Annual Business Plan & Budget 2025 - 2026



District Council of Grant

A Progressive and Caring Council

Acknowledgement of Country

It is a privilege to be standing on Boandik country.

We acknowledge the contributions of Aboriginal Australians and non-Aboriginal Australians to the development of all peoples in the country we live in and share together - Australia.



Cover image: Cape Douglas



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Our Council

On behalf of the Elected Members, we are pleased to present to our community the 2025-2026 District Council of Grant Annual Business Plan and Budget.

The Annual Business Plan and Budget sets out Council's proposed services, programs and projects. It aims to maintain effective services for the community and continue to progress towards the goals for the District Council of Grant as set out in our Strategic Plan 2024 - 2034.

Council Major Capital spend in 2025-2026 includes:

- $3,437,060 on our transport and infrastructure program. This amount includes upkeep on our local roads, road construction, resheeting, kerbing and proposed Bike Track resurfacing;
- $475,000 on community building projects;
- $65,000 on Community Wastewater Management Schemes (CWMS);
- $1,245,000 on the Mount Gambier Regional Airport;
- $1,173,000 on fleet management;
- $220,000 on Information and Communications Technology Program;
- $20,000 on a Mobile Garbage Bin replacement program; and
- $7,426,000 on the Mount Gambier & District Saleyards Transformation Project. This project is envisaged to be a multi-year project to the value of $15.4 million on once fully scoped, subject to 50% matched funding.

If funding cannot be sourced for the Mount Gambier & District Saleyards Transformation Project, Council will consider the merit, along with the State Government, of funding a modified scope to a maximum of $7.7M. It should be acknowledged that much of Council's debt will be self-servicing over the life of the loan period because of the yard fees collected through the sale of sheep and cattle.

We are also investing in our community with the following key projects:

- $89,000 to year 2 of 3 contribution to Telstra for mobile towers;
- $88,000 to Stage 2 and 3 of the Local Heritage Survey (Council wide identification survey, recommendations and detailed item assessment);
- $30,000 for a Community Development Strategy which aims to support the growth of community development initiatives, arts, culture and community group support through our townships;
- $100,000 on Connective Coastal / River and Walking / Bike Trail strategies (multi year project);
- $25,000 to Coastal Adaptation Strategy recommendations and actions; and
- $30,000 to Planning and Design Code amendments (one code amendment follow the Limestone Coast Regional Plan).

In order to achieve these, Council is proposing a rate revenue increase of 3.75% (excluding new property growth). This results in a budgeted deficit of $107,000.

Council has carefully considered the delivery of services to the community against rate increases. This Annual Business Plan and Budget maintains services with consideration to the costs of inflation and being mindful of drought conditions faced by our ratepayers.



Kylie Boston
Mayor

Your Elected Members



Mayor Kylie Boston



Brad Mann | Deputy Mayor
Central Ward



Bruce Bain
Central Ward



Katherine Greene
Central Ward



Megan Dukalskis
Central Ward



Gavin Clarke
Central Ward



Peter Duncan
Central Ward



Barry Kuhl
Central Ward



Rodney Virgo
Port MacDonnell Ward



Karen Turnbull
Tarpeena Ward

CEO Statement of Financial Sustainability

The Annual Business Plan and Budget for 2025-2026 will continue the delivery of the objectives contained in our Strategic Plan 2024 - 2034.

Council's financial strategy is based on achieving a long-term financial management position that is able to deliver consistent planned services, manage debt, support growth and asset renewal. This year's Annual Business Plan and Budget gives consideration of the current economic environment and the consequent pressures on our communities and as a result, there has been considerable effort made to balance the needs of our ratepayers with sustained investment in infrastructure and services.

This year, we intend to invest over $4.6 million in renewing our key assets to deliver services and maintain our infrastructure including roads to a standard that meets our community's expectations. These projects have been identified as priority projects based on Council's Asset Management Strategy, the condition of individual assets and community needs assessment, together with reference to Council's Long Term Financial Plan (LTFP) and net funds available.

In accordance with Section 122 (4)(b) of the *Local Government Act 1999*, the information contained within the Annual Business Plan and Budget demonstrates financial sustainability. Section 9 of the Annual Business Plan and Budget articulates the Capital Works Program while Sections 10 - 11 expresses how revenue is received, where funds are spent, the impact on Council's financial position and a synopsis of Council's rating strategy. The content of these pages sets out the practices of the District Council of Grant to operate in a financially sustainable way.

The Local Government Association has defined financial sustainability where Council's long term financial performance and position is sustainable with planned long term services, infrastructure levels and standards being met without unplanned increases in rates or disruptive cuts to services. Council in 2025-2026 is maintaining current services levels and committing to asset renewal consistent with that forecast in the long term financial plan.

Being financially sustainable means having:

- The ability to provide consistent services into the future
- Maintaining assets at an appropriate level in line with Asset Management Plans
- Ensuring loan indebtedness considers the financial impost intergenerationally
- New infrastructure provided to meet community expectations, balanced against increases in costs
- Adequate debt, debtor and treasury management

Future generations should not have to bear the cost of decisions to delay maintenance and renewal of assets.

In short, the principle of financial sustainability is that each generation 'pays their way' for the services and assets they consume. Therefore, funding must be matched to the longevity of the project (short or long term).

Council measures financial sustainability through three indicators; Operating Surplus Ration, Net Financial Liability Ratio and Asset Renewal Funding Ratio. The LTFP, pages 8 to 10, and Appendix 1 shows that Council remains financially sustainable in the long term and continues to operate within these financial indicator target measurement ranges meaning in short that Council has the means to adequately renew assets, provide services.

In February 2024, Council received the report from the Essential Services Commission of South Australia. Providing independent advice regarding Councils long-term financial position, an extract of the outcome is included below:

The Essential Services Commission finds the District Council of Grant's current and projected financial performance sustainable, taking into account the Council's future performance outcomes are reliant in the moderate forecast in expense growth, and the planned increases in average rates income per property of 3.4% p.a. over the next 10 years.

Finally, I can confirm that there are sufficient funds available to maintain Council's activities, programs, projects, and service standards. Council is sustainable and continues to operate in a solvent and responsible manner.



Darryl Whicker
Chief Executive Officer

Key Financial Indicators - Long Term Financial Plan	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
Operating Surplus / (Deficit) ($'000)	(154)	184	39	(360)	(1)	202	146	319	316	366
Operating Surplus Ratio (%)	(0.8)	1.0	0.2	(1.8)	(0.0)	0.9	1.1	1.4	1.4	1.6
Net Financial Liabilities ($'000)	(7,708	(4,126)	575	(1,104)	(1,889)	(2,643)	(3,185)	(3,535)	(3,610)	(3,615)
Net Financial Liabilities Ratio (%)	(42)	(22)	3	(5)	(9)	(12)	(15)	(16)	(16)	(15)
Asset Renewal Funding Ratio (%)	100	100	100	100	100	100	100	100	100	100

Appendix 1 from the Long Term Financial Plan.



Introduction

The District Council of Grant is the most southern local government area in South Australia. Situated on the south east coast it is bounded to the south and west by the Southern Ocean, the Victorian Border to the east and the Wattle Range Council to the north and west. The Council encircles the local government area of the City of Mount Gambier.

The Council is predominantly rural with a number of small townships, we serve a population of 9,140 and cover an area of 189,700 hectares. The area contains some of the richest and most productive agricultural land in South Australia. Dairying, beef, and sheep production, wool, seed and grain production, forestry and horticulture are the predominant agricultural activities.

The fishing industry, in particular the southern rock lobster industry is a significant factor in the economy of the area. Port MacDonnell is acknowledged as the "Southern Rock Lobster Capital of Australia". Forestry production and related secondary industries of logging and milling are major economic and employment generating activities.

The Annual Business Plan and Budget sets out the Council's proposed services, programs and projects for 2025-2026. It aims to maintain effective services for the community and continue progress towards the goals for the District Council of Grant as set out in the Strategic Plan 2024 - 2034.

Specific objectives for the year are consistent with Council's Long Term Financial Plan and Asset Management Plans to ensure the long term sustainability of Council's financial performance and position.



Our Future

The Plan has been prepared on the basis of maintaining an appropriate level of services to the community, without imposing an unrealistic rate burden on ratepayers. The provision of services by Council is a reflection of meeting both Council's obligations under legislation and the community's desire for services and facilities.

Council adopted its Strategic Plan 2024 - 2034 in August 2024. The Strategic Plan identifies key issues and projects which will provide for a range of services and facilities while ensuring the ongoing sustainability of Council.

When developing the Plan in full, Council identified its vision as:

We are a district of welcoming, inclusive and vibrant coastal and rural communities within the Limestone Coast.

With a pristine environment, relaxed rural lifestyle, quality services and a prosperous local economy, this is a great place to live, conduct business and a welcoming destination to visit and stay.

Council is committed to providing best value to its customers and community in the manner that it carries out its duties, functions, responsibilities and obligations. The goals, detailed on pages 8 to 12, were set by Council to realise its vision.

The current version of the Strategic Plan is available to the public at Council's Principal Office and online at www.dcgrant.sa.gov.au.

