm Enterprise" (SFE) for the purposes of the Landscape Levy and application of the fixed charge in accordance with Section 152 and 158 of the Act. In the absence of tenancy apportionment, Council will consider all application based on the predominant use of the land and each on its merits.

An application form can be obtained from Council office or Council's website, and Council will inform the community of this provision on an annual basis. Applications must be received by 30 April to be applicable for the following financial year. This does not prevent Council from considering applications at any other time on its merits.

Council uses the Land Use cods supplied by Valuer-General to determine if the assessment qualifies for an SFE, if the land is not farm land or the principal place of residence for one of the applicants that is contiguous with one of the other pieces that may form the application it will not be granted an SFE benefit and a fixed charge will apply.

Council assesses farm land using the Office of the Valuer-General Land Use Code (LG LUC) of "7" and a 4-digit Valuer-General land use code of between 9100 to 9999 (with exceptions, it must have a LG LUC of 7 to qualify).

Council chooses one assessment to be the Master File, if the application has a property with a house this is the Master File. The Master File is the assessment that is charged the fixed charge and Regional Landscape Levy.

If no assessments provided on the application have a house then the assessment with the highest Capital Value will be chosen for the Master File. This will ensure that a consistent, fair and equitable approach is achieved as properties with a house have a higher Capital Value ensuring the Regional Landscape Levy is a reasonable contribution in line with other ratepayers. Please note that the SFE benefit ensures that only one fixed charge and one regional landscape levy is charged.

If there has been no change in owner or occupier of the properties receiving an SFE benefit Council do not require a yearly application. However, Council may impose a penalty for failure to disclose any change in circumstances as per the Act they may affect their entitlement to the SFE benefit. Council will advise the applicant in writing, if the SFE benefit will be granted or not.

Payment of Rates

In accordance with Section 181 of the Act, rates will fall due in four (4) approximately equal instalments payable in each of the following months September, December, March, June. Rate Notices will be issued quarterly (at least 30 days and no more than 60 days) before payment is due. The total outstanding balance of rates may be paid at any time.

It is the responsibility of the ratepayer to ensure their address is up to date, ratepayers can opt to receive their rate notice by email via Ezybill. Ratepayers can request a copy of their rate notice to be emailed.

If quarterly payments are not suitable ratepayers may negotiate alternative payment arrangements by contacting Council's Rates Officer.

The Act provides that rates are payable in four quarterly instalments. The quarterly instalments must be approximately equal in value and a rate notice in relation to each instalment must be sent at least 30 days and no more than 60 days before payment is due.

The due dates for instalments for 2026-2027 are:

1 st Quarter	17 September 2026
2 nd Quarter	10 December 2026
3 rd Quarter	10 March 2027
4 th Quarter	10 June 2027

Payment Methods

Council offers the following payment options:

- Paying in person at the Administration Centre, 3 Stuart Street, Melrose
- Mailing the payment by post
- BPay

Collection of Rates in Arrears

For information relating to late fees, payment arrangements, debt recovery, sale of land for non-payment of rates, please refer to Council's Debt Recovery Policy.

Postponement of Rates – Seniors

Section 182A(a) of the Act sets out the criteria that applies for a senior ratepayer to be eligible for a postponement of rates. Under Section 182A(12), a prescribed ratepayer is a person who holds a State Seniors card issued by the State Government, or who has the qualifications to hold such a card and has applied for the card but has yet to be issued with the card.

Postponement of rates is only available on the principal place of residence and it must be proven that no other person, other than a spouse, has an interest as an owner of the property.

Ratepayers can apply on Council's form "*Application for Postponement of Rates – Seniors*". This form is available from the Administration Centre and on Council's website. All application for postponement of rates will be assessed on a case-by-case basis. All enquiries and submission will be treated confidentially.

Postponement of Rates – Hardship

Section 182 of the Act states that a postponement of rates may be granted if Council is satisfied that the payment of these rates would cause hardship, for further information please refer to Council's Rates Remissions and Hardship Policy.

Rate Concessions

The State Government introduced a "cost of living concession" that is paid directly to pensioners and concession card holders, this replaced the previous pensioner concession amount which was deducted from rates. The payment is administered by State agencies who determine the eligibility of applicants. Ratepayers awaiting the outcome of an application for one of these concessions should not delay in paying their rates, as penalties apply for late payment.