Goal 1: Community

A connected, inclusive, resilient and engaged community

Short Term Focus Areas	• Develop a contemporary Community Development Plan to support our community to thrive • Explore the viability of a shared use space at Port MacDonnell for community groups, students and outreach services • Develop a Reconciliation Action Plan in partnership with First Nations people to acknowledge Boandik heritage and advance reconciliation • Work with the community to identify actions to improve the management and quality of community halls and sport facilities • Review Council's Disability Access and Inclusion Plan to identify priorities and deliver 'quick wins' to support people of all abilities to meaningfully participate in community life
Long Term Focus Areas	• Implement the Reconciliation Action Plan • Implement the Disability Access Inclusion Plan • Develop a Shared Spaces Strategy which considers open space, community facilities and playgrounds
Advocacy Focus Areas	• Advocate to relevant governments for improved local healthcare, childcare and aged care • Advocate to the state government for improved local education options that align to industry needs • Advocate to the state government to adopt positions from our Strategic Land Use Priorities Project in the Limestone Coast Regional Plan, including key zoning and growth initiatives that protect and enhance our rural lifestyle • Advocate to the state government, consistent with the Limestone Coast Local Government Association (LCLGA) Advocacy Agenda



Goal 2: Economy

A growing and vibrant economy, optimising our diverse primary industries and unique natural assets

Short Term Focus Areas	• Seek funding to deliver the Mount Gambier & Districts Livestock Exchange 2030 Transformation Project to unlock the economic potential of the saleyards • Develop a plan for sustainable growth and tourism to clarify Council's approach supporting the local economy • Deliver a camping initiative that provides infrastructure and systems for camping on Council land to boost tourism while protecting our natural assets • Develop a Mount Gambier Regional Airport Master Plan to identify opportunities for economic growth, advocacy and resilient infrastructure
Long Term Focus Areas	• Deliver the Mount Gambier Regional Airport Master Plan • Provide enabling tourism elements, such as signage or picnic tables, at tourist destinations on Council land
Advocacy Focus Areas	• Collaborate and/or partner with other Councils, government agencies and tourism operators in the region to boost tourism, and better manage eco-tourism and tourism in natural areas • Advocate for development of a new industrial park (zone) at Glenburnie to support and amplify primary industry • Advocate to the state government to adopt positions from our Strategic Land Use Priorities Project in the Limestone Coast Regional Plan, including key zoning and growth initiatives that maintain our unique character and protect our primary production land, water and natural assets • Seek to collaborate with others in the region to identify actions to attract migrants to live and work in the area to support local industry needs • Advocate to the state government, consistent with the Limestone Coast Local Government Association (LCLGA) Advocacy Agenda



Goal 3: Environment

A sustainable district that values the natural qualities and heritage that underpin our health, liveability and economy

Short Term Focus Areas	• Participate in the Local Government Association of SA (LGA) Net Zero Accelerate Program to reduce Council's carbon emissions • Facilitate a Local Heritage Survey Project to identify our local heritage places • Prepare a plan with input from key stakeholders to understand the risk to the community and environment from coastal erosion and inundation • Review Council Community Wastewater Management Schemes (CWMS) to ensure they meet community and industry needs, including tenure for Glenelg River Shacks • Assess options or pilot expanded Council green waste recycling services to support community waste reduction • Develop a waste management strategy to identify ways to increase waste reuse or recycling from Council operations and waste services including hard waste collections
Long Term Focus Areas	• Build on LGA Net Zero programs to transition Council's operations to Net Zero emissions • Identify actions to move beyond 'Net Zero' Council emissions • Implement risk mitigation responses that support adaptation to coastal erosion and inundation • Deliver improvements to Community Wastewater Management Schemes (CWMS) • Deliver a waste management strategy including improvements to green and hard waste recycling services
Advocacy Focus Areas	• Advocate to the state government to adopt positions from our Strategic Land Use Priorities Project in the Limestone Coast Regional Plan, including key zoning and growth initiatives that protects our natural assets, character and heritage • Work with key first line response organisations to support community preparedness for extreme weather events • Advocate to the state government, consistent with the Limestone Coast Local Government Association (LCLGA) Advocacy Agenda



Goal 4: Infrastructure

Reliable and contemporary infrastructure that meets the needs of our community, industry and visitors

Short Term Focus Areas	• Review the service levels of Council roads to direct investment where most effective • Develop a plan that identifies a cycling and walking network improvements to support community and tourist use • Complete the Pelican Point shared path from Carpenter Rocks Tavern to the foreshore to support accessibility and tourism • Commence delivery of the Inner Townships Master Plan with community and business to improve the standard, amenity, greening, access and activation of our towns
Long Term Focus Areas	• Implement the findings of the Council road service level review • Implement the Cycling and Walking Trails Master Plan • Continue to implement the Inner Townships Master Plan
Advocacy Focus Areas	• Advocate to the state government for improved state managed roads to support travel efficiency and safety • Advocate for an improved regional energy and water distribution networks that support community and industry needs, sustainable growth and innovation • Advocate for improved access to reliable telecommunication networks that support our region's community and industry needs • Advocate for better access to our region via state bus lines or rail • Advocate to the state government to adopt positions from our Strategic Land Use Priorities Project in the Limestone Coast Regional Plan, including key zoning and growth initiatives that promotes appropriate infrastructure • Advocate to the state government, consistent with the Limestone Coast Local Government Association (LCLGA) Advocacy Agenda • Build a business case to advocate for a Mount Gambier bypass that improves the efficiency of freight and industrial travel



Goal 5: Council

A strategic and financially sustainable Council that values its people and delivers quality services

Short Term Focus Areas	• Develop a Human Resource Strategy to enable staff development, job satisfaction, flexible working conditions, rapid recruitment, transition to retirement and corporate health programs • Deliver an update to Council's website and explore digital transactions or applications to improve communication and customer service • Review Council processes to provide a streamlined experience for community and business enquiries and applications • Provide work experience, traineeships, civic education and leadership opportunities to encourage our young people to be involved in Council • Review Council's procurement policy to support local business and sustainable procurement choices
Long Term Focus Areas	• Undertake a major corporate software upgrade to improve workplace efficiency, collaboration, flexibility and data security • Maintain focus on core Council business such as roads, buildings, waste and community services • Maintain good working conditions and safety culture
Advocacy Focus Areas	• Explore opportunities to share resources between councils in the region to provide better value services to our community • Collaborate with Victorian councils and government to support cross-border access, economy and our community who live or work across states • Attract external funding and partnerships for major projects to enable their delivery



Essential Services Commission of South Australia Local Government Advice

Council is obliged under the *Local Government Act 1999* (LGA Act) to publish this advice and its response, if applicable, in its 2024-2025 Annual Business Plan and Budget, and subsequent plans until the next cycle of the scheme. It does not need to publish the attachment to the advice (these will be available with the advice on the Commissions website) nor is it compelled under the LGA Act to follow this advice. Council have included the attachment to the advice for full transparency.

The Essential Services Commission of South Australia (ESCOSA) is the states independent economic regulator and advisory body.

They have 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 (SMP's) and on the proposed revenue sources, including rates, which underpin those plans.

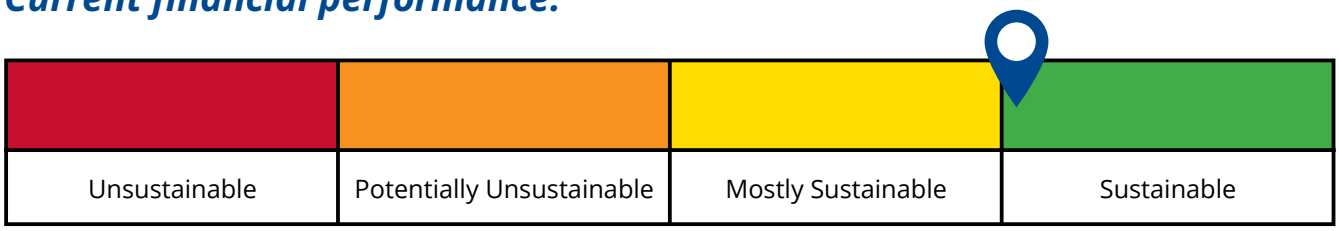
ESCOSA's Findings

Below is a summary of the District Council of Grant's financial sustainability performance and the Commission's Risk Assessment.

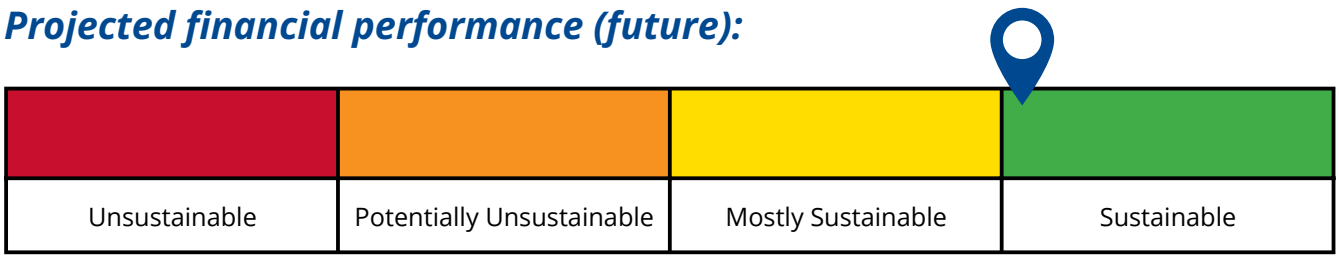
Excerpt from ESCOSA Local Government Advice to District Council of Grant February 2024:

The Essential Services Commission finds the District Council of Grant's current and projected financial performance sustainable, taking into account the Councils future performance outcomes an reliant on the moderate forecast in expense growth, and the planned increases in average rates income per property of 3.4% p.a over the next 10 years.

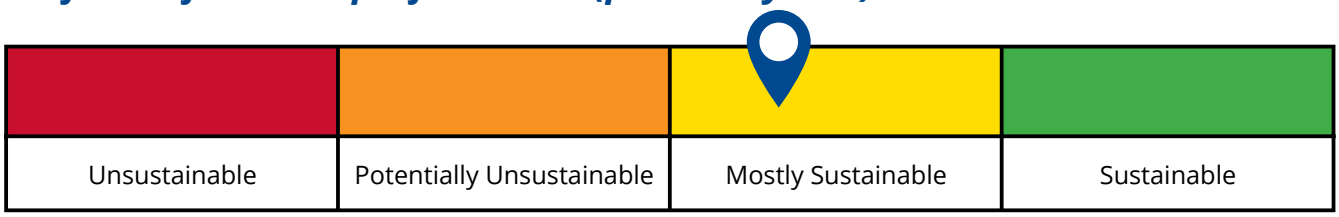
Current financial performance:



Projected financial performance (future):



Projected financial performance (past ten years):



Asset Management Plans

Sound asset management is the key to financial sustainability. There is clearly a direct link between the development and implementation of Council's Asset Management Plans (AMPs) and its Long Term Financial Plan.

Council expends considerable funds on the acquisition and management of assets. It will be exposed to financial risk over the longer term if budget processes have little regard for ongoing costs associated with the maintenance and renewal of these assets beyond the current budget period.

It is incumbent on Council to carefully consider information about the stock of infrastructure and other assets and the contribution that current ratepayers are making to their consumption.

The AMPs help ascertain likely future maintenance and renewal needs and guide consideration of infrastructure needs to meet future community service expectations. Costs inherent in Council's AMPs are reflected in Council's Long Term Financial Plan and both of these documents are integral to, and will be heavily influenced by, the Strategic Management Plan.

Significant Influences and Priorities

A number of significant factors have influenced the preparation of Council's 2025-2026 Annual Business Plan and Budget. These include:

- Requirements to maintain infrastructure assets at acceptable standards
- The level of State and Commonwealth Government grant funding
- Fees/charges imposed by the State Government including the waste levy
- Cost of compliance with State Government reporting and accountability requirements
- CPI (2.5% December 2024 Adelaide)
- LGPI (local government price index) (2.3% December 2024)
- Employee Enterprise Agreements
- Continued increases in utility costs
- The level of capital and operational services required across the district
- Sustainable settings of Council's Long Term and Strategic Planning documents

In response to these factors, and to minimise the burden on ratepayers, the Annual Business Plan and Budget has been prepared within the following guidelines:

- General rate revenue has made consideration of ratepayers economic climate
- Maintenance and renewal of existing assets will be a matter of priority to ensure that the range and level of services being provided by Council's infrastructure is maintained at a reasonable level

A challenge for the District Council of Grant is to prioritise expenditures to meet the demand for services and facilities. Given the asset intensive nature of Council activities, assessing the long term capacity of the community to fund ongoing maintenance and rehabilitation of infrastructure assets is a crucial consideration.



Continuing Services

All Councils have basic responsibilities under the Local Government Act comprising:

- Regulatory activities e.g. compliance, authorised officers, bylaws, dogs and fines;
- Setting rates, preparing an annual budget and determining longer-term strategic management plans for the area;
- Management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and storm-water drainage;
- Street cleaning and rubbish collection;
- Development planning and control, including building safety assessment;
- Various environmental health services.

In response to community needs the Council also provides further services and programs including:



Council also provides a number of facilities or services that attract a separate fee. These provide important benefits while also generating revenue for services and projects of benefit to the District Council of Grant, these include:

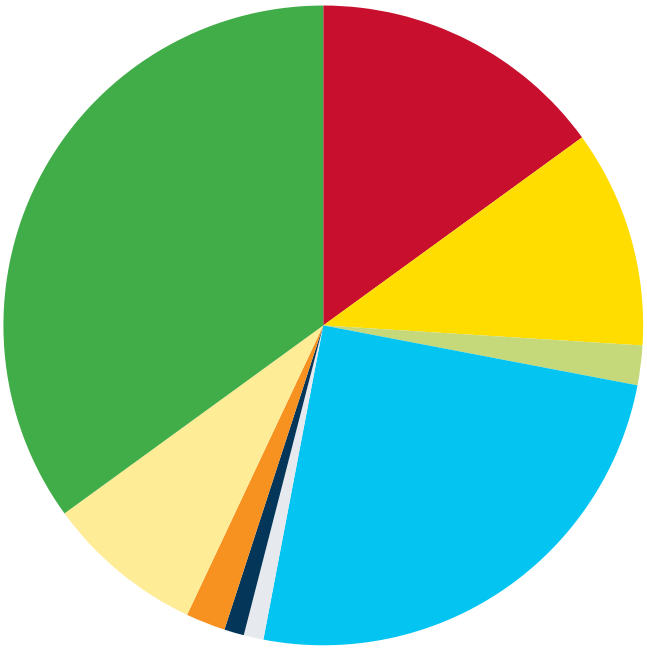
- Animal Management
- Property Information Searches
- Development Applications
- Airport fees; including passenger levy, hangar rental and aircraft operating licence fees
- Saleyard user charges
- Leases and licences associated with use of council buildings and property
- Road Rents
- Cemetery charges
- Rubbish Dump/Waste Transfer Station fees
- Mobile Food Vending Licence fees
- Fish buyers licences
- Private works carried out for ratepayers and other government departments

The Annual Business Plan and Budget does not propose to reduce service levels or staffing, it will increase the service level provided to residents by a higher injection of funds in the road maintenance area.

Details of ongoing services provided to the community and activities of Council are shown in the graph on page 16.

EXPENSE BY ACTIVITY

Administration	15%
Agricultural Services	0%
Economic Affairs N.E.C.	11%
Health	2%
Housing & Community Amenities	25%
Mining, Manufacturing & Const	1%
Other Purposes N.E.C.	1%
Protection Of The Environ Nec	0%
Public Order & Safety	2%
Social Security & Welfare	0%
Sport & Recreation	8%
Transport & Communication	35%



Summary by Category	
Category	**Budget 2025-2026**
Administration	$3,134,000
Agricultural Services	$8,000
Economic Affairs N.E.C.	$2,292,000
Health	$325,000
Housing & Community Amenities	$5,152,000
Mining, Manufacturing & Construction	$258,000
Other Purposes N.E.C.	$118,000
Protection Of The Environ Nec	$57,000
Public Order & Safety	$474,000
Social Security & Welfare	$58,000
Sport & Recreation	$1,546,000
Transport & Communication	$7,080,000
TOTAL	**$20,502,000**

Project Priorities for the Year

Council's planned priorities for project expenditure in 2025-2026 are set out in the table below.

Capital Works Program 2025-2026

BUILDING PROGRAM	$475,000
Community Buildings Projects **Strategic Objective:** A connected, inclusive, resilient and engaged community	$475,000
Truly Tarpeena economic catalyst open space renewal project (Year 1 of 2) **PENDING GRANT APPLICATION**	$50,000
Access Inclusion Advisory Panel Projects	$120,000
Implementation of Inner Township Master Plans - Detailed Designs / Procurement / Implementation Stage 2	$120,000
Wayfinding Strategy Implementation Phase 1	$10,000
Masterplan / Detailed Designs Little Blue (Co-Contribution)	$50,000
Various Toilet Works	$60,000
Various Hall Works	$65,000

STRUCTURES AND FURNITURE	$20,000
Strategic Objective: A sustainable district that values the natural qualities and heritage that underpin our health, liveablitiy and economy	
Bin Replacement Program	$20,000

INFORMATION AND COMMUNICATIONS TECHNOLOGY PROGRAM	$220,000
Technology Upgrades **Strategic Objective:** A strategic and financially sustainable Council that values its people and delivers quality services	
Corporate System Implementation Multi Year Project - Cost of year 1	$100,000
Migrate away from Zultys locally hosted system to Teams Cloud Phone	$40,000
Servers are end of support should be fully depreciated over 5 years	$80,000

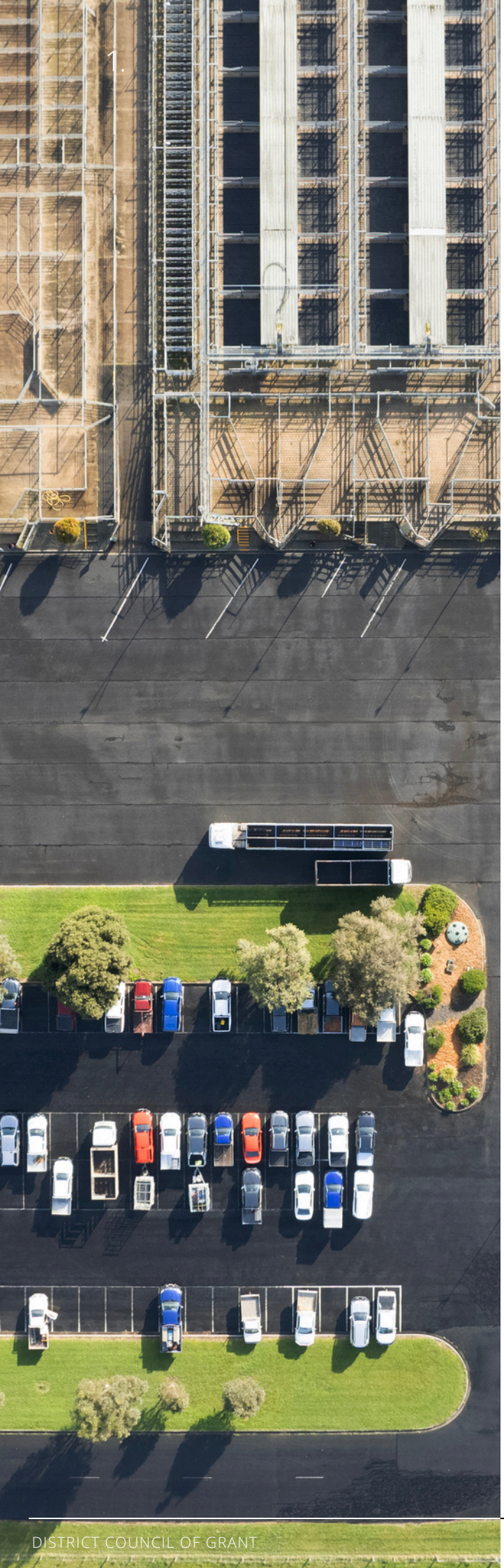
COMMUNITY WASTEWATER MANAGEMENT SYSTEMS (CWMS)	$65,000
Strategic Objective: A sustainable district that values the natural qualities and heritage that underpin our health, liveablity and economy	
Tarpeena CWMS - Pump Replacement	$10,000
Port MacDonnell CWMS Pump Station 9 Pump Renewal and Alterations	$15,000
Improvements Glenelg River Shacks CWMS Project	$10,000
Port MacDonnell CWMS - Installation of Secondary Pumping Main & Reconfiguration of PS's - Procurement costs - Multi year project	$30,000