Rate Rebates

Rebates and remissions are a concession granted by Council and the granting of such rebates redistribute the rate burden to other ratepayers, irrespective of whether the rebates are mandated by legislation or granted on a discretionary basis by Council. There are two different types of rebates - Mandatory and Discretionary

Mandatory Rebates

Rebates of rates will be granted when the applicant satisfies the requirements for a mandatory rebate in accordance with Section 159-165 of the Act being:

- Heath Services
- Community Services
- Religious Purposes
- Public Cemeteries
- Royal Zoological Society of SA
- Educational Purposes

Discretionary Rebates

Ratepayers are able to apply to be considered for a discretionary rebate in accordance with Section 166 of the Act. Mandatory and Discretionary rate rebate applications will be considered by Council in accordance with Council's Rate Rebate Policy.

Rate refunds

Council will where possible, refund rates in credit direct to the ratepayer's account by Electronic Funds Transfer (EFT). A ratepayer is required to write to Council to request a refund and provide their bank account details.

Assessment Record

Section 172 to 174 of the Act sets out the purpose and use of the Assessment Record. The Assessment Record is available for inspection at Council's Administration Centre during office hours. A copy of the Assessment Record can be provided on payment of the fee. The fee is set by Council and is stated within the Fees and Charges Schedule available on Council's website.

All information on the Assessment Record is available for public viewing, provided that the details are not suppressed.

FINANCIAL STATEMENTS

A

Statement of Comprehensive Income

The Statement of Comprehensive Income (commonly known as an Income Statement or Profit & Loss Statement) informs the reader about the ability of Council to generate a surplus to support ongoing operations. In addition, it reveals the income from rates, and the nature of the various types of expenses. When reviewed over multiple time periods, the income statement can also be used to analyse trends in the results of Council operations.

B

Statement of Financial Position

The purpose of the Statement of Financial Position (commonly known as a Balance Sheet) is to inform the reader about the current status of Council as of the date listed on the balance sheet. This information is used to estimate the liquidity, funding, and debt position of Council, and is the basis for a number of Financial Indicators.

C

Statement of Cash Flow

The purpose of the Statement of Cash Flow is to show the nature of cash receipts and cash disbursements, by a variety of categories. This information is of considerable use, since cash flows do not always match the income and expenses shown in the income statement. It includes both Capital income and expenses.

D

Statement of Equity

The purpose of the Statement of Equity is to show retained funds from previous years and reserves for specific purposes.

E

Financial Indicators

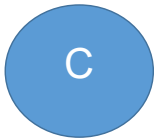
Under the requirements of Regulation 5(c) of the Local Government (Financial Management) Regulations 2011, Council's LTFP, Budget and Annual Financial Statements must include an Operating Surplus ratio, a Net Financial Liabilities ratio and an Asset Renewal Funding ratio.

NOTE – amounts recorded in (brackets) represent a decrease or negative amount.

Statement of Comprehensive Income	BR#3 2025-26 \$000	Proposed 2026-27 \$000	Mvmt \$,000
INCOME			
Rates	5,781	6,392	611
Statutory charges	85	88	4
User charges	611	609	(2)
Grants, subsidies and contributions - capital	0	581	581
Grants, subsidies and contributions - operating	2,876	3,015	139
Investment income	189	161	(28)
Reimbursements	45	45	0
Other income	86	83	(3)
Total Operating Income	9,672	10,974	1,302
EXPENDITURE			
Employee costs	2,693	2,785	92
Materials, contracts & other expenses	3,812	4,448	637
Depreciation, amortisation & impairment	3,460	3,460	0
Finance costs	30	24	(6)
Total Operating Expenditure	9,995	10,718	723
OPERATING SURPLUS/(DEFICIT)	(322)	256	579
Gain/(Loss) on disposal of assets	0	0	0
Amounts received for new & upgraded assets	0	0	0
NET SURPLUS / (DEFICIT)	(322)	256	579
Transferred to Equity Statement			



Statement of Financial Position	BR#3 2025-26 \$000	Proposed 2026-27 \$000	Mvmt \$,000
ASSETS			
CURRENT ASSETS			
Cash & cash equivalents	4,809	6,563	1,754
Trade & other receivables	675	733	58
Other financial assets	0	0	0
Inventories	41	41	0
Total Current Assets	5,525	7,337	1,812
NON-CURRENT ASSETS			
Financial assets	18	5	(13)
Infrastructure, property, plant & equipment	97,176	95,547	(1,629)
Other non-current assets	0	0	0
Total Non-Current Assets	97,194	95,552	(1,642)
			0
TOTAL ASSETS	102,719	102,890	170
LIABILITIES			
CURRENT LIABILITIES			
Trade & other payables	172	172	0
Borrowings	120	120	0
Provisions	204	204	0
Other current liabilities	0	0	0
Total Current Liabilities	496	496	0
NON-CURRENT LIABILITIES			
Trade & other payables	0	0	0
Borrowings	249	163	(86)
Provisions	30	30	0
Other non-current liabilities	0	0	0
Total Non-Current Liabilities	279	193	(86)
TOTAL LIABILITIES	775	689	(86)
NET ASSETS	101,944	102,201	256
EQUITY			
Accumulated Surplus	41,551	41,807	256
Asset Revaluation Reserves	60,393	60,393	0
Other Reserves	0	0	0
TOTAL EQUITY	101,944	102,201	256