TRANSPORT INFRASTRUCTURE PROGRAM	$3,437,060
Road Re-Sheeting Projects **Strategic Objective:** Reliable and contemporary infrastructure that meets the needs of our community, industry and visitors	$1,511,251
Bailey Rd (Tarpeena) Re-sheet 1850m x 6m x 150mm (Kennedy Quarry)	$80,269
MacNamara Park Road Rip & Relay 1650m	$22,057
Stafford Road Re-sheet 1850m x 6m x 150mm (Boundary Road to Megaw Road)	$65,645
Three Chain Road (North) Rip & Relay 2500m	$25,771
Dartboogie Road Re-sheet 2000m x 5m x 150mm Wandilo Forest End	$75,129
Feast Fire Break Road Rip & Relay 3000m	$31,245
Feast Road Rip & Relay 1700m (Tillers Road to Feast Firebreak Road)	$20,404
Mulwalla Road Rip & Relay 450m	$8,177
Mt Path Road Rip & Relay Mountain Path Road	$21,610
Old Rocks Road Re-sheet 2200m x 6m x 150mm	$79,245
Megaw Road (Marte Siding Road to Stafford) Rip & Relay 1500m x 6m x 150mm	$92,528
Hutchesson Road Re-sheet 2000m x 6m x 150mm	$84,616
Bellum Lane Rip & Relay 1550m	$24,554
Re-seals	$800,000
Port MacDonnell Bike Track Resurfacing	$80,000
Road Construction Projects **Strategic Objective:** Reliable and contemporary infrastructure that meets the needs of our community, industry and visitors	$1,552,395
Galpins Road Re-construct & Seal 1200m x 8m x 200mm	$205,148
Wandilo Forest Road Re-construct & Seal 2200m x 9m x 250mm (from curve West Wandilo Road to Furness Road)	$478,872
Hill Road Reconstruct & Seal 1600m x 8m x 250mm	$304,208
Dismal Swamp Road Reconstruct & Seal 350m (Riddoch Highway to N/W of entrance)	$81,034
Airport Road Reconstruct and Seal 1300m x 8m x 300mm (start end of bitumen)	$247,921
Stafford / Burnda Road Reconstruct & Seal 1300m	$235,212
Footpath & Kerbing Projects **Strategic Objective:** Reliable and contemporary infrastructure that meets the needs of our community, industry and visitors	$373,414
Kingsley Road Kerb & Channel 280m of Kingsley Road from Mortimer Street to Daly Street	$373,414

MOUNT GAMBIER REGIONAL AIRPORT	$1,245,000
Strategic Objective: A growing and vibrant economy, optimising our diverse primary industries and unique natural assets	
Paid Carpark Upgrade	$285,000
Stick Rake for front of Bobcat	$10,000
Taxiway A1 Upgrade and Taxiway D Extension (Stage 2 of 2)	$950,000

MOUNT GAMBIER & DISTRICT SALEYARDS	$7,521,300
Strategic Objective: A growing and vibrant economy, optimising our diverse primary industries and unique natural assets	
4x4 Motor Bike	$20,000
Bobcat S550	$75,300
Saleyards Transformation Project (Year 1 of 2)	$7,426,000

FLEET MANAGEMENT AND PLANT REPLACEMENT PROGRAM	$1,178,000
Fleet Management **Strategic Objective:** A strategic and financially sustainable Council that values its people and delivers quality services	$1,093,000
4x4 Dual Cab Utility x2	$104,000
4x4 Dual Cab Utility x2	$104,000
Medium truck	$230,000
Small truck	$81,000
SUV	$58,000
Mid Size SUV	$48,000
Compact SUV	$42,000
Compact SUV	$42,000
4x4 Dual Cab	$52,000
Compact SUV	$55,000
Compact SUV	$50,000
Compact SUV	$42,000
4x4 Dual Cab Utility x1	$52,000
4x4 Dual Cab Utility x1	$52,000
Plant Replacement **Strategic Objective:** A strategic and financially sustainable Council that values its people and delivers quality services	$80,000
Zero Turn Mower	$40,000
Front Deck Mower	$40,000
Total capital works program budget	**$14,156,360**



Capital Program

At the time of writing, the projects listed in this plan have been identified as priority projects based on Council's Asset Management Strategy, the condition assessment of individual assets and community needs assessment, together with reference to Council's Long Term Financial Plan and net funds available.

The order in which projects are undertaken may change due to changing circumstances.

Also, from time to time due to our dynamic environment such as the addition or withdrawal of grant funding, state government decisions, extreme weather events or change of focus, the Plan and the activities included may need to the amended.

This Annual Business Plan and Budget outlines a total capital expenditure budget of $14,156,300. $4,627,000 will be used to renew existing assets and $9,529,000 will be spent on new / upgraded assets.

The Annual Business Plan and Budget also forecasts capital spend of $7,426,000 on the Saleyards Transformation Project. This project is proposed to be a multi-year project to the value of $15.4 million. It is estimated Council will contribute 50% funding subject to obtaining 50% matched grant funding, noting $2.7 million already secured form the State Government.

Alternatively, Council may pursue the project subject to a modified scope meeting the needs of the Saleyards, up to a maximum contribution of $7.7 million and retaining the State Government's financial contribution of $2.7 million.

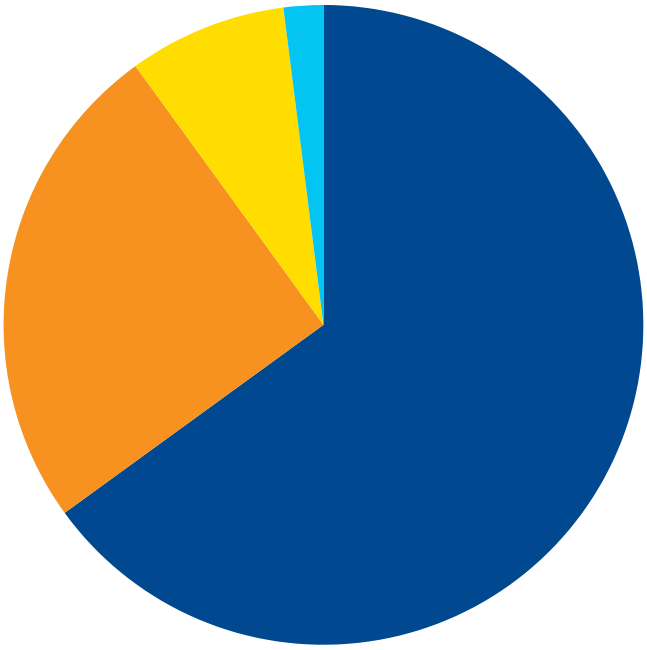
An inherent risk associated with the proposed upgrade to the Mount Gambier & District Saleyards facility is the ongoing support of the local primary producers and agents. An increase to the current stock volume is critical to the future viability of the Saleyards operations.

The Saleyards Transformation Project was identified as a short term focus area under the Economy Goal within Council's Strategic Plan 2024 - 2034. Council will continue to lobby for funding or will consider reducing the scope of the project to spend no more than $7.7 million of Council's funds.

The below graph shows where Council is proposing to allocate its capital spend for the 2025-2026 financial year.

COUNCIL'S CAPITAL ALLOCATION

Building & Structures	65%
Infrastructure Transport	25%
Infrastructure Common Effluent	0%
Plant, Machinery & Equipment	8%
IT & Furniture & Fittings	2%



Category	2022-2024 Replacement Cost	% of Total Assets	2025-2026 Capital Expenditure	% of Proposed Capital Expenditure
Land	$20,284,000	8%	$0	0%
Buildings & Structures	$63,752,000	25%	$9,261,300	65%
Infrastructure Transport	$136,165,000	53%	$3,437,060	25%
Infrastructure Stormwater	$1,412,000	1%	$0	0%
Infrastructure Common Effluent (CWMS)	$14,719,000	6%	$65,000	0%
Infrastructure Other	$6,060,000	2%	$0	0%
Plant, Machinery & Equipment	$9,463,000	4%	$1,173,000	8%
IT & Furniture & Fittings	$1,290,000	1%	$220,000	2%
TOTAL	**$253,145,000**		**$14,156,360**	

Funding the Business Plan

In delivering services and programs contained within this Annual Business Plan and Budget, Council is targeting an operating deficit of $107,000 in 2025-2026 as a result of:

Operating Revenues	$20,395,000
Less: Operating Expenditure	$20,502,000
Net Operating Deficit	$107,000

Council's annual operating revenue is not considered sufficient to meet expected operating expenditure for the 2025-2026 year.

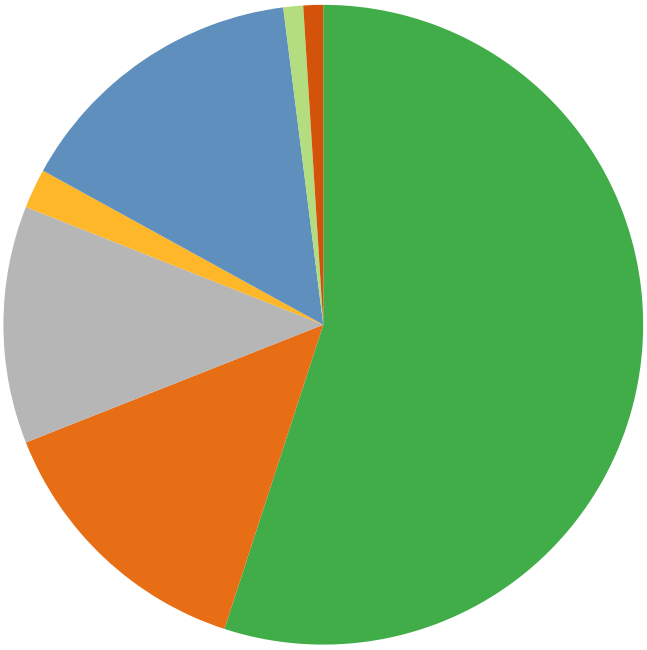
Council has however maintained surplus in previous years which allows Council to keep rates low this financial year and still remain sustainable.

Council is granted the power to acquire funds under Section 133 of the *Local Government Act 1999*.

Sources of funds include property rates, service charges, statutory and user charges, income from investments, commercial activities together with grants and subsidies. An indication of the proportion each of these makes up the total revenue of Council is depicted in the diagram below.

COUNCIL'S SOURCE OF FUNDS

Rates General	55%
Rates Other	14%
User Charges	12%
Statutory Charges	2%
Grants & Subsidies	15%
Interest	1%
Reimbursements	0%
Other Revenue	1%



Council's Source of Funds	
Category	**Budget 2025-2026**
Rates General	$11,252,000
Rates Other (CWMS, Garbage, RL Levy)	$2,768,000
User Charges	$2,451,000
Statutory Charges	$342,000
Grants & Subsidies	$3,060,000
Interest	$211,000
Reimbursements	$98,000
Other Revenue	$213,000
TOTAL	**$20,395,000**

User Pay charges set by Council

These comprise charges for the Council's fee based facilities such as Community Wastewater Management Schemes (CWMS), Mobile Garbage Bin Collection (MGB), Mount Gambier & District Saleyards and Mount Gambier Regional Airport.

Most of the above mentioned facilities operate on a self-funded basis where revenues are offset by costs and any balance is kept in a reserve account.

Statutory Charges set by State Government

These are fees and charges set by regulation and collected by the Council for regulatory functions such as assessment of development applications. Revenues will generally off-set the cost of the service.

Grants and Partnerships

The Council normally seeks to attract as much grant funding as possible from other levels of government, and major projects of wider State benefit are usually jointly funded in partnership with the State Government and other relevant parties.



Council's Annual Business Plan and Budget has been prepared on the basis of maintaining the delivery of the current range and level of services to the community, whilst being mindful of the rate burden imposed on individual ratepayers.

The Plan aims to contribute to the long term financial sustainability of the Council through prudent and responsible financial management.

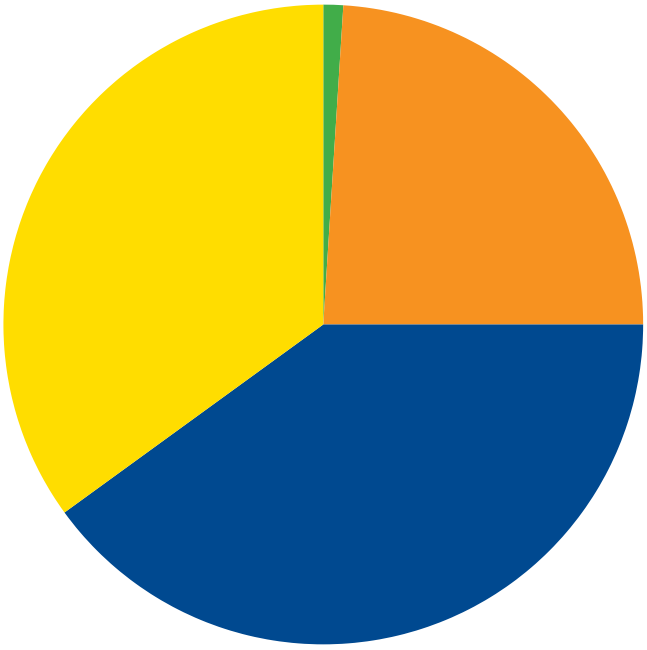
Council spends its funds in four main categories being employee costs, depreciation, finance costs and materials, contracts and other expenses.

Depreciation consumes 24% of Council's funds which should be then invested into capital spending.

The following chart and table provide a breakdown of the services for which expenditure is planned in 2025-2026.

COUNCIL'S ALLOCATION OF FUNDS

Finance Costs	1%
Depreciation	24%
Employee Costs	40%
Materials, Contractors & Other Expenses	35%



Council's Allocation of Funds

Category	Budget 2025-2026
Employee Costs	$8,162,000
Finance Costs	$86,000
Depreciation	$4,818,000
Materials, Contractors & Other Expenses	$7,436,000
TOTAL	**$20,502,000**

Impact on Council's Financial Position

After taking account planned net outlays on existing and new assets in 2025-2026, Council's net financial liabilities are expected to be $740,000.

Net financial liabilities are a key indicator of the Council's financial position. It measures total liabilities less financial assets (ie. what the Council owes to others, less money the Council has or is owed). The expected level of net financial liabilities represents 3.63% of budgeted operating revenue.

This compares with a long-term targeted level for this indicator of less than 100% of operating revenue.

Council is planning on expending 125.35% on the renewal and replacement of existing assets as compared with what our adopted Asset Management Plans prescribe.

Key Financial Indicators	Adopted Targets	2025-2026 Budget	2025-2026 Long Term Financial Plan	2024-2025 Revised Budget
Operating Surplus Ratio	0%-10%	(0.52%)	0.20%	2.02%
Net Financial Liabilities Ratio	0%-100%	3.63%	2.93%	(23.80%)
Asset Sustainability Ratio	90%-100%	125.35%	100%	105%

For more details on the calculation method for key financial indicators, see Appendix 2 on page 39.



What it Means for Ratepayers

As depicted in the table on page 22, 'Councils Source of Funds' the primary source of income for Council is the property based tax – 'Council rates'. Our revenue for 2025-2026 includes $11.252M to be raised from general rates. This equates to 55% of Council's operating revenue.

Council's Plan proposes a 3.75% rate increase for the 2025-2026 year (excluding new property growth). The actual amount payable by any individual ratepayer may be more or less than this, depending on the movement in capital value of their property (relative to the average).

In setting the rates for the 2025-2026 financial year Council considered the need to keep rate increases as low as possible whilst also considering the implementation of the following plans and issues:

- Long Term Financial Plan that sets the overall financial objectives for Council for the next 10 years;
- Asset Management Plans that set capital works, maintenance and renewal programmes for Council's asset and infrastructure;
- The resources required to deliver the Council services as detailed in the 2025-2026 Annual Business Plan and Budget;
- Changes in valuation and how the impact can be minimised in setting rate levels; and
- The increased use of "user pays" cost recovery systems.

Council uses a differential rating system based on land use as the factor to apply differential rates. In applying differential rates, Council has considered and is satisfied that the rating system addresses the issues of consistency and comparability across all Council areas.

Council spends considerable time modelling the effect of valuation and rate increases on individual rate payers whilst at the same time ensuring it can raise sufficient funds to achieve a positive operating result and a balanced budget.

How $100 of your rates will be spent

Category	Budget 2025-2026
Governance & Administration	$15.28
Agricultural Services	$0.04
Economic Affairs N.E.C.	$11.18
Health	$1.59
Housing & Community Amenities	$25.13
Mining,Manufacturing & Const	$1.26
Other Purposes N.E.C.	$0.58
Protection Of The Environ Nec	$0.28
Public Order & Safety	$2.31
Social Security & Welfare	$0.28
Sport & Recreation	$7.54
Transport & Communication	$34.53
TOTAL	**$100.00**





Rating Strategy

Method used to value land

Council will continue to use capital value as the basis for valuing land within the council area. Council considers that this method of valuing land provides the fairest method of distributing the rate share across all ratepayers because property value is a genuine indicator of wealth. Capital value also closely approximates the market value of a property and is provides the best of overall property values. These valuations are provided by the Valuer General to Council.

Capital Valuation Movements

Capital values across the whole district for 2025-2026 have decreased by $110.8M (1.99%) from last year. There has been an increase in all land use categories other than primary production as shown below.