Statement of Cash Flow	BR#3 2025-26 \$000	Proposed 2026-27 \$000	Mvmt \$,000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Operating receipts	10,505	10,755	251
Investment receipts	189	161	(28)
Payments			
Operating payments to suppliers & employees	7,713	7,234	(480)
Finance payments	30	24	(6)
Net Cash Provided by (or used in) Operating Activities	2,951	3,658	708
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Grants specifically for new or upgraded assets	0	0	0
Sale of replaced assets	220	220	0
Sale of surplus assets	0	0	0
Sale of Financial Assets	0	0	0
Payments			
Expenditure on renewal/replaced assets	2,455	1,568	(887)
Expenditure on new/upgraded assets	0	483	483
Expenditure - Financial Assets	0	0	0
Net Cash Provided by (or used in) Investing Activities	(2,235)	(1,831)	404
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Proceeds from borrowings	0	0	(0)
Repayments of loans by community groups	13	13	0
Other Liabilities	0	0	0
Payments			
Repayment of borrowings	100	86	(14)
Other Liabilities	0	0	0
Net Cash Provided by (or used in) Financing Activities	(87)	(73)	14
Net Increase / Decrease in Cash	629	1,754	1,126
Cash & Cash Equivalents at start of reporting period	4,180	4,809	629
Cash & Cash Equivalents at the end of the reporting period	4,809	6,563	1,754

Statement of Changes in Equity	BR#3 2025- 26 \$000	Proposed 2026-27 \$000	Mvmt \$000
ACCUMULATED SURPLUS			
Balance at end of previous reporting period	41,874	41,551	(322)
Net result for year	(322)	256	579
Transfer from reserves	0	0	0
Transfer to other reserves	0	0	0
Balance at end of period	41,551	41,807	256
ASSET REVALUATION RESERVE			
Balance at end of previous reporting period	60,393	60,393	0
Gain on revaluation of property, plant & equipment	0	0	0
(Loss) on revaluation of property plant & equipment	0	0	0
Balance at end of period	60,393	60,393	0
OTHER RESERVES			
Balance at end of previous reporting period	0	0	0
Transfers from accumulated surplus	0	0	0
Transfers to accumulated surplus	0	0	0
Balance at end of period	0	0	0
TOTAL EQUITY AT END OF REPORTING PERIOD	101,944	102,201	256

Operating Surplus Ratio

The operating surplus ratio expresses the operating surplus (deficit) expressed as a percentage of operating income. This ratio answers the question: Is Council covering its operating expenditure and depreciation charge from its operating revenue?

OPERATING SURPLUS RATIO	BR#3 2025-26 \$,000	Proposed 2026-27 \$,000	Mvmt
Operating Surplus <i>divided by</i>	(322)	256	579
Operating Revenue	9,672	10,974	1,302
Operating Surplus Ratio	-3.3%	2.3%	6%

Net Financial Liabilities (Assets) Ratio

Net financial liabilities are a comprehensive measure of the indebtedness of the Council as they include items such as employee long-service leave entitlements and other amounts payable as well as taking account of Council's level of available cash and investments. Specifically, net financial liabilities equal total liabilities minus financial assets, where financial assets for this purpose include cash, cash equivalents, trade and other receivables, and other financial assets, but excludes equity held in Council businesses, inventories and land held for resale.

NET FINANCIAL LIABILITIES RATIO	BR#3 2025-26 \$,000	Proposed 2026-27 \$,000	Mvmt
Net Financial Liabilities <i>divided by</i>	(4,768)	(6,653)	(1,885)
Operating Revenue	9,672	10,974	1,302
Net Financial Liabilities Ratio	-49%	-61%	-11%

NET FINANCIAL LIABILITIES RATIO - adjusted	BR#3 2025-26 \$,000	Proposed 2026-27 \$,000	Mvmt
Net Financial Liabilities <i>divided by</i>	(3,421)	(5,306)	(1,885)
Operating Revenue	9,672	10,974	1,302
Net Financial Liabilities Ratio	-35%	-48%	-13%

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio indicates whether the Council is renewing or replacing existing non-financial assets at the same rate as its overall stock of assets is wearing out.

The ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the amount identified in Councils long term renewal programs as referenced in Council's year one of the asset management plan. Council is aiming to attain a result of 100% for the year ending 30 June 2026.

ASSET RENEWAL FUNDING RATIO	BR#3 2025-26 \$,000	Proposed 2026-27 \$,000	Mvmt
Net Asset Renewals <i>divided by</i>	2,455	1,568	(887)
Net Capital Renewals as per IAMP	2,455	2,455	0
Asset Renewal Funding Ratio	100%	64%	-36%

District Council of Mount Remarkable
Proposed 26-27 budget - Uniform Presentation of Finances
for the Year Ending 30 June 2027

	BR#3 2025-26 \$000	Proposed 2026-27 \$000	Mvmt \$000
Operating Revenue	9,672	10,974	1,302
less Operating Expense	(9,995)	(10,718)	(723)
Operating Surplus / (Deficit) before Capital Amounts	(322)	256	579
less Net Outlays on Existing Assets			
Capital expenditure on renewal & replacement of existing assets	2,455	1,568	(887)
less Depreciation, amortisation & impairment	(3,460)	(3,460)	0
less Proceeds from sale of replaced assets	(220)	(220)	0
	(1,225)	(2,112)	(887)
less Net Outlays on New & Upgraded Assets			
Capital expenditure on new & upgraded assets	0	483	483
less Amounts specifically for new or upgraded assets	0	0	0
less Proceeds from sale of surplus assets	0	0	0
	0	483	483
Net Lending / (Borrowing) for Financial Year	903	1,885	983

Attachment 1

Statement on Expected Rate Revenue

Expected Rates Revenue				
	2025/26 (as adopted)	2026/27 (estimated)	Change	Comments
General Rates Revenue				
General Rates	\$4,474,200	\$4,765,615 (b)		District Council of Mount Remarkable has adopted a general rate revenue increase of 8.51%
General Rates (GROSS)	\$4,474,200	\$4,765,615 (c)		
Less: Mandatory Rebates	(\$26,425)	(\$29,199) (d)		
Less: Discretionary Rebates	(\$44,593)	(\$31,494)		
General Rates (NET)	\$4,403,183	\$4,704,922 (e)	6.84%	
(e)=(c)+(d)				
Other Rates (inc. service charges)				
Regional Landscape Levy	\$143,522	\$136,685 (f)		The Regional Landscape Levy is a State tax, it is not retained by council.
Waste collection	\$631,916	\$816,006 (g)		A Waste Service Charge of \$465 for 2024/25
Water supply	\$58,058	\$60,970 (h)		A Weerona Island Water Supply Service Charge of \$310 for 2025/26
CWMS	\$479,765	\$500,220 (i)		A CWMS Service Charge of \$587 for 2024/25
	\$5,716,444	\$6,218,803		
Expected Total Rates Revenue	\$5,572,922	\$6,082,118 (m)	9.1%	General Rates (Net), plus Service Charges, excluding Regional Landscape Levy
(m)=(e)+(g)+(h)+(i)+(j)+(k)+(l)				
Estimated growth in number of rateable properties				
Number of rateable properties:	3,754	3,757 (n)	0.1%	District Council of Mount Remarkable is expected to experience minimal growth for 2025/26
	Actual	Estimate		
'Grow th' 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				
Estimated average General Rates per rateable property				
Average per rateable property:	\$1,192	\$1,268 (o)	6.4%	Capital Values from the Valuer General is the method of valuation for 2024/25
(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 <u>all</u> 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				
(i) Community Wastewater Management Systems				
(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				
(m) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.				
(n) 'Grow th' 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 \$
	2025/26	2026/27	Change	2025/26	2026/27	2025/26	2026/27	Change	2026/27
Land Use (General Rates & Rebates)									
All Land Uses	\$4,403,183	\$4,704,922	6.84%	3754	3757	\$1,173	\$1,252 (p)	\$79	0.2030
Total Land Use	\$4,403,183	\$4,704,922	7%	3,754	3,757	\$1,173	\$1,252 (p)	\$79	

Fixed Charge									
	Total expected revenue			Charge					
	2025/26	2026/27	Change	2025/26	2026/27	Change			
Fixed Charge	\$1,543,680	\$1,602,383	4%	\$635	\$675 (q)	\$40			

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 Mount Remarkable is adopting Capital Values as supplied by the Valuer General as the method of valuation for 2026/267

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.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.

(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.