Local Governament Code	No. of Proper-ties	2024-2025 Capital Value	Proposed 2025-2026 Capital Value	$ Increase	% Increase
Non Rateable	401	114,971,668	115,726,078	754,410	0.66%
CV - Residential	2,700	1,270,884,703	1,466,668,314	195,783,611	15.41%
CV - Commercial - Shop	22	7,394,519	8,577,988	1,183,469	16.00%
CV - Commercial - Other	77	36,499,800	44,451,593	7,951,793	21.79%
CV - Industry - Light	5	3,510,647	4,774,529	1,263,882	36.00%
CV - Industry - Other	45	46,577,341	49,031,421	2,454,080	5.27%
CV - Primary Production	2,440	4,000,261,301	3,672,582,546	- 327,678,755	-8.19%
CV - Vancant Land	412	85,502,200	91,751,100	6,248,900	7.31%
CV - Other	65	13,142,653	14,348,371	1,205,718	9.17%
Total Valuation	6,167	5,578,744,832	5,467,911,940	- 110,832,892	-1.99%

The following table depicts average valuations for properties across the district and their respective increases in rates compared against the prior year. (These figures are exclusive of any service charges):

Land Use	Year	Cents in the $	Average valuation ($)	Average Rates ($)	No. of Properties	Average Increase ($)	Average Increase (%)
Residential Category (a)	2024-25	0.20735	480,304	1,002	2646	41.01978273	4.1
	2025-26	0.22159	543,210	1,043	2700		
Commercial Categories (b), (c) & (d)	2024-25	0.20735	466,961	975	94	7.479004769	0.8
	2025-26	0.22159	983,492	982	99		
Industrial Categories (e) & (f)	2024-25	0.20735	1,022,204	2,133	49	86.79945218	4.1
	2025-26	0.22159	1,076,119	2,220	50		
Primary Production Category (g)	2024-25	0.18664	1,629,434	3,060	2455	213.6564614	7.0
	2025-26	0.19968	1,505,157	3,274	2440		
Vacant Land Category (h)	2024-25	0.20735	204,551	427	418	32.86486646	7.7
	2025-26	0.22159	222,697	460	412		
Other Category (i)	2024-25	0.20735	193,274	403	65	86.1470046	21.4
	2025-26	0.22159	220,744	489	65		

Rating Methodology

Council is proposing to utilise differential rating according to land use of the property, pursuant to the *Local Government Act 1999* s156(1)(c).

Differential Rates

In applying differential general rates Council has considered and is satisfied that the rating system addresses the issue of consistency and comparability across all areas, particularly as it relates to the various sectors of the business and wider community. This satisfies the requirements of the *Local Government Act 1999* s153(2).

Differential general rates will apply to all rateable land within the area based upon the capital value of the land varied by reference to the use of the land.

Differential general rates imposed by Council are separate and distinct from service charges imposed for the Community Wastewater Management System and Mobile Garbage Bin collection.

Details of service charges are provided further in this document.

For the 2025-2026 year Council is proposing to raise differential general rate revenue of $11.252M. The following tables show the proportion of differential general rates raised by category of land use.

Land Use	2024-2025	% of Total General Rates	2025-2026	% of Total General Rates
Primary Production	7,509,219	69.33	7,342,888	65.26
Other	3,322,065	30.67	3,909,112	34.74
	10,831,284		11,252,000	

Council reviewed its basis of rating to ensure all ratepayers are contributing in accordance with taxation principles. As a result, Council will apply the following cents in the dollar for the differential land use categories.

Residential
$0.22159 cents in the dollar for rateable properties with a land use of category (a) (Residential).

Commercial (Shop, Office, Other)
$0.22159 cents in the dollar for rateable properties with a land use of categories (b) (Commercial - Shop), (c) (commercial - Office) and (d) (Commercial - Other).

Industrial (Light, Other)
$0.22159 cents in the dollar for rateable properties with a land use of category (e) (Industry - Light) and (f) (Industry - Other)

Primary Production
$0.19968 cents in the dollar for rateable properties with a land use of category (g) (Primary Production). Primary Production rate has been set at 10% less than the Residential cents in the dollar. The reduced differential rate is to acknowledge the importance and significant of Primary Production to our community and the significant valuation increases it has incurred over the past few years.

Vacant Land
$0.22159 cents in the dollar for rateable properties with a land use of category (h) (Vacant Land).

Minimum Rate

Council considers it appropriate that ratepayers in respect of all rateable land make a contribution to the cost of administering Council's activities and that ratepayers in respect of all rateable land make a contribution to the cost of creating and maintaining the physical infrastructure that supports that land and the basic services provided to all ratepayers.

The minimum rate is levied against the whole of an allotment. Only one minimum rate is levied against two or more pieces of adjoining land (whether separated by a road or not) if they are owned by the same ratepayer and occupied by the same occupier. This is described as contiguous land and only one minimum rate is payable by the ratepayer.

The minimum rate in 2025-2026 is proposed to be $700 ($680 in 2024-2025). This represents an increase of $20 (2.94%) on the minimum rate applied in 2024-2025. Overall, the minimum rate will be applied to approximately 15.2% of all rateable properties well within the maximum of 35% allowed for in the *Local Government Act 1999*.

Payment of Rates

The Council has resolved that the payment of all rates will be in four equal or approximately equal instalments due on:

- 1st - 5 September 2025
- 2nd - 5 December 2025
- 3rd - 6 March 2026
- 4th - 5 June 2026



Annual Services Charge

Community Wastewater Management Schemes

As set out in Section 155(2) of the *Local Government Act 1999*, the Council imposes an annual service charge on properties for the Community Wastewater Management Schemes to meet the operational and capital cost of the schemes.

Community Wastewater Management Schemes are an essential services and Council should be recovering costs associated with running the schemes.

The Council will recover this cost through an annual service charge of:

- $755 for each occupied property unit ($725 in 2024-2025) (4.14% increase)
- $645 for each unoccupied property unit ($615 in 2024-2025) (4.87% increase)

Where the service is provided to non-rateable land, a service charge is levied against the land.

Mobile Garbage Bin Collection

For the purpose of meeting the costs associated with the collection and disposal of domestic and other garbage, Council has a Mobile Garbage Bin service charge on all servicable properties. Where the service is provided to non-rateable properties, a service charge is to be levied against the land.

Charges for Mobile Garbage Bin services for 2025-2026 will be $315 ($300 in 2024-2025) (5% increase).

Council charges separately for this service as it is specific to particular properties and is thus unreasonable to expect the total rate base to provide for its use, maintenance and replacement.

It is estimated that disposal costs for Council will increase by 20% and if this is to occur ratepayers will see a significant increase in the service charges to cover these increased costs into the future.

Mobile Garbage Bin Collection Service Expansion

Pursuant to sections 151(5)(b), (6) and (8a) of the *Local Government Act 1999* ("the Act") and in support of a proposal to change the Council's basis of rating by imposing a service charge under section 155 of the Act on certain land in the Council area, the Council makes a general waste and recycling waste collection service available to certain properties in its area ("the Service"). Historically, the Service has been provided to all residential and vacant properties located within all Council Townships, with the exception of the township of Cape Douglas.

Due to logistical and other reasons, the Service has not, to date, been provided to or available at all residential properties in the Council's area. Consequently, some property owners have been required to enter into personal arrangements for private waste collection services. Council is now intending to 'close this gap' by facilitating the Service being provided to/available for, all habitable properties within the Council area.

To assist in funding the Service, Council has imposed an annual service charge on each of the properties to which the Service has been provided or made available, pursuant to section 155 of the Act.

To enable Council to continue to grow the capacity of the Service, in the broader interests of its community by ensuring that the Service is, and can continue to, be made available to those who need it (and as an economic growth initiative in the district), it is intended to expand the reach of the Service for the 2025-2026 financial year. As a consequence, Council will to impose a service charge for the first time on certain land that has not previously but which from 1 July 2025, will, benefit from the expansion of the Service.

The expansion of the Service is so that in the 2025-2026 financial year, general waste and recycling collections services are, for the first time, provided or made available to the following land, in addition to the properties already serviced under existing service routes:

- 1 property along Rahley Road, Mil Lel;
- 3 properties along the southern end of Clezy Road, Mingbool;
- 1 property north of the current collection zone boundary along Casterton Road, Worrolong;
- 7 properties on Racecourse Crescent, Glenburnie;
- 7 properties along Caroline Road, Yahl stretching from the Vorwerk Road intersection to Picks Road intersection;
- 2 properties on the southern end of Caroline Headquarters Road, Yahl;
- 4 properties on Sewarts Road, Allendale, from the township to the Mahoneys Road intersection;
- Properties along Tilleys Road, Port MacDonnell (total number influenced by heavy vehicle access restraints);
- 2 properties along Lynchs Road, Allendale;
- 1 property on Domans Road, Mount Schank. Extension of the collection route from Mount Salt Road to just beyond the McLeans Road intersection;
- 1 property on the southern end of Megaw Road, extension from Carpenter Rocks Road, Compton;
- 3 properties along an extension of Cafpirco Road, beyond the current collection area terminating at Marte Siding Road, Compton; and
- 1 property on McLeans Road, Mount Schank. Extension of the current collection route on Riddoch Highway.

(collectively, "the Properties").

The Properties are shown on the plans contained in Appendix 3 to the Annual Business Plan and Budget. The expansion involves the Council now imposing a service charge on the Properties to assist in funding the expansion of the Service to them.

The service charge will, of course, be declared in respect of all land to which the Service is provided or made available from 1 July 2025 (which includes the Properties). A plan showing all properties to which the Service is provided or made available from 1 July 2025 is available on Council's website at www.dcgrant.sa.gov.au.

For the 2025-2026 financial year, the service charge imposed on all land to which the Service is provided or made available, will be a fixed amount of $315 based on the nature of the Service (pursuant to section 155(8) of the Act) ("the expansion").

Regional Landscape Levy

Council is required to collect a regional landscape levy on all rateable properties within its district. Council is operating as a revenue collector for the Board in this regard and does not retain this revenue nor determine how the revenue is spent.

For the 2025-2026 financial year Council is required to collect, on behalf of the Limestone Coast Landscape Board an amount of $742,532.

Council will for 2025-2026 impose a separate rate against rateable properties, as detailed below, based on the land use of the land and will forward the amount to the Board to fund its activities.

- Residential: $96
- Commercial: $142
- Industrial: $228
- Primary Production: $417

Rebate of Rates

Council has determined that rebates of rates will be granted when the applicant satisfies the requirements for mandatory rebates under the *Local Government Act 1999* s159 to 165. Applications for discretionary rebates lodged under s166 of the Act will be considered under Council's Rate Rebate Policy.

The Act acknowledges that there are particular land uses that are economically disadvantaged and provide local community benefit and therefore must be offered rate relief in order to be sustainable. Some rebates under the Act are applied as a mandatory requirement however further discretionary provisions allow for Council to determine whether other desirable land uses may be offered rate relief.



Appendix 1

Budgeted Financial Statements 2025-2026

DISTRICT COUNCIL OF GRANT
BUDGET 2025/2026

STATEMENT OF COMPREHENSIVE INCOME

2024/2025 Budget Review 3 $'000		2025/2026 LTFP	2025/2026 DRAFT BUDGET $'000
	INCOME		
13,468	Rates	**13,859**	14,022
361	Statutory Charges	**330**	342
2,389	User Charges	**2,410**	2,451
3,078	Grants Subsidies and Contributions	**2,453**	3,060
489	Investment Income	**254**	211
122	Reimbursement	**78**	98
276	Other	**208**	213
20,183	TOTAL REVENUES	**19,592**	20,395
	EXPENSES		
7,640	Employee Costs	**7,743**	8,162
7,268	Materials, Contracts and Other Expenses	**6,246**	7,437
106	Finance Costs	**85**	86
4,762	Depreciation, amortisation & impairment	**5,479**	4,817
19,777	Total Expenses	**19,553**	20,502
407	**OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS**	**39**	(107)
(19,981)	Net gain (loss) on disposal or revaluation of assets	**1,566**	-
1,233	Amounts specifically for new or upgraded assets	**2,000**	3,343
-	Physical resources received free of charge	**-**	-
(18,341)	**TOTAL COMPREHENSIVE INCOME**	**3,604**	**3,236**

DISTRICT COUNCIL OF GRANT
BUDGET 2025/2026

CASH FLOW STATEMENT

2024/2025 Budget Review 3 $'000 Inflows (Outflows)		2025/2026 LTFP	2025/2026 DRAFT BUDGET $'000 Inflows (Outflows)
	CASHFLOWS FROM OPERATING ACTIVITIES		
	RECEIPTS		
19,694	Operating Receipts	19,338	20,185
489	Investment Receipts	254	211
	PAYMENTS		
(14,908)	Operating payments to suppliers & employees	(13,989)	(15,599)
(106)	Finance Payments	(85)	(86)
5,169	**Net Cash provided by (or used in) Operating Activities**	5,518	4,711
	CASH FLOWS FROM INVESTING ACTIVITIES		
	RECEIPTS		
1,233	Grants specifically for new or upgraded assets	2,000	3,343
23	Repayments of Loans by Community Groups	0	0
1,193	Sale of Assets	618	557
	PAYMENTS		
(6,291)	Capital Expenditure on renewal/replacement of assets	(5,843)	(4,627)
(1,585)	Capital Expenditure on new/upgraded assets	(6,993)	(9,530)
(5,427)	**Net Cash provided by (or used in) Investing Activities**	(10,218)	(10,256)
	CASH FLOWS FROM FINANCING ACTIVITIES		
	RECEIPTS		
-	Proceeds from Borrowings	-	-
	PAYMENTS		
(378)	Repayment of Borrowings	(328)	(328)
(378)	**NET CASH USED IN FINANCING ACTIVITIES**	(328)	(328)
(636)	**NET INCREASE (DECREASE) IN CASH HELD**	(5,028)	(5,874)
8,541	**CASH AT BEGINNING OF YEAR**	7,257	7,905
7,905	**CASH AT END OF YEAR**	2,229	2,031

DISTRICT COUNCIL OF GRANT
BUDGET 2025/2026

BALANCE SHEET

2024/2025 Budget Review 3 $'000		2025/2026 LTFP	2025/2026 DRAFT BUDGET $'000
	ASSETS		
	CURRENT ASSETS		
7,905	Cash and cash equivalents	2,229	2,031
928	Trade & other receivables	892	930
178	Inventories	228	178
9,011	**TOTAL CURRENT ASSETS**	3,349	3,139
	NON-CURRENT ASSETS		
67	Financial Assets	114	67
162,839	Infrastructure, Property, Plant & Equipment	174,347	171,620
162,906	**TOTAL NON-CURRENT ASSETS**	174,461	171,687
171,917	**TOTAL ASSETS**	177,810	174,825
	LIABILITIES		
	CURRENT LIABILITIES		
1,730	Trade & Other Payables	1,822	1,730
378	Borrowings	328	378
1,068	Short-term Provisions	1,095	1,068
3,176	**TOTAL CURRENT LIABILITIES**	3,245	3,176
	NON-CURRENT LIABILITIES		
786	Long-term Borrowings	507	458
134	Long-term Provisions	57	134
920	**TOTAL NON-CURRENT LIABILITIES**	564	592
4,096	**TOTAL LIABILITIES**	3,809	3,768
167,821	**NET ASSETS**	174,001	171,057
	EQUITY		
49,670	Accumulated Surplus	59,302	52,906
116,824	Asset Revaluation	113,403	116,824
1,327	Other Reserves	1,296	1,327
167,821	**TOTAL EQUITY**	174,001	171,057

DISTRICT COUNCIL OF GRANT
BUDGET 2025/2026

STATEMENT OF CHANGES IN EQUITY

2024/2025 Budget Review 3		2025/2026 LTFP	2025/2026 DRAFT BUDGET
$'000			$'000
	ACCUMULATED SURPLUS		
48,030	Balance at end of previous reporting period	57,263	49,670
1,640	Net Result for Year	2,039	3,236
0	Transfer From Reserves	0	0
0	Transfer To Reserves	0	0
49,670	**BALANCE AT END OF PERIOD**	59,302	52,906
	ASSET REVALUATION RESERVE		
136,805	Balance at end of previous reporting period	111,837	116,824
-19,981.00	Gain on revaluation of infrastructure, property, plant & equipment	1,566.00	0.00
0.00	Transfer to Accumulated Surplus on sale of infrastructure, property, plant & equipment	0.00	0.00
116,824	**BALANCE AT END OF PERIOD**	113,403	116,824
	Other Reserves		
1,327	Balance at Beginning of Period	1,296	1,327
-	Transfer to reserve from accumulated surplus	-	-
0	Transfer from reserve to accumulated surplus	0	0
1,327	**BALANCE AT END OF PERIOD**	1,296	1,327
167,821	**TOTAL EQUITY AT END OF REPORTING PERIOD**	**174,001**	**171,057**

DISTRICT COUNCIL OF GRANT
BUDGET 2025/2026

UNIFORM PRESENTATION OF FINANCES

2024/2025 Budget Review 3		2025/2026 LTFP	2025/2026 DRAFT BUDGET
$'000			$'000
20,183	Operating Revenues	19,592	20,395
(19,777)	less Operating Expenses	(19,553)	(20,502)
406	**Operating Surplus / (Deficit) before Capital Amounts**	39	(107)
	Less Net Outlays in Existing Assets		
6,502	Capital Expenditure on renewal and replacement of Existing Assets	5,843	4,627
(5,150)	less Depreciation, Amortisation and Impairment	(5,479)	(4,818)
(1,193)	less Proceeds from Sale of Replaced Assets	(618)	(557)
159		(254)	(748)
	Less Net Outlays on New and Upgraded Assets		
2,024	Capital Expenditure on New and Upgraded Assets	6,993	9,530
(1,233)	less Amounts received specifically for New and Upgraded Assets	(2,000)	(3,343)
-	less Proceeds from Sale of Surplus Assets	-	-
791		4,993	6,187
(544)	**Net Lending / (Borrowing) for Financial Year**	(4,700)	(5,545)

DISTRICT COUNCIL OF GRANT
BUDGET 2025/2026

FINANCIAL INDICATORS

2024/2025 Budget Review 3		2025/2026 LTFP	2025/2026 DRAFT BUDGET
$'000			$'000
407	**Operating Surplus** *Being the Operating Surplus (Deficit) before Capital Amounts*	39	(107)
2.02%	**Operating Surplus Ratio** Operating Surplus Total Operating Income *This ratio expresses the Operating Surplus as a percentage of Total Operating Income*	0.20%	-0.52%
(4,804)	**Net Financial Liabilities** *Net Financial Liabilities are defined as Total Liabilities less financial assets (excluding equity accounted investments in Council Businesses*	574	740
-23.80%	**Net Financial Liabilities Ratio** Net Financial Liabilities Total Operating Income	2.93%	3.63%
113.00%	**Asset Sustainability Ratio** Net Asset Renewals Infrastructure & Asset Management Plan required expenditure *Net Asset Renewals Expenditure is defined as Net Capital* Expenditure on the renewal and replacement of existing assets, and excludes new Capital Expenditure on the acquisition of additional assets	100.00%	125.35%



Appendix 2

Local Government Financial Indicator Definitions

Ratio Desciptions

Operating Surplus (Deficit) Ratio

This ratio expresses the operating surplus (deficit) as a percentage of general and other rates, net of rebates. A negative ratio indicates the percentage increase in total rates required to achieve a break-even operating result. A positive ratio indicates the percentage of total rates available to fund capital expenditure over and above the level of depreciation expense without increasing Council's level of net financial liabilities. If this amount is not required for capital expenditure it reduces the level of net financial liabilities.

Council's target is to achieve an operating surplus ratio between (0%) deficit and 10% surplus.

Council's 2025-2026 Budget aims to achieve an operating surplus ratio of (0.52%) which indicates that Council is operating within its long term targets. Sufficient cash reserves are available to fund Council's activities, programs and projects.

Net Financial Liabilities

Net financial liabilities measure Council's total indebtedness. Net financial liabilities is a broader measure than net debt as it includes all of Council's obligations including provisions for employee entitlements and creditors. The level of net financial liabilities increases when a net borrowing result occurs in a financial year and will result in a Council incurring liabilities and/or reducing financial assets. The level of net financial liabilities decreases when a net lending result occurs in a financial year and will result in a Council purchasing financial assets and/or repaying liabilities.

Council's target is to maintain its net financial liability between zero and $20.395M (total operating revenue). Council's 2025-2026 Budget aims to achieve a net financial liability of $0.740M indicating that Council is in a strong financial position. This indicates that Council is operating within in its long term targets and in a sustainable financial position.

There is capacity to undertake additional borrowings for future projects if the need arises.

Net Financial Liabilities Ratio

This ratio indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue. Where the ratio is falling it indicates the Council's capacity to meet its financial obligations from operating revenues is strengthening. Where the ratio is increasing it indicates a greater amount of Council's operating revenues is required to service its financial obligations.

Council's target is to maintain its net financial liability ratio between zero and 100%.

Council's 2025-2026 Budget aims to achieve a net financial liability ratio of 3.63%.

This indicates that Council is operating within in its long term targets and in a sustainable financial position.

Asset Renewal Funding Ratio

This ratio indicates whether the Council is renewing or replacing existing non-financial assets at the rate of consumption. On occasions the Council will accelerate or reduce asset expenditures over time to compensate for prior events or invest in assets by spending more now so that it costs less in the future to maintain.

Council's target is to maintain its asset sustainability ratio between 90% and 110%.

Council's 2025-2026 Budget aims to achieve an asset sustainability ratio of 125.35%. This indicates that Council is operating above the scope of its Asset Management Plans. This is a direct result of funding received that was not anticipated in the Long Term Financial Plan and Asset Management Plans resulting in Council accelerating some capital works.



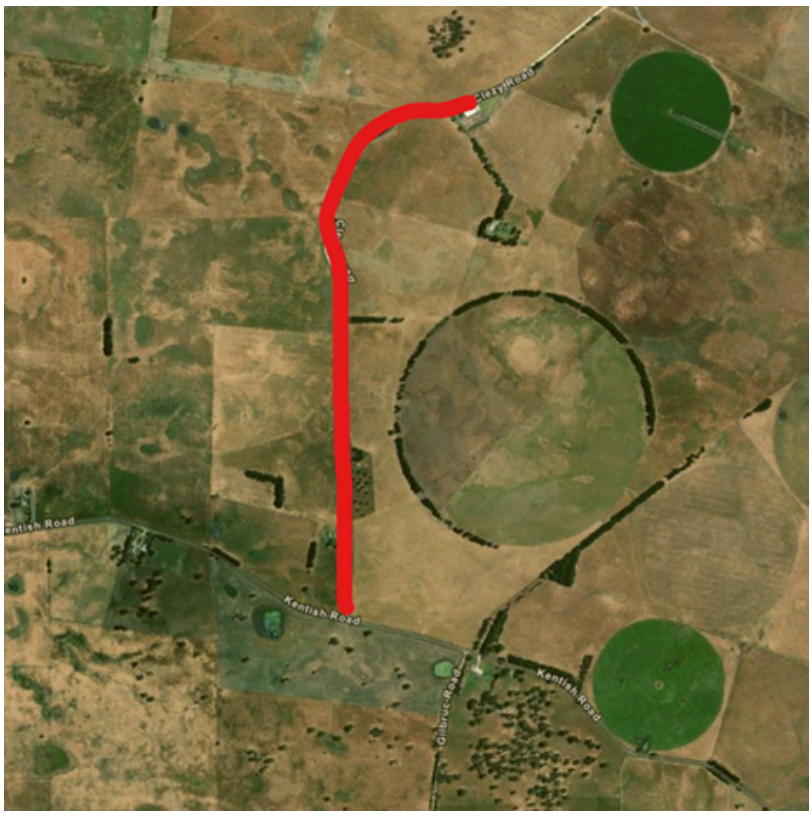
Appendix 3

Mobile Garbage Bin Collection Expansion

Rahley Road, Mil-Lel



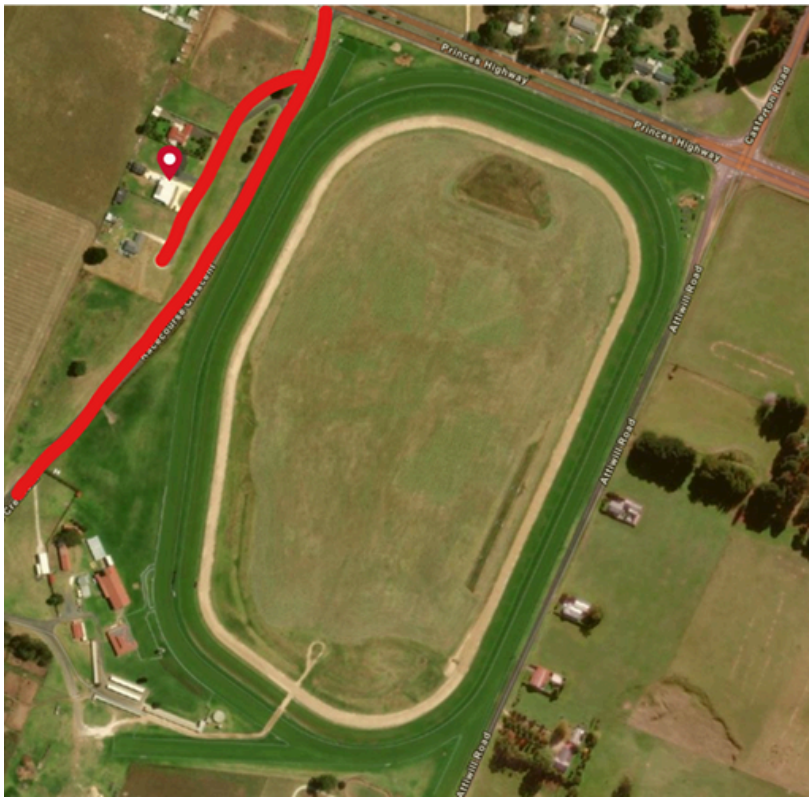
Clezy Road, Mingbool



Casterton Road, Worrolong



Racecourse Crescent, Glenburnie



Caroline Road, Yahl / Caroline



Caroline Headquarters Road, Yahl



Sewarts Road, Allendale



Tilleys Road, Port MacDonnell



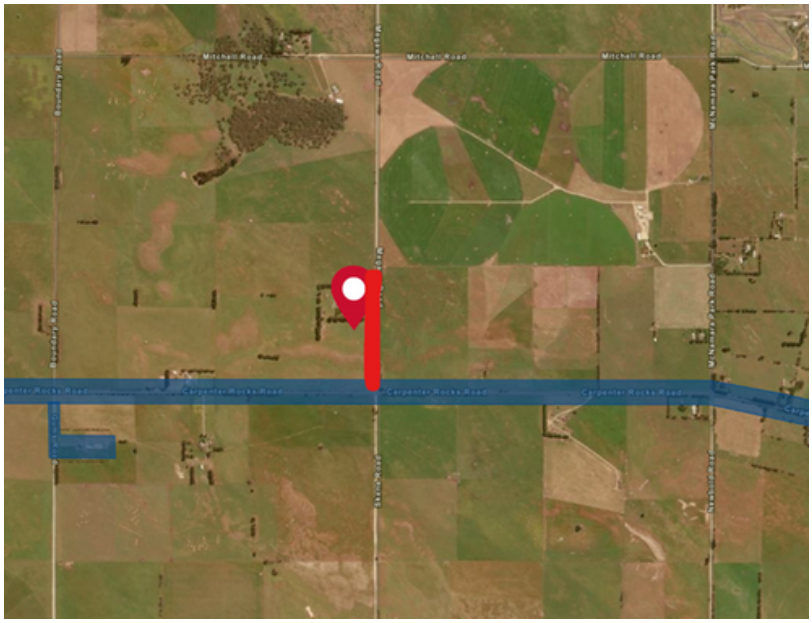
Lynchs Road, Allendale



Domans Road, Mount Schank



Megaw Road, Compton



Cafpirco Road, Compton



McLeans Road, Mount Schank





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